



WAVERLEY COUNCIL

Bondi Pavilion Cultural and Community Use Impact Assessment

June 2017



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Executive summary

Background

Bondi Pavilion is a multipurpose community and cultural facility located at iconic Bondi Beach servicing the local community and visitors (local, interstate and international) to Bondi Beach. Responding to the directions of the Bondi Park, Pavilion and Beach Plan of Management 2014 (POM), Waverley Council issued a design brief for the development of concept plans for the upgrade and conservation of the Pavilion and a concept design was endorsed in 2015 for community feedback. Based on significant community concerns and feedback about the original concept design (particularly around perceived commercialisation and concern about loss of cultural space), changes were made to the plans, and Council endorsed to proceed with the Bondi Pavilion Conservation and Upgrade Project in two stages. Stage 1 design was endorsed by Council in November 2016. The Stage 2 upgrade was put on hold for approval by the new Council following elections in September 2017.

Purpose

The purpose of this report is to provide a Cultural and Community Use Impact Assessment (the Assessment) of options proposed by Waverley Council for Stage 2 of the Bondi Pavilion Conservation and Upgrade Project. While Stage 1 design has been endorsed by Council, this Assessment also provides an evaluation of potential community and cultural impacts of Stage 1 design.

To inform Council's final decision around the future upgrade of the Bondi Pavilion, further evaluation of options is also occurring through a separate Business Case which will analyse the financial costs and benefits of each of the options. The findings of this Assessment will inform the Business Case.

Methodology

This Assessment has been based on a robust evidence based methodology including: Review of existing strategic documents including the POM; Review of Pavilion operations and utilisation; Review of previous consultation including KJA consultation report 2016; Community and cultural facility supply and demand analysis and review of best practice approaches to community and cultural facility supply; Evaluation of Stage 1 design; Evaluation against criteria¹ and measures, of the cultural and community impacts of Stage 2 options; Mitigation measures to address negative impacts and enhance positive impacts; Upgrade and Conservation Principles moving forward; and Peer review by Professor Peter Phibbs (see *Appendix 1*).

The methodology also included four focus groups with a total of 25 community and cultural representatives to seek feedback on Stage 2 options. Participants represented: Save Bondi Pavilion x 5;

¹ The criteria used to evaluate the options proposed by Waverley Council align with those being evaluated by the Business Case so that both studies were evaluating against common criteria.

Waverley Woollahra Art School x 2; Previous and current hirers x 6; Event organisers x 2; Cultural workers x 6; and Community workers/venue managers x 4. Focus group participants were not selected using a systematic random sampling process, so this Assessment describes the range of views from this group, but not necessarily what is the majority view across the total Waverley LGA population.

Background research

- Quality community and cultural facilities play a central role in supporting community harmony and cohesion and building cultural and social capital. They support local creativity and also, in an area like Bondi, arts tourism². Best practice approaches to community and cultural facilities are that: they are multipurpose and flexible spaces; they co-locate services/programs within them as part of community hubs; they are connected to public space, pedestrian and cycleways and public transport; they create place and community identity; and, they are economically, socially and environmentally sustainable.
- The KJA consultation report (2016) identified that the Pavilion is a highly valued multipurpose community and cultural hub. While the community acknowledged that the Pavilion needs repair and restoration (while respecting its heritage and iconic status), there was considerable community concern about perceived commercialisation of the Pavilion through any upgrade, and a clear desire to retain and enhance community and cultural uses particularly the pottery studio, music studios and control room, and existing theatre. There was opposition from some to a relocated ground floor theatre, or to remodelling of the existing first floor theatre. However, some cultural specialists indicated that a remodelled, or purpose built ground floor theatre, could improve its viability, address poor sight lines in the current space, and make it a more accessible venue for people with disability.
- The Bondi Pavilion began as dressing sheds in 1903 and was built in its current form in 1928. It has undergone a number of changes since then including changing the ballroom to a theatre in the 1970s, adding the High Tide Room and music studios in 2000, and adding a glass dome to install a restaurant in 2004. In 1993, Bondi Beach and surrounds (including the Pavilion) was included on the Register of the National Estate. The POM states the purpose of the Pavilion is:
 - *As a landmark building contributing to local heritage;*
 - *As a centre for community life; and*
 - *A grand entrance from the street to Bondi Beach.*
- The KJA consultation report identified three local values for the Pavilion of: (1) a local icon; (2) a local community facility; and (3) a cultural hub.

² According to Arts Nation, an Overview of Australian Arts, 2015 edition, Australia Council There has been 19% growth in arts tourism, with 2.4million international visitors to Australia engaging in arts tourism on 2013-14,

Key findings

- The Waverley LGA will experience slow population growth from 73,366 in 2016 to 77,300 in 2036³ (5.3%). In 2011, the main age cohorts in the LGA were adults aged 25 years to 49 years, and families with young children, indicating a need for programs and activities available at night, after school and on weekends, including live music, comedy, food, and health and fitness. The LGA has a high proportion of arts workers, and the arts and recreation service industries grew by 30.9% between 2009/10 to 2014/15.
- There are 18 separate community and cultural spaces in the Waverley LGA (this does not include commercially operated facilities/venues). Seven (7) of these (or 40%) are located in the Bondi area (including the Bondi Pavilion) and 8 in Bondi Junction. While the Pavilion services the local community, but also local, interstate and international visitors it is classified as a district level multipurpose community and cultural hub rather than regional, due to the seating capacity of its community/cultural spaces.
- The LGA meets benchmark supply (based on NSW planning standards) for multipurpose district level community centres and community arts centres. It exceeds supply of local level community centres, particularly in the Bondi area. However, based on benchmarks, the LGA has the following community and cultural facility gaps: 2 district/branch libraries; 1 regional level multipurpose performing arts/civic centre (there are also none in neighbouring Woollahra or Randwick LGAs), and 2 local community arts spaces (outside of the Bondi area. The Bondi area exceeds provision based on benchmarks). In addition, across Sydney there is an undersupply of affordable rehearsal space for emerging theatre companies.⁴
- Utilisation of spaces at the Pavilion (based on 2016 averages) vary. There is relatively low utilisation of the theatre, Dolphin and Ocean rooms, and control room. There is higher utilisation of the Seagull room, High Tide Room, and programmed spaces such as the gallery and pottery studio. For example, between 2011 and 2016 there were on average 35,000 visitors (including international tourists) to the art gallery (52,000 in 2016). Some feedback through consultation is that if spaces were in better condition and the Pavilion more innovatively curated, utilisation of hireable spaces may be higher.

Evaluation of Stage 1 design

- Stage 1 design relates to the ground floor of the Pavilion only, and includes a new community hireable space, new pottery studio, increased toilets/change rooms, a new gallery/exhibition/museum space, and a landscaped courtyard. See page 56 for details of Stage 1 design. Stage 1 design will result in a 261m² increase of total community and cultural floor space at ground level. This includes an increase of 383m² internal space, but a reduction of 122m² of courtyard/colonnade space.

³ NSW Department of Planning, Population and household projections, 2016

⁴ Interview with Executive Director, Australian Performing Arts Centres Association, May 2017

- Focus groups conducted for this Assessment resulted in 57% of participants who completed the questionnaire⁵ supporting Stage 1 design, 13% were neutral, and 30% did not support the design. Reasons for support included: improved amenities for informal use; increased cultural and community space; improved access for people with disability; new toilets; and removing the glass dome. Reasons against included: Too high a cost for little benefit; loss of courtyard amphitheatre and impact on festivals of lost courtyard space; concerns about commercialisation; loss of glass dome.
- Overall, it is our opinion that Stage 1 design has beneficial community and cultural use impacts by delivering increased internal community and cultural floor space and improved amenity on the ground floor that will increase unstructured and structured use of the internal and external spaces, including for people with disability, children and young people, and for the local community and visitors. Stage 1 design supports the realisation of the intentions of the POM in particular to make the Pavilion *“Attractive and inviting with welcoming entrances front and rear”* and *“A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well-designed and engaging foyer with activities throughout that entertain”*.
- Any negative impacts of the loss of external courtyard space could be mitigated by considering choice of a water feature that is flush to the ground so it does not further reduce floorspace for festivals; continuing to work with festival and event organisers to ensure there are clear sight lines to screens for films and other events; and use of the side and rear amphitheatres for events and festivals held within the walls of the Pavilion.

Stage 2 Options

Seven options are proposed by Waverley Council for consideration to inform a later decision on what Stage 2 design could become. This Assessment and a separate Business Case, provide an evaluation of these options against evaluation criteria (see Section 9). Options 1, 2, and 7 below are for benchmarking purposes only and will not be considered by Council. For all Stage 2 options it is assumed that Stage 1 design has proceeded.

Option	Description
Option 1	Do nothing. Stage 1 works remain.
Option 2	Basic Make Good and Minimum Works, no upgrade. Stage 1 works remain.
Option 3	Theatre remains in current location but is upgraded. The Seagull Room remains a hireable community space. The Dolphin Room and Ocean Room become a small café.

⁵ It should be noted that participants of the first focus group did not complete the Stage 1 evaluation questionnaire. See Section 8.4 for more information.

Option	Description
Option 4	Theatre remains in current location but is upgraded. Seagull Room, Dolphin Room and Ocean Room become a café/eatery.
Option 5	New theatre is built on ground floor. Existing theatre space becomes a community hireable space, Seagull Room remains a community hireable space; Dolphin Room and Ocean Room become a single hireable community space. Music studio facilities are provided in the new allocated community space built in Stage 1 and also probably an additional studio space constructed in Stage 2.
Option 6	New theatre built on ground floor. Existing theatre space becomes a community hireable space, Seagull Room, Dolphin Room and Ocean Room become a café/restaurant. Music studio facilities provided in new allocated community spaces built in Stage 1 and also probably in Stage 2.
Option 7	New theatre built on ground floor. Music studio facilities provided in new allocated community space built in Stage 1. First floor space has maximum commercial use.

Stage 2 Options Evaluation

- The outcomes of focus groups completed for this Assessment indicate that while no option received overwhelming support, Option 5 (with a median rating of 3 out of 5) ranked on average as the first preferred option by focus group participants, due to the more accessible and purpose-built theatre and increased supply of community and cultural floor space on both floors (Option 5 delivers the largest increase in community and cultural floor space at 413m² additional space). Option 3 was the 2nd ranked preference on average by focus group participants with a rating of 2.9 out of 5. It should be noted that some community representatives gave all options a very low rating against all criteria impacting on overall ratings.
- Each of the options were evaluated by the Cred study team against the evaluation criteria, using consistent measures including the outcomes of the focus groups. Based on the information available, the evaluation resulted in Option 3 and Option 5 equally ranking as the first preferred options, each receiving a score of 3.3 out of 5. Both options deliver improved cultural and community use outcomes for the Pavilion including increased community and cultural floor space; upgraded and more flexible facilities to support a range of cultural and community activities, and to increase utilisation and viability of the Pavilion’s hireable spaces. To inform Council’s final decision, further evaluation of options is required through a Business Case including the financial costs and benefits of each of the options.
- Whilst some community members have advocated for a basic refurbishment only approach (Option 2), this option ranked 6th as the preferred option through our analysis as it does not increase community and cultural floor space, does not deliver improved tourist information space, nor meet best practice or sustainability in terms of multipurpose and flexible spaces (see Section 5), or outcomes or the intentions of the POM.

Preferred Options and Mitigation Measures

While options 3 and 5 ranked equally as the first preferred options, there are pros and cons relating to each option which need to be considered.

Option 3

Pros	Cons
<ul style="list-style-type: none"> ▪ Retains music studios, control room, theatre and High Tide room in current locations. Previous community consultation indicates support for this. ▪ There is no further loss of courtyard space post Stage 1 which is a good outcome for delivery of events and festivals. ▪ The new community space on the ground floor provides additional community/cultural space to support new uses. ▪ The remodeled theatre as a multipurpose performance space is in keeping with best practice comparative facilities (see Section 5). 	<ul style="list-style-type: none"> ▪ Loss of Ocean and Dolphin rooms for community and cultural uses, and displacement of existing groups using these spaces. ▪ Does not include provision of kitchen facilities (community accessible/not part of a café or commercially operated) on the 1st floor to support the viability of the theatre and community/cultural events and functions.

Option 5

Pros	Cons
<ul style="list-style-type: none"> ▪ Increased community and cultural floor space of 413m². ▪ First preferred option on average through focus group consultation. ▪ More accessible, visible and potentially viable flexible theatre/performance space at ground level. ▪ The multipurpose performance space is in keeping with best practice comparative facilities (see Section 5). 	<ul style="list-style-type: none"> ▪ Relocation of the theatre and suggested changes may not see the new facility meeting the gap (based on benchmarks) identified for a regional level facility. The benefits of relocation need to be measured against the impact of having to relocate the music studios and potential loss of external courtyard space (163m²) which may impact on events and festivals. ▪ There was significant community concern about relocating the theatre resulting from the KJA consultation report.

Principles and Mitigation Measures for Stage 2

Moving forward, to enhance the community and cultural use outcomes of Stage 2 of the Bondi Pavilion Upgrade and Conservation project, we recommend consideration of the following principles:

1. Retain the vision for the Bondi Pavilion as a multipurpose community and cultural facility for the local community and visitors to the area.
2. It would be preferable that there is no reduction in the overall amount of community and cultural floor space across the Bondi Pavilion.
3. The quality and amenity of existing purpose built spaces (e.g. theatre, art gallery, pottery studio, artist's studio, music studios) should be improved in line with best practice to support viability, financial and social sustainability, and increase community and cultural participation.
4. Investment in curation of community and cultural programs, and partnership with creative enterprise and cultural leaders, should be explored to deliver a leading practice, activated, and enlivened multipurpose community and cultural centre.
5. Deliver a fair use policy that ensures that the Pavilion's spaces defined as multipurpose community hireable space remain affordable and accessible to the local community guiding the balance between community, cultural and commercial uses.

Mitigations

Should Council decide to proceed with Option 3, the following mitigation measures could be considered:

- Retain the Ocean Room and Dolphin rooms as multipurpose community hireable spaces (do not change use to a commercial café), but combine both rooms to become one larger community hireable room.
- Include a community accessible kitchen and functional bar on the first floor that can support theatre viability, community/cultural functions and events.

Should Council decide to proceed with Option 5, the following mitigation measures could be considered:

- Making sure that the amphitheatres at the rear and side of the Pavilion can be used for Pavilion festival and events to increase external floor space available.
- Inclusion of a community accessible kitchen within the building to support community and cultural events and functions and theatre viability.
- Utilisation of the upstairs theatre space as a multipurpose space but that can provide affordable rehearsal space for emerging theatre groups.

1. Introduction

Bondi Pavilion is an iconic heritage landmark and community asset. The Bondi Pavilion Upgrade & Conservation Project is intended to protect and repair the building and its heritage, upgrade community facilities, enable a five-green star rating, and encourage a vibrant cultural and community centre for now and future generations. There remains community concern about the project, focusing on perceived commercialisation of Bondi Pavilion and the future of some community facilities⁶.

1.1. Background

The Bondi Pavilion is a multipurpose community and cultural centre, located at the iconic Bondi Beach. It is used by locals, as well as national and international visitors, who access its community and cultural spaces and programs; visit its art gallery, theatre, and restaurants/cafes; attend events and concerts; and use the toilets and change rooms. The Bondi Park, Pavilion and Beach Plan of Management 2014 (POM) identified that the Bondi Pavilion building is in need of maintenance, repair and improvements to ensure that it continues to deliver community and cultural outcomes in the future.

Based on the directions of the POM, Council issued a design brief for the development of concept plans for the upgrade and conservation of the building. Following a competitive tender process, in July 2015, Council awarded the contract for principal design consultant to Tonkin Zulaikha Greer. The concept design for the project, developed by the architects, was endorsed by Council in December 2015 and released for community feedback. A range of concerns were raised including a perceived commercialisation of the Pavilion and a lack of community consultation. As a result, in April 2016 Council requested changes to the concept design, after which a further eight-week consultation period was carried out by KJA. A range of concerns were raised about potential community and cultural impacts of the proposed concept design and following further changes, Council endorsed to proceed with the Bondi Pavilion Conservation and Upgrade Project in two stages.

Stage 1 design was endorsed by Council in November 2016. Stage 2 upgrade was put on hold with the design to be approved by the new Council following Council elections in September 2017.

See Appendix 2 for a detailed project timeline.

⁶ Waverley Council Report A15/0272 – 21 June 2016

1.2. Purpose

The purpose of this study is to provide a Community and Cultural Use Impact Assessment relating to the Bondi Pavilion Conversation and Upgrade Project (the Upgrade Project), specifically to:

- Identify and evaluate the significance of the Pavilion as a cultural and community facility (in its current form).
- Identify and measure potential community and cultural impacts of a range of options for Stage 2 of the Upgrade Project, proposed by Waverley Council. The outcomes of the evaluation of impacts against 8 criteria which align with a Business Case (see Section 9) will provide feedback to provide further evidence to inform a preferred option for Stage 2 of the Upgrade project.
- Recommend a mitigation plan and principles to manage both the positive and negative community and cultural impacts identified for a preferred option for Stage 2 of the Conservation and Upgrade Project.
- Identify any community and cultural impacts of Stage 1 design of the Conservation and Upgrade Project.

1.3. Why the Pavilion Conservation and Upgrade Project?

According to a report to Waverley Council, the Pavilion Upgrade and Conservation Project commenced for a number of reasons⁷:

Asset condition - With the exception of recent fire services upgrades, the last time that significant work was completed on the building was 15 to 20 years ago. The building is exposed to harsh environmental conditions and hosts a large number of public uses each year. The resulting wear and tear results in an unavoidable requirement that in addition to regular maintenance, the building undergo full refurbishment from time to time.

Heritage - A further requirement to refurbish the facility is its heritage value. Over its life, but specifically in the last 40 years, a number of alterations have been made to the building that are not in keeping with the original 1920s Mediterranean Georgian Revival architectural style.

Community needs - Several functional elements of the building could be refurbished to provide services of higher value and improved functionality than at present to service the changing community and cultural needs of the community and best practice approaches to community and cultural facility design.

Improved toilet and change facilities - The toilet facilities in Bondi Pavilion are insufficient at peak times to service the high number of users.

⁷ Council report – Bondi Pavilion Upgrade and Conservation – Review of Staging Opportunities, TRIM # D16/96575

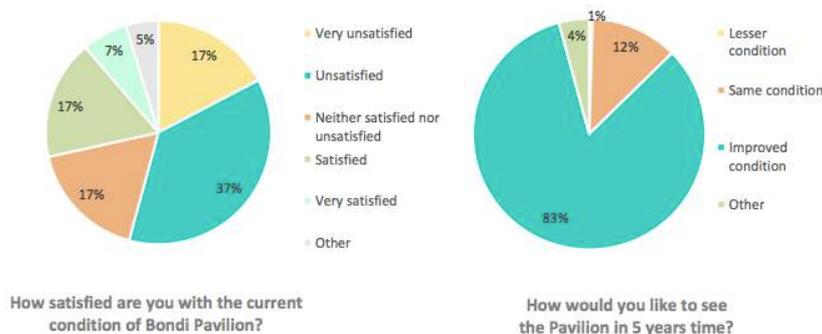
Improved theatre facilities - The theatre in the Pavilion was installed in 1973. This facility is unique in the Waverley area and is widely embraced as an important part of the Bondi Pavilion cultural facilities. Its layout lends a particular intimacy which is highly valued by the community. However, it has some challenges including ability to meet current design standards (fire safety).⁸ A recent report by specialist theatre consultants⁹ highlighted the following concerns with the existing facility:

- Lack of public visibility
- Intractable sightline issues
- Noise pollution problems
- Heritage issues prevent significant alteration of the building shell to better accommodate the theatre
- Operational issues
- The theatre cannot be expected to support any technically complex theatre shows, and
- No AV, video or cinema infrastructure (at time of report writing).

Financial Sustainability - The Bondi Pavilion Purpose Statement (approved as part of the Bondi Park, Beach and Pavilion Plan of Management 2014), states that the Bondi Pavilion should be “financially sustainable so that it can meet community expectations...providing a good balance of community and commercial activities”. The POM required investigation into ways to increase income at Bondi Pavilion so that the facility can meet community expectation.

Community desires for improvements

The community has indicated that it is not satisfied with the current condition of the Pavilion. 54% of survey respondents¹⁰ indicated that they were unsatisfied or very unsatisfied with the current condition of the Pavilion, while only 24% were satisfied or very satisfied with its condition. Most respondents (83%) would like to see the current level of repair and maintenance improved in the next 5 years.



⁸ Dark House Production Design, Bondi Pavilion Theatre Review, September 2016

⁹ Dark House Production Design, Bondi Pavilion Theatre Review, September 2016

¹⁰ KJA Consultants, Engagement Report, Bondi Pavilion Upgrade and Conservation Project Part 1, Final

1.4. Methodology

The study has been undertaken using the following methodology:

- Review of existing context and literature including strategic plans, strategies, and reports.
- Review of the Bondi Pavilion operations, utilisation and condition.
- Audit and mapping of all community and cultural facilities and spaces (comparable with the Bondi Pavilion) within the Waverley LGA.
- Audit of major community and cultural facilities in neighbouring Randwick and Woollahra LGAs.
- Analysis of the current and forecast resident population of the Waverley LGA, and visitors to the area and implications for community and cultural facility needs.
- Benchmarking community and cultural facilities needs against recognised planning benchmarks and gaps and opportunities analysis.
- Review and consideration of previous community consultation outcomes relating to the Bondi Pavilion, particularly the KJA report 2016, and implications for community and cultural facility needs.
- Interviews with cultural and community experts around best practice approaches to community and cultural venue management.
- Four focus groups with community and cultural leaders representing: Save Bondi Pavilion x 5; Waverley Woollahra Art School x 2; Previous and current hirers x 6; Event organisers x 2; Cultural workers x 6; and Community workers/venue managers x 4. Focus group participants were not selected using a systematic random sampling process, so this Assessment describes the range of views, but not necessarily what is the majority view in the total population.
- Evaluation of potential community and cultural impacts of 7 options for Stage 2 proposed by Waverley Council, against evaluation criteria that aligns with the criteria to evaluate the Business Case.
- Provide feedback on community and cultural impacts of Stage 1 design.
- Recommend mitigations to address any impacts of the preferred Stage 2 option and Guiding Principles to ensure community and cultural use outcomes are achieved through Stage 2 Upgrade.
- Peer review by Professor Peter Phibbs, University of Sydney. Professor of Urban Planning and Policy at the University of Sydney and Director of the Henry Halloran Trust. He has had a long association with Bondi Beach and the Pavilion. He is also the Director of a small consulting company that provides advice and training to government and NGOs. *See Appendix 1 for peer review.*

2. Consultation outcomes relating to original proposal

This section provides an overview of consultation completed in 2015 and 2016 relating to the original proposal for the upgrade and conservation of the Bondi Pavilion.

Key findings

Community and stakeholder consultation in 2015 and 2016 resulted in acknowledgement that the Pavilion is a valuable multipurpose community and cultural hub that needs repair and restoration while respecting its heritage. There was considerable community concern about perceived commercialisation of the Pavilion, and a clear desire to retain and enhance community and cultural uses particularly the pottery studio, music studios and control room, and existing theatre. There was strong support for the Pavilion to remain a place for locals, to limit commercial hire and prioritise community use, and to provide improved visitor facilities. There was opposition from some members of the community to a relocated ground floor theatre, or to remodelling of the existing first floor theatre. However, some cultural specialists indicated that a remodelled theatre would improve its viability, address poor sight lines and make it a more accessible venue.

2.1. Previous consultation completed

Consultation on the original concept proposal was completed in:

- December 2015, where 707 submissions were received from the community, in the form of one line emails to detailed submission.
- July to September 2016, conducted by KJA consultants in relation to the proposed Concept Plan. Consultation included a range of engagement activities including community small group discussions, meetings with community groups, meetings with peak bodies, interviews, online survey (230 completed), email submissions (100 received), onsite workshops, and information booths (1,811 people visited). See *Appendix 3* for the full Executive Summary from the KJA report. This includes the FuturePav Community Forum submission providing a vision for a future community focussed Bondi Pavilion.

2.2. Key themes community consultation

The consultation on the original concept plans (submissions and KJA consultation) clearly highlighted that there is an acknowledgement that the Pavilion is in need of repair and restoration but concerns about perceived commercialisation. The following are key themes from the consultation:

Limit commercial operations

There is strong, clear opposition to increased commercialisation of the Pavilion. The main concerns were a perceived significant increase in commercial space in the Pavilion with the possibility of commercially leasing out all or part of the first floor, resulting in losing community facilities. Hiring facilities should be affordable, particularly given the diversity of groups of people within the community who use the Pavilion for commercial purposes. There was mixed support for the glass dome.

Need for music studios and programming

There is strong support for music programs, facilities and rehearsal rooms. Many community members felt the current music facilities functioned well and were of a high standard, with good sound quality and technology. Many wished to see an expansion of the music space and programming. They wanted to see local artists, touring artists, touring commercial productions, contemporary performances, Australian theatre, Indigenous theatre, dance, music, drama and film.

Need for pottery space

Pottery students were concerned about pottery classes being moved from the Pavilion, particularly to Waverley Woollahra Art School, with concerns about ability to access classes. There was a concern that the new plans lacked a space dedicated to pottery and that pottery classes needed to be retained in the Pavilion as they were attended by a diverse group of people within the community, including seniors and disadvantaged people – and the space was an important contributor to local social cohesion.

Maintain community use

There were concerns about loss of spaces for community use. In particular, the loss of the High Tide room for music performances, classes and community events, concerns that some activities such as children's classes may be relocated or cancelled, concerns about perceived loss of rooms suitable for dance classes, and concern that prices for community activities would increase, forcing out recreation classes.

New theatre

There was opposition towards the theatre facility proposed in the Concept Plan. The main concerns related to the relocation of the theatre from the first floor to the ground floor. Concerns related to the current theatre perceived to be working satisfactorily, proximity to toilets, green room and dressing room, proximity to bar and balcony, reduction in seating capacity, perception that it won't be a 'proper' theatre, and no box office is proposed in the new upgrade. There were also concerns about the proposal to turn the theatre into a multi-use space, which is thought to potentially compromise the professional standard of performance. Some participants felt that moving the theatre would detract from the experience of using the Pavilion, particularly the loss of direct access to the balcony space.

Festivals

Some concerns were that the facilities will not appropriately accommodate Flickerfest short film festival and the Shir Madness Jewish Music Festival. Concerns included not being able to accommodate multiple performances of different audience sizes, and that temporary marquees could not be built in the courtyard.

Heritage

The community is concerned that the heritage of the building may be compromised in the upgrade. Heritage was considered by the community to include the history of the area, social and cultural heritage, and physical features of the building. Many wished to see Indigenous history and heritage incorporated into the plans.

Funding

The allocation of (at the time of the consultation occurring) \$38million cost of the upgrade, with a shortfall of \$23million concerned many¹¹. There were perceptions that funding shortfalls have necessitated privatisation of the upper floor and the extent to which the Pavilion may be expected to pay for itself. The community supported commercial leasing but not at the expense of community access.

Fair use

- Strong support for the Pavilion as a place for locals, and an arts and cultural hub, whilst also being a national icon
- Very strong support for the Pavilion as a place that provides visitor facilities
- Support for use by commercial hirers and professional operators at current levels
- Support for the development of a policy to guide decisions about a fair balance of use
- Support for community use as the priority, and
- Support for a balance of community and commercial use that can accommodate commercial functions and members of the community who use the current facilities.

2.3. Stakeholder feedback

Twelve interviews and a workshop were held in September 2016 with cultural industry experts to discuss the value of the Pavilion. Experts identified strengths of the Pavilion including that it:

- Is a valuable community, creative, and cultural site. It is a cultural hub.
- Builds community strength and has significant community heritage and importance.
- Has huge potential as an important community and cultural place.

¹¹ It should be noted that at the time of this report being published, this was not the actual cost

- Is a multipurpose space making it unique.
- Has historical connections for the community (eg. music studios and theatre).

Identified weaknesses of the Pavilion were that:

- The theatre has bad sight lines and because it is on the first floor it is impractical for people with disability.
- It is difficult to sell the theatre as a sustainable venue for theatre companies.
- There is not enough work around branding and identifying the Pavilion. The venue as a whole needs a clear purpose. This issue was brought up by more than half the interviewees who also expressed the importance of a programming charter or clear vision specifically in relation to the theatre. Making connection to place (i.e. the beach), and programming of high quality that is both relevant to the local community and nationally relevant is also important.

Other findings included:

- More than 50% consulted felt that the proposed location of the theatre on the ground floor and size / layout of the proposed theatre would be beneficial for venue outcomes including that the proposed location is more accessible, and allows for more appropriate uses of the first floor. It also allows easier moving of heavy gear for theatre companies (rather than lugging equipment upstairs).
- A space reserved solely for artists is needed to support the operation of the theatre - expressed as a dedicated rehearsal space, or an artist studio or workshop space.
- Most respondents commented on the operating model, including that the venue needs to provide some revenue to be viable for council, and that there should be opportunities to partner with other creative industries for program delivery. However, it was considered important to balance the needs of the community with commercial interests and potential to raise money to reinvest back into community and cultural programs
- Many specific programming suggestions were made, such as:
 - Partnerships with major events (such as Sydney Festival, Sydney Writers Festival).
 - Support for independent theatre and artist development.
 - There needs to be a mix of popular / experimental work, and works that appeal to different audience segments.

3. Bondi Pavilion significance and history

This section provides an overview of the community and cultural significance and history of the Bondi Pavilion.

Key findings

The Bondi Pavilion was built in 1928, replacing the dressing sheds that were built in 1903. The original Pavilion included improved change rooms, a ballroom, Turkish baths and a restaurant/cabaret. The ballroom was converted into a theatre in 1974 and in 1977 the Bondi Pavilion was classified by the National Trust. In 1993, Bondi Beach and surrounds (including the Pavilion), was listed on the Register of the National Estate. The POM states the purpose of the Pavilion as a landmark building contributing to local heritage; as a centre for community life; and a grand entrance from the street to Bondi Beach.

The POM states that the Pavilion should be attractive and inviting; a lively, active hub; deliver a vibrant cultural and community life; be well maintained, environmentally efficient and financially sustainable. KJA consultation in 2016 identified three local community values of the Pavilion as identified by local residents: (1) A local icon (2) A local community facility (3) A cultural hub.

3.1. Background

The Bondi Pavilion Community and Cultural Centre is located at the iconic Bondi Beach and Park, in the suburb of Bondi, in the Waverley Local Government Area, about 7 kilometres from the Sydney Central Business District. The Bondi Pavilion currently comprises an art gallery, theatre, bar, outdoor amphitheatre, multi-purpose community function spaces, Council offices, community office space, music studios, pottery studio, toilets and showers. It is also a visitor information centre. Waverley Council leases spaces to community groups and commercial tenants including a mix of retail tenancies including food and beverage outlets.



3.2. Pavilion history

The Bondi Pavilion began its life in 1903 as dressing sheds to service the beach. Larger dressing sheds were constructed in 1911, as the “clean and healthful pastime of surf bathing” boomed in popularity. These sheds were replaced with the Bondi Pavilion in 1928, with a restaurant/cabaret and Turkish baths. In 1974, the ballroom was converted into a theatre after a decline in use in the 1950s. With additional conversions of the Turkish baths into community spaces, the Pavilion became a centre of cultural programs in the Bondi area.

- In 1977 the Pavilion was classified by the National Trust in recognition of its historical significance.
- In 1993, Bondi Beach and surrounds, including the Pavilion, was listed on the Register of the National Estate.
- In 2000, the High Tide Room and the Music Studios were added to the Pavilion.
- A glass extension was added as part of works carried out in 2004 to install a restaurant.

A detailed timeline is provided at Appendix 4.



Bondi Pavilion, from Campbell Parade, 1928

3.3. Vision and purpose

The Bondi Park, Beach and Pavilion Plan of Management (2014)¹² (The POM), states that:

Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:

- *As a landmark building, contributing to the unique heritage character of Bondi*
- *As the centre of community life, accommodating a vibrant mix of cultural, community and commercial uses, and*
- *Providing a grand entrance from the street to Bondi Beach.*

¹² The POM was based on Waverley Council undertook extensive consultation with the community, with well over 2000 people participating over 2012 and 2013.

The POM states that this purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centre piece of the Bondi Park, it should be:

- *Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible.*
- *A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well-designed and engaging foyer with activities throughout that entertain.*
- *Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafés and appropriately located programs.*
- *Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or beach.*
- *Environmentally efficient, as much as possible.*
- *Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities.*

The KJA community survey¹³ identified that survey respondents thought the purpose and function of the Pavilion was:

- Provides facilities for visitors (78%)
- A place for locals (67%)
- A national icon (67%)
- A community hub (67%), and
- An arts and cultural hub (61%).

3.4. Significance and value

*The iconic Bondi Park, Bondi Beach and Bondi Pavilion form a recreation precinct in Sydney's eastern suburbs of remarkable beauty. The site has enormous local, regional, national and international significance.*¹⁴

"The local community values the Pavilion as its only local community hub. It's a venue meeting space for intergenerational use - bringing kids and older people together. The range of community uses is highly valued"

(Focus group participant, April 2017)

¹³ KJA Consultants, Engagement Report, Bondi Pavilion Upgrade and Conservation Project, Part 1 Final, 2016

¹⁴ Waverley Council, Bondi Park, Beach and Pavilion Plan of Management, 2014-2024

Bondi Beach is significant in the course of Australia's beach cultural history as the location of the foundation of the first formally documented surf lifesaving club in 1907. In 2008, the Federal Government announced that Bondi Beach had been included on the National Heritage List, Australia's highest heritage listing. The area at Bondi includes around 65 hectares of land and water, comprising the Beach, surf lifesaving clubs, the Bondi Pavilion, parks, promenade, cliffs and ocean waters between Ben Buckler and Mackenzie's Point.

In 2007, Bondi Beach, Bondi Park and the Pavilion was listed as an item of State Significance on the NSW State Heritage Register as the 'Bondi Beach Cultural Landscape'. The Bondi Pavilion Conservation Management Plan¹⁵ (TKD Architects) states that the Bondi Pavilion is historically significant as it is a rare example of a 1920s recreational centre particularly distinguished by its size and range of amenities. It has also become a national representation of Australia's modern culture of beachgoers and the overall form of the Pavilion was considered to be of exceptional significance to the heritage of the area.

The POM states¹⁶ that the Bondi Pavilion has the following values and directions:

Culture and heritage

- Strengthen and express the cultural values of the place through community and arts activities.
- Ensure the cultural landscape is expressed in the design and management of the site.
- Conserve and maintain the heritage fabric of the park and pavilion.

Looking and feeling good

- Provide a memorable experience for all users by celebrating the site's unique character and scenic qualities.
- Reinforce the sense of arrival to the site.

Management and maintenance of facilities

- Ensure facilities are well maintained and appropriately serviced.
- Promote programs, activities and events in the park, beach and pavilion to a greater range of people.

The Waverley Heritage Policy (2007) identifies significant locations within the LGA that hold historical value and identify methods of conservation, promotion and education of these unique elements of the community. The Policy recognises Bondi Pavilion as a representation of local identity and history. Due to this there are restrictions on redesigns as it must maintain its historic, social and aesthetic significance.

¹⁵ Tanner Kibble Denton Architects Pty Ltd, Bondi Pavilion and Surrounding, Conservation Management Plan, 2015

¹⁶ Waverley Council, Bondi Park, Pavilion and Beach Plan of Management, 2014, page 60

Community values - KJA report

Consultation outcomes indicate that the Bondi Pavilion's community and cultural spaces, programs and events hold significant community and cultural importance to the Bondi community. In particular, the theatre was established by a group of residents and theatre practitioners from the local area who, with the help of Waverley Council staff, refurbished the old Palm Court Ballroom space in the Bondi Pavilion which became the Bondi Pavilion Theatre. The music studios have been the place of recording of Australian albums including singer songwriter Ben Lee's first album. The courtyards have accommodated a range of festivals and events including Flickerfest, Festival of the Winds, and the Latin Festival.

KJA consultation in 2016 identified three local community values of the Pavilion as identified by local residents:

- *Local icon.* Strong views are held in the community about the importance of the Bondi Pavilion as an iconic heritage landmark building and as a much loved community facility.
- *Local community facility.* The building is considered important for the provision of facilities for locals and beachgoers, particularly for toilets and coffee, a communal public seating area, and cultural and community activities. The main uses were using the toilet facilities, having coffee, visiting the gallery, and sitting down in a public area. The Pavilion is also valued for its provision of meeting rooms and spaces for family celebrations.
- *Cultural hub.* The Pavilion is valued for its provision of cultural and community activities. This includes performances, music festivals, film programs, theatre, performing and visual arts.

4. Waverley community profile

This section provides an overview of the current and forecast community profile of the Waverley LGA and the Bondi area (Bondi, Bondi Beach and North Bondi).

Key findings

The Waverley LGA will experience slow population growth from 73,366 in 2016 to 77,300 in 2036 (5.3%). The Bondi area (Bondi, Bondi Beach, and North Bondi) has a population of 33,698 in 2016, or 46% of the Waverley population. The main age cohorts in the LGA are adults aged 25 years to 49 years, and families with young children, indicating a need for programs and activities available at night, after school and on weekends, including live music, comedy, food, and health and fitness.

The LGA has a high proportion of arts workers, and the arts and recreation service industries grew by 30.9% between 2009/10 to 2014/15. There are opportunities to expand the program of creative and cultural industry events and to support emerging creative industries. While the average household income is significantly higher than Greater Sydney, at least 11% of Bondi households are low income households. Residents using community and cultural facilities come from a range of socio-economic levels. Community and cultural fees should be structured around these differences.

4.1. Forecast population

The Waverley LGA is located in the east of Sydney neighbouring Randwick and Woollahra LGAs. The estimated resident population of the Waverley LGA in 2016 was 73,366 people. In 2016, the Bondi area, which the Bondi Pavilion services, had a total population of 33,698 residents or approximately 46% of the total Waverley LGA population. Waverley LGA experienced moderate population growth between 2011 and 2016 with an increase of 9,880 residents or around 16% (from around 63,486 to 73,366 residents).

As shown in Table 1, the population of Waverley LGA is projected to increase by 5.3% between 2016 and 2036. This is significantly below the Sydney Metropolitan Area and neighbouring LGA, Randwick, but similar to Woollahra LGA.

Table 1 Population forecasts Waverley LGA (source: NSW Department of Planning 2016 projection data, profile.id)

Area	2016	2036	Total Change	% change
Waverley	73,366	77,300 ¹⁷	3,934	5.3%
Randwick	146,250	180,150	42,350	28%
Woollahra	57,800	59,850	3,550	6%
Sydney Metro Area	4,681,950	6,421,850	2,135,650	46%

4.2. Age profile

The largest age groups in the Waverley LGA in 2011¹⁸ were people aged 35 to 49 years, and people aged 25 to 34 years.

While the proportion of children is low compared to Greater Sydney, it should be noted that the proportion of children aged 0 to 4 increased by 16.7% between 2011 and 2016, and the proportion of primary schoolers aged 5 to 9 increased by 10.5% from 2006 to 2011. These age groups also had the largest growth in population from 2006 to 2011. Babies and pre-schoolers had the third largest growth during this period indicating that the area is popular with young families.

The most significant differences in population between the Waverley LGA and the Bondi area are:

- A significantly smaller proportion of primary school aged children (5% compared to 6.4% and 8.7% Greater Sydney).
- A smaller proportion of secondary school aged young people (3% compared to 4.5% and 7.4% Greater Sydney).
- A significantly higher proportion of young workforce aged 25 to 34 years (30% compared to 24.2% and 15.4% in Greater Sydney).
- A significantly lower proportion of residents aged 50 years and over.

¹⁷ NSW Department of Planning 2016 projection data

¹⁸ 2016 ABS Census data is not available, as it had not been released at the time of this report

Table 2 Age profile Waverley LGA 2011 (source: profile.id)

Total persons (Usual residence)	Waverley LGA		Bondi area		Greater Sydney %
	Number	%	Number	%	
Service age group (years)					
Babies and pre-schoolers (0 to 4)	4,292	6.8	1,884	6.5	6.5
Primary schoolers (5 to 11)	4,039	6.4	1,551	5	8.7
Secondary schoolers (12 to 17)	2,873	4.5	948	3	7.4
Tertiary/independence (18 to 24)	4,827	7.6	2,392	8	9.5
Young workforce (25 to 34)	15,357	24.2	8,739	30	15.4
Parents/homebuilders (35 to 49)	15,406	24.3	7,244	25	21.9
Older workers (50 to 59)	6,264	9.9	2,430	8	12.2
Empty nesters/retirees (60 to 69)	4,887	7.7	1,760	6	9.0
Seniors (70 to 84)	4,159	6.6	1,579	5	7.2
Elderly(85 and over)	1,382	2.2	461	2	1.8
Total population	63,486	100.0	28,998	100	100.0

4.3. Population characteristics

High household income

The Waverley LGA median weekly household income (\$1,902) is 31.7% higher than the average for Greater Sydney (\$1,444). Tamarama had the highest median weekly household income (\$2,638) and Bondi Junction has the lowest household income (\$1,628). The Bondi area has a median weekly household income of \$1881.33. While overall the Waverley LGA is predominantly high income households, there still pockets of disadvantage in the Waverley LGA. The suburbs with the highest proportion of low income households are:

- Waverley (15% compared to 16% Greater Sydney)
- Vaucluse (13.5%), and
- Queens Park, Bondi Junction (13%).

The Bondi area has an average of 11% low income households.

High employment and creative industries

In 2011, 39.4% of Waverley LGA residents had a university qualification compared to 21.4% in Greater Sydney. The unemployment rate in November 2016 in the Waverley LGA was 2.14%. This is significantly below the unemployment rate for greater Sydney which is 5.04%. According to the ABS, a total of 511 residents identified as being employed in the arts and recreation services.

- Professionals (41.7%)
- Clerical and Administrative Workers (17.7%), and
- Managers (16.7%).

A total of 288 businesses relate to the arts or recreation services (or 3% of all businesses). The largest industry in 2015 in the Waverley LGA is retail trade (17.1%), with high employment in this area being concentrated in areas such as Bondi Junction. The area is also well serviced in terms of arts and recreation industries accounting for 4.7% of all industries (much higher than Greater Sydney at 1.7%).

Accommodation and food services had the biggest growth from 2009/10 to 2014/15 followed closely by arts and recreation.

Relatively low cultural diversity

In the Bondi area, 18.5% of residents speak a language other than English at home, similar to Waverley LGA (19%) and lower than Greater Sydney (26.3%). The most common languages in the Waverley LGA are: Russian (2.6%), Hebrew (1.6%), Italian (1.4%), Spanish (1.3%), and French (1.3%).

At 0.4% of the population, Waverley has a small Aboriginal and Torres Strait Islander population. 1.3% of the Greater Sydney population is Aboriginal or Torres Strait Islander.

5. Best practice community and cultural facilities

This section provides an analysis of the benefits of community and cultural facilities, and best practice case studies of multipurpose community and cultural centres.

Key findings

Quality community and cultural facilities play a central role in supporting community harmony and cohesion and building cultural and social capital.

Best practice approaches to community and cultural facilities are that: They are multipurpose and flexible spaces; services/programs are co-located within them as part of community hubs; they are connected to public space, pedestrian and cycleways and public transport; they create place and community identity; and they are economically, socially and environmentally sustainable. Some best practice multipurpose district and regional level facilities that balance community and cultural uses and development, with commercial venue hire to raise revenue include: Footscray Community Arts Centre, Canterbury Bankstown Arts Centre, and the soon to be built Joynton Avenue Cultural Precinct in Green Square.

5.1. Defining community and culture

Community is often described as a group of people that live together in the one area, share government, or have a common cultural and historical heritage. In a broader sense, community is that group of people sharing a common understanding. Within the Waverley “broader” community there are multiple communities - communities defined by local geographic precinct, communities defined by age or life stage, or communities of interest with unique skills and strengths. Communities generally use community facilities for community building, community cohesion and not-for-profit purpose.

Culture is defined by UNESCO as that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a human] as a member of society. The Cultural Development Network defines the cultural domain as the aspect of life (and policy) in which human beings’ values are expressed, with the desired endpoint being a culturally rich and vibrant community. The arts are considered as activities that enable expression of cultural meaning.

5.2. Best practice principles

In NSW, councils manage over 4,000 cultural sites, delivering services, programs and local cultural planning. According to the Australian Bureau of Statistics, they invested \$421.8 million in arts and culture in 2011-12. Arts Plus (2013-2017), Council’s strategic direction for its community and cultural facilities,

programs and services aims to make Waverley a better place to live by creating a more vibrant and creative LGA. It recognises the Bondi Pavilion as an important base for emerging and professional artists as well as creative festivals.

Quality community and cultural facilities play an important role in supporting and facilitating community harmony and connectedness. Participation in programs, activities and events held at community facilities can have multiple benefits including improved health and wellbeing, community cohesion, and educational outcomes. Well located and vibrant facilities can also support the outcomes of neighbouring businesses. Well-being and health studies point to the need for human connection to support good mental health and sense of purpose.

Following best practice considerations for community and cultural facilities include¹⁹:

Multi-purpose and flexible spaces

Single purpose or standalone facilities are defined as being designed and built for one particular purpose or function, and to be used by one specific target group or service only. Single purpose facilities can be costly to maintain and often underutilised and under-activated. Current best practice in community facility design and provision is to provide a range of different functions, in the one building, in flexibly designed spaces that can be adapted depending on program or activity. The ability of facilities to be adapted and transformed in the future is important given the ongoing, cyclical nature of communities (particularly in relation to changes in demographic mix).

Co-locate services in one facility or as part of a community hub

Co-locating services within one facility involves shared or joint use of facilities and often the integrated delivery of some services. Co-location enables:

- Pooling of resources to provide better facilities
- The concentration of compatible services and facilities to create a community focal point
- Improved access and safety for users who can access a range of services at a single location
- More integrated and innovative delivery of services, and
- More efficient use of land, for instance through shared, rather than separate, parking areas.

The benefit of co-locating community facilities within community hubs is that it supports the integrated, efficient use of facilities, builds social networks, encourages service users to use other facilities and services co-located on site and reduces the number of motorised trips made to enhance sustainability. Community facilities and community hubs can include a range of community, commercial, and retail functions. Facilities that support community functions, events and gatherings, such as kitchen facilities, storage facilities, indoor and outdoor space are usually part of community hubs.

¹⁹ City of Casey, Best Practice Community Facility Planning Principles, 2016; City of Sydney, Community Facility Planning Benchmarks, 2016; Landcom, Community Centre Guidelines, 2016

Connected to public space, pedestrian and cycleways and public transport

Current best practice is that community facilities are accessible to the entire community by being centrally located and linked to the public domain. Connections to transport links, pedestrian and cycleways also support community access across all age groups and abilities and a sustainable and healthy community. Facilities should be co-located at activity nodes and on main streets, providing good access to residential populations, and contributing to a vibrant and safe street life.

Placemaking and community identity

Successful community facilities provide important gathering places for people and can be focal points for community activity and catalysts for social interaction. They are recognised as having the potential to contribute to the creation of vital public spaces that help engender a sense of place and distinctive community identity. A recent trend is designing community facilities that enhance the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other. When located in or with retail and commercial uses, community facilities can help to reinforce the role of those areas as public gathering, meeting and information sharing places. It is important that community facilities have a civic quality, sense of stability and level of amenity that marks them as an important place in the community.

Economic, social and environmental sustainability

Sustainable community facilities are increasingly being used to showcase sustainable building methods and design. Sustainable design of community facilities include newly constructed facilities or can be incorporated into building upgrades and renovations. An example of sustainability is adaptive reuse. The principle of adaptive reuse relates to not building something new unless there are no suitable options within the existing asset base that can be adapted or rejuvenated to meet the identified community needs for space. These projects can be on a grand scale such as the use of historic buildings for city libraries, or simple and low key. Customs House in Sydney, which has been adaptively reused to become a library, is a good example of how heritage buildings can be sensitively utilised as community facilities.

Often, income from user charges, hire fees and rent from tenancy agreements is insufficient to cover the costs of maintenance of community buildings. Many local governments have been exploring other income generating activities, such as operating commercial cafes or fitness activities, running monthly markets or incorporating retail outlets. Some income generating activities are run as social enterprises to further the community building contributions of the facility. Capacity for commercial operations may need to be built into the design of the facility, to ensure compatibility with other activities and programs²⁰. A mix of community and commercial spaces can raise revenue for ongoing costs and activate the space day and night. For theatres, access to a bar is important to increase revenue. For example, Belvoir Street

²⁰ Ku-ring-Gai Council, Community Facilities Strategy, Elton Consulting, 2014

Theatre raised almost the equivalent in revenue through its bar \$350,535 as it did through its box office \$398,733 in 2015²¹.

5.3. Best practice case studies

Case studies of best practice community and cultural facilities managed by local government are provided. These facilities have been chosen because they:

- Deliver a similar range of cultural and community uses to the Bondi Pavilion within a multipurpose building. They have a strong community and cultural outcomes focus.
- Have a strong sense of identity.
- Service the local area but have a draw or impact larger than the immediate community.
- Are providing programs and services at a district or regional level.
- Are managed by local government.
- Meet best practice principles in terms of location, multi-purpose, co-location, sustainability and community identity.
- Balance community and cultural use and outcomes with economic and environmental viability ensuring sustainability and also funding to re-invest into cultural and community programs.

5.4. Bondi Pavilion context

Bondi Pavilion is unique in its location at iconic Bondi Beach. The average number of visitors to Bondi per annum over the past three years was nearly 2.2 million, of this figure 1.1 million is thought to be made up of international visitors. As such, it is unique in comparison to many other community and cultural facilities (including the following best practice facilities) as there is a need for community and cultural facilities that service the local population but also one of Australia's busiest beaches, and as such the Pavilion provides a range of services from change rooms, places to sit and gather, to meeting rooms, to information services, to cultural spaces and food and beverage offerings.

²¹ Belvoir Annual Report, 2015, Belvoir Street Theatre

Footscray Community Arts Centre (FCAC)

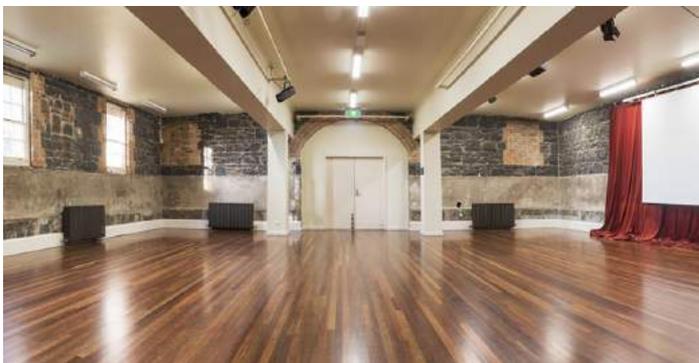
FCAC is a community-engaged, contemporary arts centre working with local, regional and international communities to drive social, cultural and artistic vibrancy. Located on the banks of the Maribyrnong River and a short walk from the Footscray train station, FCAC has flexible outdoor and indoor spaces for hire for cultural and community activities and events and community functions such as weddings and celebrations.

The facility has meeting rooms, rehearsal spaces, a large performance space and a bar available, as well as technical support. The Performance Space is a contemporary space suitable for a variety of purposes including conferences, film screenings, rehearsals, performances, meetings, expos, corporate presentations, forums, training and seminars.

The venue contains a retractable, raked seating bank however seated capacity can be increased by adding rows of seats on the floor in front of the seating bank. The space has theatrical audio and lighting capabilities, as well as a mounted data projector and screen. Cultural facilities include:

- Basement Theatre and Performance Space (200 seat capacity)
- Gabriel Gallery and the Roslyn Smorgon Gallery
- Mario's Studio and Enza's Studio
- Outdoor ampitheatre and Riverside Lawn
- Jack Kennedy Meeting Room
- FCAC foyer and bar
- Rehearsal and Recording studio, and
- FCAC co-working space.

It is a state-of-the-art cultural facility, producing and presenting culturally relevant programs and creative works with, for and by local, regional and international communities and artists. Management collaborate with artists, communities and organisations to build capacity, create opportunities and drive social change. All profits from venue hire at FCAC go back to supporting the centre's work with the communities of Melbourne's West.



Canterbury Bankstown Arts Centre

The Canterbury Bankstown Arts Centre is a cultural facility, where artists and community groups collaborate to explore ideas and learn, create and experience contemporary community based arts. A number of artistic groups are tenants including:

- Bankstown Art Society
- Bankstown Lapidary Club
- Bankstown Theatre Company
- Bankstown Youth Development Services
- Urban Theatre Projects, and
- Bankstown Poetry Slam.

The centre holds art classes, performances, and artists in residence programs. Spaces for hire, which contribute to the financial sustainability of the centre, include:

- Foyer. Which can be used for hire in conjunction with the Theatre.
- Theatre. A multipurpose space for performances, lectures and meetings with retractable seating for 130 people.
- Rehearsal Studio. For rehearsals/creative development/theatre, dance and music training.
- Rehearsal space 2. Suitable for activities such as rehearsals, theatre, dance and music training.
- Studio 1 Gallery. A gallery space available for temporary exhibitions.
- Studio 2. A workshop room available for multimedia, arts/crafts and small meetings.
- Community office space. Offices for tenant organisations in the buildings. These provide arts administration/mentoring/creative support/programming/event management.
- Forecourt and internal courtyard for hire for performances, festivals and markets and informal gathering.



Joynton Avenue Creative Precinct, Green Square



The City of Sydney is currently building a new creative precinct in Green Square co-locating a Creative Arts Centre, Community Shed, Performing Arts Hub, and Public Art and public parkland.

The new Creative Arts Centre will cater to hobbyists, emerging artists and professionals. Overlooking the new Matron Ruby Grant Park, the terrace will host yoga classes, tai chi and painting classes. Inside will be an artist-run gallery, artist studios, bespoke jewellery benches and a variety of co-working spaces for creative entrepreneurs, for lease at affordable rates. They will also offer a range of workshops and classes in creative arts practices such as painting and drawing.

The Banga Community Shed is for groups to host workshops and other activities. Community sheds are a growing initiative for retirees, those who can't find full-time work or people living in high-density areas with little access to outdoor space. 'Banga' is an Aboriginal word meaning "make" or "do".

The Performing Arts Hub will offer affordable rehearsal space and performance facilities to the community. Designed to allow the small-to-medium performing arts sector an opportunity to develop work, the space will be acoustically treated, seat 300 people and feature a sprung floor. It will cater for groups such as local school bands, independent theatre companies or chamber orchestras.

A newly commissioned public artwork "While I Live I Will Grow" by Maria Fernanda Cardoso will respond to the history of births on the site as well as themes of water and drought, while seeking to grow with the community making Green Square their home.

6. Community/cultural facility supply and demand

This section provides an audit of community managed community and cultural facilities in the Waverley LGA, and a gap analysis of community and cultural facilities based on population benchmarking.

Key findings

There are 18 separate community and cultural spaces in the Waverley LGA (this does not include commercially operated facilities/venues). Seven (7) of these (or 40%) are located in the Bondi area (including the Bondi Pavilion) and 8 in Bondi Junction. The Bondi Pavilion is counted as 1 multipurpose community and cultural facility with a number of community and cultural uses within it.

The LGA meets benchmark supply for multipurpose district level community centres and community arts centres. It exceeds supply of local level community centres. However, based on supply and demand analysis, the LGA has the following community and cultural facility gaps: 2 district/branch libraries; 1 regional level multipurpose performing arts centre (there are none in neighbouring Woollahra or Randwick LGAs) and 2 local community arts spaces. While local high schools have large performing arts spaces for hire, they are only accessible outside of school hours, and can be cost prohibitive to hire.

6.1. Community and cultural facility hierarchy

In social infrastructure planning for local government, social infrastructure provision can be considered at four levels:

1. Regional

Regional facilities usually serve populations of one local government area (LGA) or 100,000 people and over. Some regional facilities may serve two or more local government areas. Regional facilities can include major cultural or civic facilities such as civic centres, performing arts centre (around 400 + seating capacity), major libraries, exhibition space, and higher order entertainment or leisure facilities

2. District

Despite its iconic status and large floor space, due to the seating capacity of the theatre and the capacity of the largest spaces for hire (Seagull Room and High Tide Room), the Bondi Pavilion would be considered to be a district level facility. District level facilities are more specialised and operate on a smaller district catchment than regional facilities, usually from about 20,000 to 30,000 people, and possibly up to 50,000 (across multiple suburbs). District level facilities are most often located in activity centres, ideally linked to public transport and in locations where people have a cause to gather and visit. District facilities provide a range of activity and program space as well as accommodation for community organisations and service providers. District level facilities would usually have a relatively permanent staff presence whether that is a local government or service provider personnel and could include:

multipurpose community centres; civic and cultural facilities, including a district or branch library and community arts spaces; and entertainment and leisure facilities and services.

3. Local facilities

Local level services and facilities are more locally focussed and are usually planned to serve a catchment of about 10,000 to 20,000 people. Local level facilities provide a basis for community involvement and the development of social capital through opportunities for the development of social networks and community connections. Local level facilities typically include multi-purpose community centres providing flexible spaces for local activities and programs and may also offer access to family support, health, and other forms of support services.

4. Neighbourhood facilities

Neighbourhood level facilities are planned to serve very local populations ranging from around 2,000 to 10,000 people. Neighbourhood level community facilities include: spaces for meeting and gathering, and spaces for local programs and activities such as playgroup, dance classes, etc. They are simple small scale buildings, are not usually staffed and are used mostly on a casual hire basis. Community halls are a typical neighbourhood level facility.

6.2. Audit of community and cultural facilities in Waverley LGA

An audit of community facilities is provided showing that there is a total of 18 separate community accessible community and cultural facilities in the Waverley LGA. For comparative purposes, commercial or for-profit facilities have not been included in the audit and mapping.

Table 3 Community facilities audit

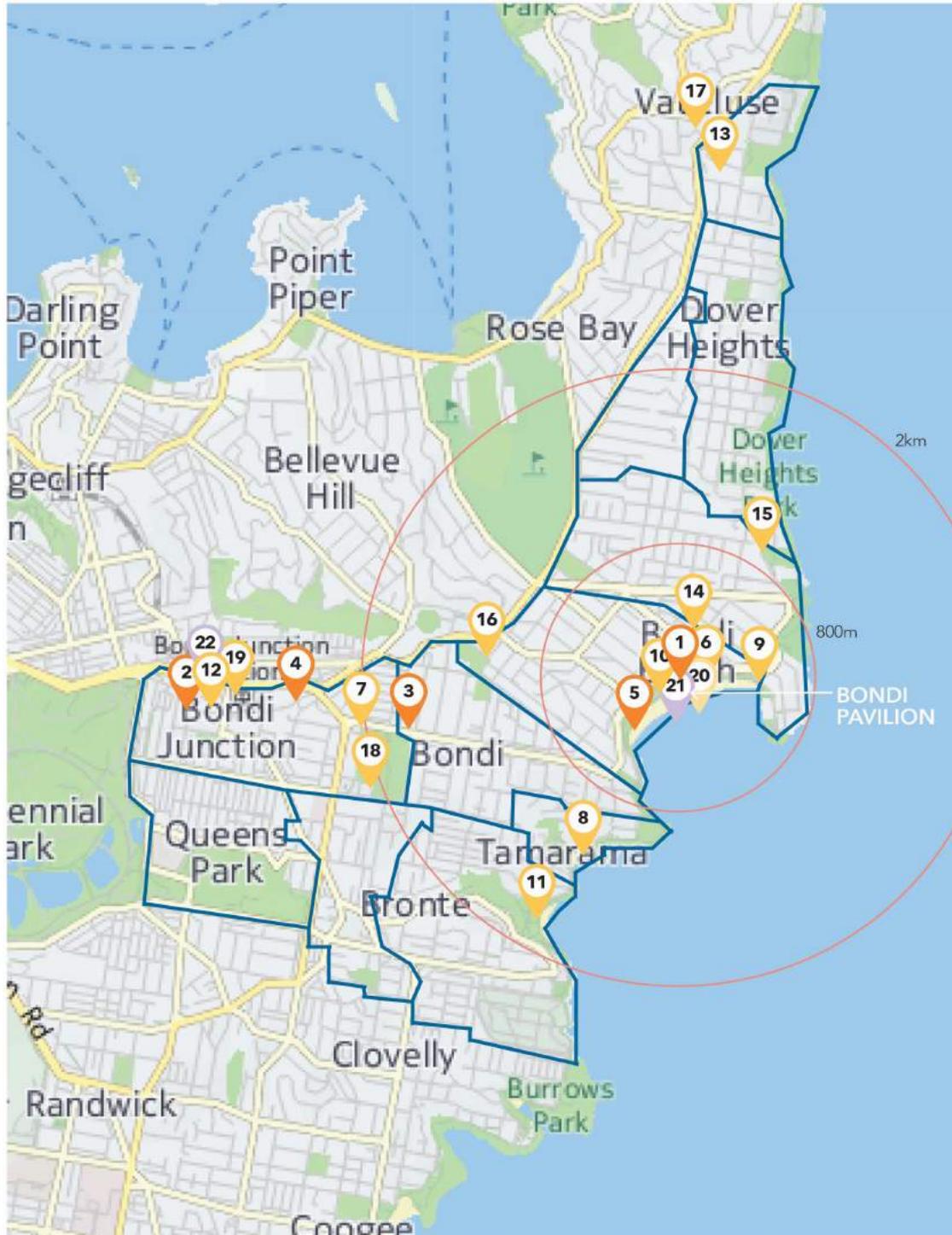
Facility type	Number	Location
Multipurpose community/cultural centre (district level)	4	Bondi Beach x 1 Bondi Junction x 3
Multi-purpose Recreation Centre (district level)	1	Bondi Junction
Community centre/hall/hireable space (local/neighbourhood level)	11	Bondi Junction x 2 Bondi Beach x 3 Bronte x 1 North Bondi x 3 Tamarama x 1 Vaucluse x 1
Youth space	1	Bondi Junction

Facility type	Number	Location
Library (regional)	1	Bondi Junction

It should also be noted that there are a number of schools in the Waverley LGA that have large auditoriums and performance spaces available for hire. However, they are only available outside of school hours and on school holidays providing limited access for community use. For example, Waverley College has the R J Wallace Performing Arts Centre available for hire outside of school hours for corporate events, ceremonies and performances. This includes a 215 seat theatre, 24 tack recording studio, 80 seat drama studio. Their 1,800 seat auditorium is also available for hire²².

²² <https://waverley.nsw.edu.au/information/external-hire/>

Figure 1 Map of community/cultural facilities (source: Google maps, Waverley Council, LINC)



#	NAME	SUBURB
MULTIPURPOSE COMMUNITY/CULTURAL CENTRE (DISTRICT LEVEL)		
1	Bondi Pavilion: <ul style="list-style-type: none"> • Theatre • Artist studio • Music studio • Pottery studio • Community art gallery • 4 meeting rooms/program spaces (Seagull room, Ocean room, Dolphin room, High Tide room) • Community office space • Information Services • Amphitheatre and courtyard 	Bondi Beach
2	Bondi Art School (Waverley/Woollahra School of Arts - WWAS) <ul style="list-style-type: none"> • Community hall • Pottery studio • 5 x Artists in Residence studios • Creative art space • Drawing room 	Bondi Junction
3	Mill Hill Centre <ul style="list-style-type: none"> • Community hall • 4 meeting rooms • Senior's focus 	Bondi Junction
4	Church in the Marketplace <ul style="list-style-type: none"> • 6 meeting rooms • 350 seat auditorium • 400 seat hall 	Bondi Junction
MULTI-PURPOSE RECREATION CENTRE (DISTRICT LEVEL)		
5	Margaret Whitlam Recreation Centre	Bondi Junction
COMMUNITY CENTRE/HALL/HIREABLE SPACE (LOCAL/NEIGHBOURHOOD)		
6	One Space HQ: event, music, performance and creative space	Bondi Junction
7	Tamarama SLSC	Tamarama
8	North Bondi SLSC	North Bondi
9	Bondi Surf Bathers' Life Saving Club (The Blue Room Bondi)	Bondi Beach
10	Bronte SLSC	Bronte
11	Kimberly Reserve Community Hall	Vaucluse
12	Wairoa Community Centre Hall	Bondi Beach
13	Hugh Bamford Reserve Hall	North Bondi
14	Thomas Hogan Reserve Community Hall	Bondi Beach
15	Bondi Anglican Church Bondi Beach Hall	North Bondi
16	Bondi Anglican Church Bondi Hall	Bondi Junction
YOUTH SPACE		
17	Waverley Action for Youth Services (WAYS) <ul style="list-style-type: none"> • Music studio 	Bondi Junction
LIBRARY (REGIONAL)		
18	Waverly library	Bondi Junction

6.3. Community and cultural facilities in neighbouring LGAs

Within 2km of the Bondi Pavilion, there are a number of district and local community and cultural facilities in neighbouring LGAs including The Studio Drill Hall and Woollahra Library in Woollahra LGA and lo Myers Studio (UNSW) and NIDA in Randwick LGA. There is no local government managed regional civic or performance centre.

Figure 2 District and local community and cultural facilities in neighbouring LGAs



6.4. Benchmarking against industry standards

Table 4 shows the demand for community and cultural facilities for the Bondi Area and the Waverley LGA based on recognised industry population benchmarks. Bondi area is defined as Bondi Beach, North Bondi and Bondi with a total population of 33,698 residents in 2011 (most recent census data available). Waverley LGA has a population of 77,366.

Benchmarks provide an indication of the number of facilities that should be provided to service a population based on local (small catchment at suburb level), district (across a number of suburbs), and regional (across an LGA or a number of LGAs) level.

The benchmarks are not recommendations but provide an indicator of demand only, and should be considered in conjunction with demographic indicators, community engagement outcomes, strategic plans, and best practice community and cultural facility principles.

Benchmarks used

There is no standard set of NSW community facility planning benchmarks. Some NSW councils have their own unique benchmarks to plan for community and cultural facility needs. However, as Waverley Council does not, benchmarks used for this study include:

- The NSW Growth Centres Planning Guidelines (2015)
- Green Square Social Infrastructure Needs Study, City of Sydney (2016), and
- People Places, A Guide for public library Buildings in NSW, State Library of NSW, 2016.

Table 4 Benchmarking of community and cultural facilities provision based on planning industry standards

Facility	Description	Benchmark ²³	Bondi area			Waverley LGA		
			Required	Available	Gap	Required	Available	Gap
Local facilities (catchment 10,000 to 20,000 people)								
Community centre	Flexible, multipurpose space to accommodate a variety of activities and programs.	1:10,000 to 20,000 people Ranging from capacity of 20 people up to 200 people.	2	6	Exceeds benchmark	5 to 10	11	Exceeds benchmark
Community art space	Community accessible art space within a multipurpose community	1 space for every 20,000 people.	1	2	Exceeds benchmark	4	2	Gap of up to 2 local level community

²³ Benchmarks NSW Growth Centres Planning Guidelines, 2015; People Places, A Guide for public library Buildings in NSW, State Library of NSW, 2016; Green Square Social Infrastructure Needs Study, City of Sydney (2016)

Facility	Description	Benchmark ²³	Bondi area			Waverley LGA		
			Required	Available	Gap	Required	Available	Gap
	centre							art spaces
District facilities (catchment 20,000 to 50,000 people)								
Multipurpose Community Centre	District level multipurpose community facility co-locating a number of different spaces and uses. Usually staffed and programmed facility.	1:20,000 to 30,000 people	1	1	Meets benchmark	2 to 3	4	Exceeds benchmark
Branch Library	District level library located in a district centre (eg. Bondi Junction)	1:33,000	1	0	1	2	0	Up to 2 additional branch libraries across the LGA. ²⁴

²⁴ Based on benchmarks²⁴, a branch library for 33,000 people would be 2,400m², and for a catchment of less than 20,000 people 57.5m² per 1,000 people

			Bondi area			Waverley LGA		
Facility	Description	Benchmark ²³	Required	Available	Gap	Required	Available	Gap
Community arts centre	Smaller more locally focused space for community arts rather than professional level performance. Emphasis is more on studio, workshop and exhibition space and community programs.	1,000-1,500 square metres 1 for every 40,000-50,000 people (part of multipurpose community centre)	1	2	Exceeds benchmark	2	2	Meets benchmark
Performing arts centre	District level space for performance or exhibition, for events of a smaller scale than what is provided at the regional performing arts centre. Could be provided within a district multipurpose community centre.	Approximately 800-1,000 square metres floor area - co-located with multi-purpose centre for every 40,000-50,000 people.	Up to 1	1 (at Bondi Pavilion)	Meets benchmark	Up to 2	1	1 district performing arts centre for performances
LGA wide/Regional (catchment 100,000 + people)								
Library (central)	Serves as main or central library. Usually includes	28 square metres for	0	0	Meets	Up to 1	1	Meets benchmark.

Facility	Description	Benchmark ²³	Bondi area			Waverley LGA		
			Required	Available	Gap	Required	Available	Gap
library)	key LGA wide collections such as local studies or other special selections, library staff offices and associated administrative functions.	every 1,000 people for populations of 100,000 or more			benchmark			Waverley Library serves a central library purpose
Major civic/ performance space	Provides premier civic space to serve local government or wider area. May include as meeting space and space for large civic functions and cultural events. Could be combined with arts centre, providing high quality and specialist spaces for visual and performing arts.	Approximately 2,000- 4,000 square metres GFA 1:100,000-150,000	0	0	Meets benchmark	Up to 1	0	Up to 1 regional civic /performance space. This could service adjoining LGAs who also do not have a major civic or cultural centre. This centre could also include community art space.

7. Bondi Pavilion's current uses

This section provides an overview of the current facilities and utilisation of the Bondi Pavilion.

Key findings

The Pavilion is a multi-use community and cultural centre servicing the local community and the 2.2million people who visit Bondi each year. The community survey (KJA) indicated the main community uses of the Pavilion were: use of toilet/change facilities; visiting the gallery; buying a coffee/drink; and attending classes. Council and external providers deliver a range of community and cultural programs and around 8 to 9 festivals and events are held there each year.

Utilisation of spaces (based on 2016 averages) varies with relatively low utilisation of the theatre, Dolphin and Ocean rooms, and control room, and higher utilisation of the Seagull room and programmed spaces such as the gallery, pottery studio and artist studio.

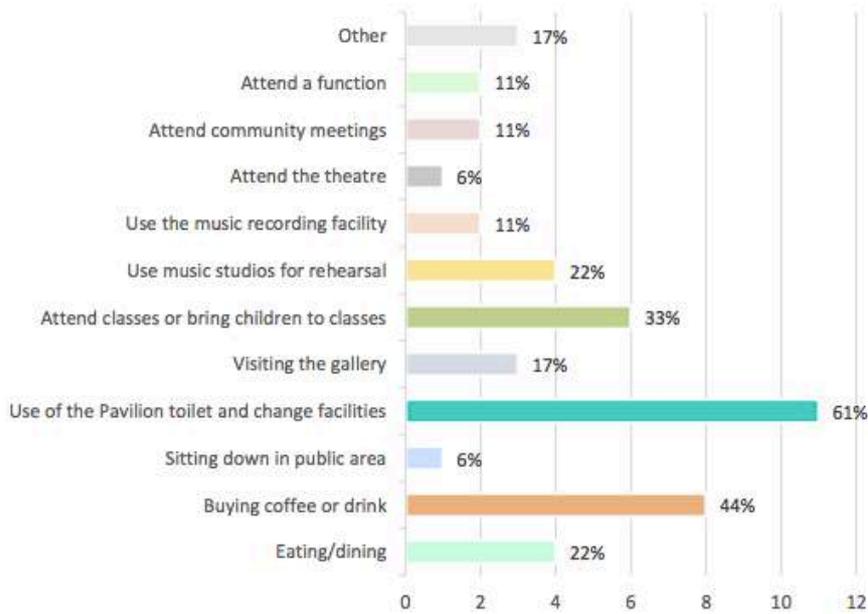
7.1. Community and cultural use and programs

The KJA community survey (230 responses), conducted in July to September 2016, indicated that the Pavilion was mostly used for:

- The use of toilet/change facilities (69%)
- Buying a coffee or drink (44%)
- Attend classes or bringing children to classes (33%)
- Eating/dining (22%)
- Music studios (22%), and
- Visiting the gallery (17%).

This is based on the KJA survey data only, which does not represent actual utilisation. For example, visitation data for the art gallery show that between 2011 and 2016 there were on average 35,000 visitors (including international tourists) to the art gallery (52,000 in 2016 or around 142 visitors each day).

Figure 3 Main uses of the Bondi Pavilion (source: KJA report, 2016)



The Bondi Pavilion hosts a large range of community and cultural programs. For example pottery classes, school holiday programs and in addition newer offerings including Author Talks, Home Grown, Jazz at the Pav, and Bondi Feast. A program of cultural activities being delivered by Council at the Pavilion, as well as excerpts from the May to August 2017 Bondi Arts and Cultural Program, is provided at *Appendix 5*.



Regular hirers and external providers deliver a large range of programs for children, adults, seniors, and include health and fitness, wellbeing, dance and creative arts. A full list of regular programs (as at June 2017) is provided in more detail in *Appendix 6*.

7.2. Utilisation of community and cultural spaces

Utilisation of the Bondi Pavilion community and cultural spaces varies depending on the space. As detailed in Table 5, utilisation averages for 2016 (based on the total proportion of hireable hours used during Pavilion opening hours) show that:

- Programmed spaces such as the art gallery, artist’s studio and pottery studio are highly utilised due to the cultural offering being delivered from them.
- Utilisation of the High Tide Room and Seagull Room corresponds to other community halls located in the LGA. Busy times are morning, after school and some evenings. There is capacity to program free use or other community focussed activities during the middle of the day when the rooms are otherwise unutilised.
- The recording control room has low utilisation.
- The Ocean Room and Dolphin Room have low utilisation. Feedback through consultation is that better maintained spaces would see increased hiring of these spaces.
- The theatre had low utilisation in 2016. However, it should be noted that these figures are based on 2016 averages and the theatre did not have a program or theatre company operating there for much of 2016. Council is now curating a program of performances and events in the theatre (such as Bondi Feast), which have proven popular.

Table 5 Bondi Pavilion community and cultural facilities, space and utilisation (source: Bondi Pavilion management)

	Council programs and regular hires	Utilisation 2016 averages
Ground Floor		
High Tide Room	Dance, health and fitness classes, private functions and classes (kids parties, Bat/Barmitzvahs), photoshoots. Council programs - school holidays, senior’s concerts. Council bookings - training, information sessions	40.35%
Music studios 1 and 2	Music rehearsal/practice/recording and Council programming	39.9%
Recording control room	Recording and Council programming	8.62%

	Council programs and regular hires	Utilisation 2016 averages
Bondi Pavilion Gallery	Exhibitions based on an annual EOI process with around 20 to 30 exhibitions each year	73.17%
Courtyard	Major events: Flickerfest, Latin American Festival, Ducatista, Deus Surf Swap Meet, Deus Bike Build Off, Shir Madness Jewish Music Festival, Festival of the Winds, City 2 Surf.	8-9 major events 2 ticketed events
Artist studio	Artist residencies through application process.	80%
Pottery at the Pavilion	8 weekly classes running over four terms of ten weeks.	78% - is at capacity during operating hours
First floor		
Bondi Pavilion Theatre (including back of house)	Currently managed by Council. 230 people audience capacity.	28.7%
Upstairs bar/foyer area (includes foyer in front of Dolphin and Ocean room)	Events, functions, parties, theatre.	96 events (2016)
Seagull Room ²⁵	Regular classes, Council programs (school holidays), private functions, Council bookings.	48.1%
Dolphin Room	Support groups (e.g. AA), precinct/strata, Council meetings, private functions.	27.38%
Ocean Room	Support group (e.g. AA), precinct/strata, Council meetings, private functions.	32.09%
Front balcony beachside	General community, events and celebrations. Hired as part of event space. Utilised by theatre patrons.	NA

²⁵ Seagull Room, Ocean Room and Balcony are available for hire together between 4pm and 1am Friday, Saturday and Sunday only. High Tide Room is available 4pm to 12pm Friday, Saturday and Sunday only.

	Council programs and regular hires	Utilisation 2016 averages
First floor gatehouse		
Community leased office space (x 3)	3 community groups leasing space	100%

Bondi Pavilion

Ground Floor Utilisation*



KEY: UTILISATION MAP

<ul style="list-style-type: none"> Public communal open space (this includes publicly accessible open space at ground level, the amphitheatre, and the Bondi Pavilion first floor balcony) Purpose built community / cultural space (this includes the music studios 1 and 2, the theatre, the pottery studio, the art gallery) Multi-purpose hireable space (this space can be hired for community and commercial uses such as classes, meetings, parties, events, and functions, in accordance with Council's Fees and Charges Policy and includes the Seagull room, Ocean room Dolphin room, High Tide room) Community leased space (this is space that is leased to community groups for reduced rental) 	<ul style="list-style-type: none"> Council leased space Commercial lease space (these spaces are leased to commercial businesses including cafes, restaurants, and shops) Information services Public toilets and change rooms Utilities Outdoor courtyard
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**Utilisation based 2016 averages*

Major events (annual or bi-annual)

- Flickerfest – Amphitheatre and theatre (January 2017)
- Latin American Festival – entire venue (February 2017)
- Ducatista RSPCA Fundraiser - High Tide, Amphitheatre and 2 x courtyards (February 2017)
- Deus Surf Swap Meet - High Tide, Amphitheatre and 2 x courtyards (October 2016)
- Deus Bike Build Off - High Tide, Amphitheatre and 2 x courtyards (September 2016)
- Shir Madness Jewish Music Festival - entire venue (September 2016)
- Festival of the Winds - entire venue (September 2016)
- City 2 Surf - entire venue (August 2016)
- UN World Yoga Day - entire venue (June 2016)

Multi-purpose hireable space uses

High Tide Room

- Regular class activities, private functions and parties (predominantly small kids parties, Bat/Barmitzvah's), photoshoots, training sessions, various workshops (yoga, drama, etc.)
- Council programming – School holiday programs, seniors concerts
- Council bookings – Training, occasional large staff information sessions

Seagull Room

- Regular class activities, photoshoots, training sessions, various workshops (yoga, drama, etc.)
- Council programming – School holiday programs
- Council bookings – Training, occasional large staff information sessions

Seagull, Ocean and Balcony

- Public events – Launches, activations, music/dance events
- Private functions and parties - Birthdays, weddings, engagement parties
- Community and cultural events and functions

Ocean Room

- Support service group meetings, precinct, strata, regular class activities
- Council bookings – Training, occasional large staff information sessions

Dolphin Room

- Support service group meetings, precinct, strata, regular class activities
- Council bookings – Training, occasional large staff information sessions

8. Stage 1 design evaluation

This section provides an overview of the Bondi Pavilion Conservation and Upgrade Project Stage 1 design and an evaluation of community and cultural impacts relating to Stage 1. Stage 1 works have been endorsed by Council.

Key findings

Stage 1 design will result in a 261m² increase of community and cultural floor space including an increase of 383m² of internal space and a loss of 122m² courtyard/colonnade area. Focus group outcomes indicated 57% of participants who completed the questionnaire supported Stage 1 design, 13% were neutral, and 30% did not support the design. Reasons for support included: improved amenities for informal use; increased cultural and community space; improved access for people with disability; better opportunities for creatively focused businesses; new toilets; and removing the glass dome. Reasons against included: Too high a cost for little benefit; loss of amphitheatre and impact on festivals of lost courtyard space; concerns about commercialisation; loss of glass dome.

Overall, this Assessment considers that Stage 1 design has beneficial community and cultural use impacts with increased floor space and improved amenity that will increase informal and formal use of the internal and external spaces, including for people with disability and for the local community and visitors. Stage 1 design is in keeping with the intentions of the POM in particular to make the Pavilion *“Attractive and inviting with welcoming entrances front and rear”* and *“A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well-designed and engaging foyer with activities throughout that entertain”*. Any negative impacts of the loss of external courtyard space could be mitigated by inclusion of a water feature that is flush to the ground so it does not reduce floorspace for festivals and continuing to work with festival and event organisers to ensure there are clear sight lines to screens for films and other events.

8.1. Stage 1 design

Following from the consultation that was completed for the Bondi POM, a significant community consultation period was held in September 2016 (along with the previous consultation in early 2016) and over time, the following changes were made to the original plans by Council including:

- The dedicated music studio facility will remain at Bondi Pavilion.
- A pottery studio will remain at Bondi Pavilion.
- A new gallery/exhibition/museum space to be included in Stage 1.
- Removal of a previously proposed commercially leased space on the ground floor, on the Campbell Parade side of the northern courtyard.
- Deferral of further decisions and works related to the first floor and theatre.

The Stage 1 design focuses on some critical needs of the building in and adjacent to the ground floor northern courtyard. This includes:

- Building new and larger toilet facilities.
- Environmentally sustainable design measures including improved waste facilities and new solar panels, aiming for a five Green Star rating.
- A new gallery/exhibition/museum space.
- A larger pottery studio (including kiln).
- A new community room - acoustically treated.
- Landscaped courtyards and new outdoor seating.
- Pedestrianised access from Campbell Parade through to the new improved central courtyard area.
- Heritage works including removal of the front façade modern addition 'glass bubble' and the concrete amphitheatre, both of which are identified as intrusive in the Bondi Pavilion Conservation Management Plan.

Stage 1 will also include roof replacement and external façade works for the whole building. The roof structure will also be strengthened in order to accommodate new inwards facing solar panels on the roof.

Figure 4 Stage 1 design (source: Waverley Council)



1. Music studios

(No change during Stage 1)
You said it was important for music studios to remain at the Pavilion – and they will. The Stage 1 works will not touch the current music studios, and they'll continue operating at this location. The works for Stage 2 might retain the existing music studios where they are, or it might relocate them (Please see 1.).

2. Pedestrianised entrance

This space, currently being used as a Council car park and loading dock, will be pedestrianised with new grass areas. The doors will be open during Bondi Pavilion opening hours. This area can also be used for performances and stalls at festivals.

3. Community hireable space

This space will be available to hire for classes, community groups and meetings. It will also be futureproofed so it has the potential to become a music studio and recording facility in future, including acoustic treatment.

4. Pottery

This is the new expanded pottery space. We received important feedback that you wanted pottery to remain at the Pavilion – We heard you, and it will. It will also have a new kiln and air-conditioning. The existing studio needs to be moved to make way for the new amenities facility.

5. Waste collection

We're installing two laneway compactors - one for general waste and one for recycling. These compactors reduce the amount of area necessary for bins and utilise technology to monitor waste and recycling volumes. The area also includes storage space for bread and milk crates to keep them out of the way.

6. Loading dock

To meet the needs of community hirers, music studio users, tenants and other Bondi Pavilion users, this new access zone will be in place, with access from Park Drive.

7. Water feature

The water feature will include safety features and may include interactive water play for kids. It will meet Australian Standards and the Building Code of Australia.

8. Toilets and showers

You said, and we know from maintaining them, that the current toilets are insufficient and unpleasant. This new block will provide brand new facilities, and more than double the number of female toilets. It will also have a new "Changing Place" facility – one for people with severe disabilities – the first time this facility will be available at Bondi Beach. Following your feedback on safety concerns, we have made several amendments to the layout, including a new internal main entrance for the amenities block within the courtyard, inclusion of CCTV coverage, centralised hand basins providing natural surveillance, and improved sight lines.

9. Gallery/Museum/Exhibition

On your suggestion, this will be a space that celebrates the rich history of the Pavilion and the beach, also recognising our Indigenous history. We will be working with key stakeholders and the community on programming and opportunities for the future.

10. Courtyards

The new courtyard spaces will be landscaped with public seating, places to relax and space for events. Your feedback clearly told us it was important for festivals and events to continue to be held in the Pavilion courtyard. So, we've designed this area for visitors, residents, families and community groups to use and enjoy on a day to day basis. Temporary seating can be installed for special events such as Fickerfest. We will be working with our hirers to ensure their festivals can operate to the same, and even better, standard. As part of the landscaping of the new, larger courtyard, we will add a shaded area containing tables and seating for public use.

11. Heritage facade

This is how the beach facing facade at the northern end will look after construction. Independent heritage advisors prepared a comprehensive Conservation Management Plan for the building which included a recommendation to remove the glass bubble, to reinstate the original 1929 symmetry of the beach-facing facade.

12. Outdoor seating

When the weather's good, outdoor seating for Bondi Pavilion cafes and eateries are very popular. New outdoor umbrella structures are proposed which will complement the symmetry of the heritage facade.

13. Roof and outdoor facade

The tiled roof (depicted here in terracotta) will be replaced, and the outdoor facade will be restored to maintain and protect the heritage of the Pavilion.

14. Artist studio

There will continue to be an artist studio at the Pavilion. The existing studio will be relocated when construction of Stage 1 starts and there are two possible locations within the Pavilion, a currently vacant space or a staff office. An artist in residence program will be run, complementing the five-studio artist in residence program run by Council at the Waverley Woolahra Art School.

15. Commercial tenancy

The current eatery and bar is much loved by the community. Before Stage 1 construction is completed, the new tenancy will be subject to a competitive tender process, which is a standard process for Crown Land. Current tenants are welcome to apply.

Stage 1 does not include:

- The first floor, including the theatre and community hireable spaces
- The southern courtyard and the facilities around it, including existing music studios and High Tide Room
- Existing ground floor art gallery
- Existing commercial tenancies at the southern end of the building
- Existing ground floor foyer

The current plan has been driven by community feedback, and retains the Pavilion as a community and cultural centre in the east, and a heritage icon. We have currently lodged the DA for Stage 1 of the project. Stage 2 is not determined yet. The Fair Use Policy, and Cultural and Community Impact Assessment - both being created with further involvement from key stakeholders - will be valuable in determining the uses for these spaces.

waverley.nsw.gov.au/bondipavilionproject

8.2. Change in community and cultural floor space

As shown in Table 6, Stage 1 design will result in a total increase of 261m² in community and cultural floor space on the ground floor. There will be no change to first floor space in Stage 1.

The 261m² increase overall is made up of:

- An increase of 383m² of internal community and cultural floor space (+20m² for pottery studio, +71m² for new community hireable space, +71m² for atrium/lobby/toilets, and +221m² for new gallery/exhibition/museum).
- A decrease in external community and cultural space of 122m² from the external courtyard.

The floor space for the artist’s studio has not been included in calculations, because although Council has committed to including an artist’s studio as part of Stage 1 design, the location has not yet been determined.

Table 6 Changes to Bondi Pavilion Ground Floor Community and Cultural floor space Stage 1 Design (source: internal Council research)

	Current (pre-stage 1)	Completion Stage 1	Change
Internal space (ground floor only)			
Pottery studio	52m ²	72m ²	+20m ²
New Community hireable space	0	71m ²	+71m ²
Atrium/Lobby including toilets	322m ² (48 toilets)	393m ² (76 toilets)	+71m ² (+18)
Atrium/foyer	322m ²	322m ²	0m ²
Music studios and control room	96m ²	96m ²	0m ²
Art Gallery	122m ²	122m ²	0m ²
Gallery/Exhibition/Museum	0m ²	221m ²	221m ²
Artist studio	23m ²	Unknown	Unknown
High Tide Room	227m ²	227m ²	No change
External space (ground floor only)			
Total courtyard/colonnade area	2,876m ²	2,754m ²	-122m ²
TOTAL	3,790m²	4,051m²	+261m²

8.3. Cost

The cost estimate for Stage 1 is \$15.2 million (based on an estimate from a quantity surveyor). This includes over \$3 million in contingency.

8.4. Focus group outcomes

Four focus groups were held with a total of 25 community and cultural representatives and experts to collect feedback on options for Stage 2 of the Bondi Pavilion Conservation and Upgrade Project.

Participants in the focus groups represented:

- Save Bondi Pavilion x 5 representatives.
- Waverley Woollahra Art School x 2 representatives.
- Previous and current hirers (including theatre, fitness, creative arts) x 6 representatives.
- Event organisers x 2 representatives.
- Cultural workers x 6 representatives.
- Community workers/venue managers x 4 representatives.

As a result of requests from participants of the first focus group, focus group questionnaires were revised, and included a questionnaire about Stage 1 design and changes to Stage 2 questions. The remaining three focus groups provided their feedback on both Stage 1 design and Stage 2 options. The questionnaire was sent via email to participants of the first focus group, but participants did not complete.

8.4.1. Level of support for Stage 1 design

57% of the 17 focus group participants who responded either strongly agreed or agreed with the Stage 1 proposal, and a further 13% were neutral. 30% of participants either disagreed or strongly disagreed.

Reasons in support:

- Bondi Pavilion needs an upgrade and an improved facility and amenities will support community/cultural outcomes. However, prices should not go up.
- The design improves access for people with disability including access to the disabled toilets and public courtyard.
- Upgrading the Pavilion provides opportunities to re-assess how commercial spaces are leased and who to. Leasing to a smaller number of quality night time economy related businesses will activate the Pavilion at night. It was suggested that other commercial leases could relate to creative industries to attract creative people to the Pavilion, enhancing cultural outcomes.
- The new entrance to the beach from Campbell Parade will create foot traffic and activate the place.
- The new toilets are a great improvement, as the current toilets smell and are overused.
- The glass dome is not attractive nor in keeping with heritage.

Reasons for concern:

- The courtyard landscaping will reduce the space available for major festivals and will impact on their viability. The water feature is not necessary and will take up space.
- The removal of the amphitheatre is unnecessary and will be a loss to the community and events.
- The cost is high for little benefit.
- The loss of the glass dome addition to the front of the Pavilion would impact on the viability of the business operating there.
- Perception that the Stage 1 design is part of a bigger intention to commercialise the Pavilion for functions.
- The Bondi Pavilion should be about the beach, not the courtyard.
- There needs to be more hangout areas in all the plans.

8.4.2. Impacts on community outcomes

Participants were asked what impacts they think the Stage 1 design changes would have on community outcomes. 50% of participants thought that the Stage 1 proposal would have positive impacts, 25% thought the impacts would be neutral and 25% negative.

Reasons for positive community impacts:

- The improved amenity will increase community outcomes and the upgrade will build community (e.g. more markets, events). Perhaps there could be more pop up and creative events like the temporary container galleries.
- The pedestrian entrance is a great improvement, making it safer, more appealing and easier to access from Campbell Parade.
- The landscaped courtyard will be a great place for the community to hang out informally and socialise.

Reasons for negative community impacts:

- The community is unlikely to gather in the courtyard when there is a beach.
- Concern that the courtyard is being "cleaned up" to be used for corporate instead of community events.
- Concern courtyard will not be functional for community events.

8.4.3. Impacts on cultural outcomes

Participants were asked what impacts they think the Stage 1 design would have on cultural outcomes. Overall, participants felt that Stage 1 would have neither negative or positive impacts on cultural outcomes, with 60% saying it would have neutral impacts, 20% positive, and 20% negative.

Reasons for positive impacts:

- Improved opportunity to lead best practice in contemporary arts practice for cultural/regional exchange.
- New gallery/museum with opportunities to showcase the history of Bondi.
- The upgrade will be more inviting for people to stay and gather, as nobody presently spends time there after class sitting in the courtyard.

Reasons for negative impacts:

- Water feature and landscaping will limit events and cultural activities in the courtyard.
- May segregate people instead of keeping them together.

Some participants were concerned about stating impacts without knowledge of what is proposed as part of Stage 2.

8.5. Stage 1 evaluation

Overall, the proposed Stage 1 works are considered to have beneficial community and cultural use impacts for the Waverley LGA and the Bondi community and reflect the aims of the POM and the Conservation Management Plan. The positive impacts far outweigh any negative impacts and can also be addressed through proposed mitigations in section 8.6.

Positive community and cultural impacts include:

1. Increased overall community and cultural floor space of 261m²
2. Improved amenity (usability, accessibility) of southern courtyard which will increase informal use by the community and could improve viability of events.
3. Increased number of toilets, and improved changing room for people with disability.
4. Improved pedestrian access from Campbell Parade and safety for pedestrians which will increase use and addresses specific aims of the POM.
5. New community hireable space increasing the total amount of community and cultural hireable space.
6. New Exhibition Museum space.
7. New purpose built pottery studio.

While the impacts are mostly considered positive, there are some negative impacts relating to community and cultural use.

1. Reduced outdoor courtyard space of 122m².
2. Loss of outdoor amphitheatre.
3. Design of water feature may take up additional space from events.

8.6. Stage 1 mitigation plan

Table 7 Stage 1 mitigation plan

Stage 1 Ground Floor	
Impact	Mitigation
Water feature in southern courtyard may take up space for delivery of events.	Consider choice of the water feature so that it is not raised and does not impact on event space, so it could be flush with the ground and turn off and on.
Loss of amphitheatre, reduced southern courtyard space, and potential impact of planting on sightlines for events/screenings.	Council has been collaborating with event organisers to address issues including to ensure clear sightlines to screens for film and other events; hold down points for marquees in two positions within the courtyard; and open space for theatre/cinema events on both sides of the arched gateway. Other improvements including the capability to screen films within the courtyard via temporary infrastructure. Trees will be palms to keep foliage out of sight lines.
Change in commercial uses may not activate use of the Pavilion	The focus groups highlighted the importance of the commercial uses activating the Pavilion. Council could consider encouraging small commercial tenancies beachside that encourage a night time economy and complement the Pavilion’s cultural program, activating the space day and night.

9. Stage 2 options evaluation

This section provides an evaluation of options being considered by Council for Stage 2 of the Bondi Pavilion Conservation and Upgrade project. It provides a preferred option and a mitigation plan to address identified impacts.

Key findings

Option 5 delivers the largest increase in community and cultural floor space at 413m² additional space.

Focus group outcomes ranked Option 5 as the preferred option, with a median rating of 3 out of 5. Option 3 was ranked the 2nd preference with a rating of 2.7 out of 5.

The evaluation for this Assessment ranks Options 3 and 5 as the first preferred options equally scoring 3.3 out of 5 against the criteria. Both options are considered to deliver improved cultural and community use outcomes for the Pavilion including increased community and cultural floor space; upgraded more flexible facilities to support changing cultural and community needs and increased utilisation and viability of the Pavilion's hireable spaces. To inform Council's final decision, further evaluation of options is required through the Business Case including the financial costs and benefits of each of the options.

Whilst some community members have advocated for a basic refurbishment only approach (Option 2), this option ranked 6th as the preferred option and does not meet best practice or sustainability outcomes or the intentions of the POM.

Mitigation measures and Stage 2 Upgrade principles are recommended to enable optimum cultural and community outcomes that respond to the needs and interests of the community.

9.1. Stage 2 options

Council agreed to defer any decision on the rest of the project (Stage 2) until after the next Council is September 2017. This includes decisions about use and layout of the upper level, the proposed new theatre, changes to the existing music studios and the High Tide Room.

Options being considered

Seven options have been developed internally at Waverley Council for consideration as an exercise to inform a later decision on what Stage 2 design could become. The Business Case and this Cultural and Community Use Impact Assessment provide an evaluation of these options. Options 1, 2 and 7 are for benchmarking purposes only and will not be considered as feasible options by Council. Across all options, it is assumed that Stage 1 works have proceeded.

Table 8 overpage summarises the Stage 2 options.

Table 8 Stage 2 options summary

Option	Description
Option 1 (benchmarking only)	Do nothing. Stage 1 works remain.
Option 2 (benchmarking only)	Basic Make Good and Minimum Works. Stage 1 works remain. For the area outside of Stage 1, basic repair and renewal works done, with essentially no upgrades or improvements.
Option 3	The theatre stays in current first floor location but is upgraded. The Seagull Room remains a hireable community space. The Dolphin Room and Ocean Room become a small café on the first floor. Ground floor music studios and High Tide Room remain in current location. Stage 1 works remain.
Option 4	Theatre stays in current first floor location but is upgraded. Seagull Room, Dolphin Room and Ocean Room become a café/eatery. Ground floor music studios and High Tide Room remain in current location. Stage 1 works remain.
Option 5	New theatre built on ground floor. Existing theatre space becomes a community hireable space, Seagull Room remains a community hireable space; Dolphin Room and Ocean Room become a single hireable community space. Music studio facilities are provided in the new allocated community space built in Stage 1 and also probably an additional studio space constructed in Stage 2. Stage 1 works remain.
Option 6	New theatre built on ground floor. Existing theatre space becomes a community hireable space, Seagull Room, Dolphin Room and Ocean Room become a café/restaurant. Music studio facilities provided in new allocated community spaces built in Stage 1 and also probably in Stage 2. Stage 1 works remain.
Option 7 (benchmarking only)	New theatre built on ground floor. Music studio facilities provided in new allocated community space built in Stage 1. First floor space has maximum commercial use. Stage 1 works remain.

More detail on each of these options is available in *Appendix 7*.

9.2. Potential changes to community and cultural floor space

For all 7 options it is assumed that the Stage 1 upgrade will proceed and deliver an increase of 261 m2 of additional community and cultural floor space.

Table 9 shows that:

- Options 3, 4, 5 and 6 deliver an increase in the total community and cultural floor space on the Ground floor.

- Only Option 5 delivers a higher provision of community and cultural floor space on the First Floor. Options 5 and 3 deliver the most first floor space out of all the options.
- Options 3, 5 and 6 deliver an increase in the total amount of community and cultural floor space across the entire Pavilion. Option 5 delivers the greatest increase with an additional 413m².

Table 9 Total change in Bondi Pavilion floor space Stage 2 options

	Post Stage 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Ground floor	3,467	3,467	3,467	3,609	3,609	3,878	3,878	3,878
1st floor	1,046	1,046	1,046	983	787	1,048	779	359
Total Pavilion	4,513	4,513	4,513	4,592	4,396	4,926	4,657	4237

Table 10 provides details of the changes to the total floor space for internal and external publicly accessible community and cultural spaces.

Table 10 Changes to Bondi Pavilion community and cultural floor space by space (Stage 2 only)

		Benchmark only						Benchmark only
Space	Post Stage 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
	m ²							
Ground Floor								
Internal ground floor								
Pottery studio	72	72	72	72	72	72	72	72
Community space/music studio (new)	71	71	71	71	71	56	56	56
Music studio (new)						47	47	47
Control room (new)						15	15	15
Art Gallery	122	122	122	205	205	205	205	205
Museum/Exhibition space	221	221	221	221	221	221	221	221
Artist studio	NA							
Tourist information centre				59	59	59	59	59

		Benchmark only						Benchmark only
Space	Post Stage 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
High Tide Room	227	227	227	227	227	0	0	0
New theatre						424	424	424
New theatre foyer/community spaces						188	188	188
Total internal space	713	713	713	855	855	1,287	1,287	1,287
External ground floor								
Total courtyard/collinade	2,754	2,754	2,754	2,754	2,754	2,591	2,591	2,591
TOTAL GROUND FLOOR	3,467	3,467	3,467	3,609	3,609	3,878	3,878	3,878
1st Floor								
Internal 1st floor								
Existing theatre (includes back of house)	428	428	428	428	428			
Theatre space converted to hireable community space						310	310	
Kitchen (for catering/functions)						110	110	
Upstairs bar/foyer	246	246	246	248	248	248	248	248
Seagull room	196	196	196	196		196		
Dolphin room	29	29	29			73		
Ocean room	36	36	36					
Total internal space	935	935	935	872	676	937	668	248
External first floor								
Southern Public Balcony	111	111	111	111	111	111	111	111

		Benchmark only						Benchmark only
Space	Post Stage 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
(1 st floor beachside)								
TOTAL FIRST FLOOR	1,046	1,046	1,046	983	787	1,048	779	359
TOTAL BOTH FLOORS	4,513	4,513	4,513	4,592	4,396	4,926	4,657	4,237
Change		0	0	+79	-117	413	144	-276

9.3. Cost

Cost estimates for Stage 2 are not part of the brief for this study and will be included as part of a Business Case analysis.

9.4. Focus group outcomes

Four focus groups were held with a total of 25 people to provide feedback on the potential community and cultural impacts of for Stage 2 options. Participants in the focus groups represented:

- Save Bondi Pavilion x 5 representatives.
- Waverley Woollahra Art School x 2 representatives.
- Previous and current hirers (including theatre, fitness, creative arts) x 6 representatives.
- Event organisers x 2 representatives.
- Cultural workers x 6 representatives.
- Community workers/venue managers x 1 representative.
- Stage 2 Options 3, 4, 5, and 6.

Participants were asked to rate the potential impacts of options 3, 4, 5, 6 (options 1, 2 and 7 are for benchmarking purposes only). Participants were asked to give a rating out of 5 for each of the options against a range of criteria, that will also be used to measure outcomes of part of a separate business case being prepared for this project. This evaluation criteria aligns with the evaluation criteria being used for a Business Case, and outcomes of this Assessment will inform the outcomes of a Business Case. A rating of 1 having the lowest agreement (or highest negative impact) and a rating of 5 having the highest agreement or highest positive impact.

It should be noted that some participants who were strongly opposed to any changes to the Bondi Pavilion, rated all options against all indicators as having a negative impact, which may have skewed the data toward low overall outcomes for all options against all indicators.

9.4.1. Overall preference from focus groups

As shown in Table 11, overall:

- With a median rating of 3 out of 5, Option 5 was rated by the focus group participants, as having the most positive impacts against the indicators
- With a median rating of 2.9 out of 5, Option 3 was rated by focus group participants as having the second most positive impacts against the indicators.

Table 11 Impact ratings Stage 2 option, stakeholder focus groups (source: Cred Consulting)

Indicator	Option 3	Option 4	Option 5	Option 6
Increased access to community and cultural hireable space	3	2	3	2
Improved participation in community and cultural programs and events	2	2	3	3
Improved participation in physical activity programs and classes	3	3	3	2
Improves informal use of the Pavilion	3	2	3	2
Activates the local area/local business	3	3	3	3
Improves viability of theatre	3	3	3	3
Improves viability of music studios	3	3	3	2
Enhance cultural heritage and iconic status	3	2	3	2
Improves access to visitor and information services	3	3	3	3
Median	2.9	2.6	3	2.5

Reasons for ratings

Table 12 details the reasons given by focus group participants for positive and negative ratings for each of the options.

Table 12 Summary of reasons given for impact ratings (source: focus groups May 2017)

Positive impacts	Negative impacts	Focus group suggestions
Option 3		
<p>Keeps and refurbishes the theatre.</p> <p>Better spaces improve pride in the community.</p> <p>The café may attract people upstairs and increase community use of spaces/programs.</p> <p>Café may activate the Pavilion at night – it is currently dark and can feel unsafe for program participants (eg women doing yoga)</p> <p>Upgraded theatre might increase balcony use.</p> <p>Upstairs is a mishmash and needs to be redefined.</p> <p>The refurbished space can only help to improve the viability of the theatre and the building.</p>	<p>Café will take away a community space without supporting the community.</p> <p>Café noise and smells would impact on other classes (there are already issues with noise between rooms).</p> <p>The loss of community space, will put more pressure on the Seagull Room.</p> <p>There are too many cafes in Bondi already, and this option means a loss of community spaces.</p> <p>The theatre in its current location takes up the space where there is a wonderful view. It’s a black box with the best views in the building.</p> <p>The café would be good for theatre patrons, but not good for community hirers.</p> <p>Concern that while it is important to upgrade the theatre, even a remodelled theatre in that location will remain challenging for creatives and producers. Purpose built would be better.</p>	<p>Having a flexible catering space in the Dolphin/Ocean Room, and using the bar for a café/snacks.</p> <p>Create a night time economy in the Pavilion. Including spaces that support the Pavilion being open at night, gallery and theatre events.</p> <p>Provide better access for people with disability, access gallery and theatre program.</p> <p>The café could be combined with the existing bar and be able to be run by the theatre to improve their revenue.</p> <p>A kitchen on the upstairs floor could open up an opportunity for nutritional programming.</p> <p>Improvements to the balcony amenity to increase usage by the general community and visitors.</p> <p>A flexible café space could be an incubator for new business that respond to the Pavilion’s vision.</p> <p>A modernised bar could be a small bar with ocean views.</p>
Option 4		
<p>There is less community space available, in particular the well-used seagull room.</p> <p>Positives are that the café may</p>	<p>The restaurant may limit the demographic that use the space (e.g. if it’s a 5-star restaurant, they won’t be happy with community</p>	<p>Have a flexible/hireable space in the Seagull room that is open for afternoon tea/after hours drinks in hours when it is empty to</p>

Positive impacts	Negative impacts	Focus group suggestions
<p>generate more publicity for the site.</p> <p>Dedicated tourist/visitor information services would be beneficial.</p> <p>A small café upstairs would be good to support programs and services, events and functions. Food near theatre would improve the experience and might bring people into the centre.</p>	<p>programs, kids, and others wandering around the first floor and making noise).</p> <p>The theatre is poorly located and would better relocated</p> <p>Negatives are that the classes will be noisy, impacting on the restaurant.</p> <p>The public should have total access to the balcony.</p> <p>Additional café may take away from local cafes unless there is a significant demand e.g. Pacific and Hall St. There is no requirement for the operator to be a local business.</p>	<p>activate the space.</p> <p>If it is a multipurpose space there is lots of opportunity for community participation in physical activity e.g. through nutrition programs.</p> <p>Positives are that additional revenue from the larger café may cover the cost of the theatre and music studio, and that this options maintains the music studio. A larger restaurant could service theatre goers.</p> <p>Locate Bondi Radio in the building.</p>
<p>Option 5</p>		
<p>Positives are that there is good access when most of the activities are downstairs and that this opens up lots of creative potential.</p> <p>There is maximum space available for community hire. "The mix of cultural and community space is great."</p> <p>There are extra community spaces for hire. A large room with a wooden floor is good for physical activities.</p> <p>There is community activity in the old theatre.</p> <p>Purpose built theatre increases viability significantly, and attracts audiences and other groups, conferences. Open accessible spaces can bring in different community</p>	<p>The studios and high tide room are needed for the community but the theatre is not needed downstairs. It would be a great loss if the music studios and high tide room were demolished. Loss of the High Tide room which is used by programs and events and family gatherings that spill out into the courtyard as a safe space, particularly for children.</p> <p>A large commercial kitchen upstairs suggests a wedding space not an affordable community space.</p> <p>The community will be competing with people who can afford weddings, conferences etc. The music studio is reduced.</p> <p>The theatre upstairs is already sound insulated (against loud activities e.g. gymbaroo). The loss</p>	<p>A kitchen upstairs that could service community and cultural events and functions would be desirable.</p> <p>The balance between affordable community spaces, issue of access for local community versus commercial hire is important.</p> <p>Participation in community and cultural programs and events comes through curation e.g. developing good relationships, well thought out programming, a mindset to being and exercising your community involvement.</p> <p>The theatre should be multi-space and join the courtyard. It should open up to the courtyard so that events and festivals can also use the space</p> <p>Ensure that commercial uses are</p>

Positive impacts	Negative impacts	Focus group suggestions
<p>groups.</p> <p>It provides state of the art facilities for community groups and performances.</p>	<p>of courtyard space is a negative for physical activity.</p> <p>The theatre on the ground floor reduces important existing outdoor space for events and festivals</p> <p>Loss of the original theatre which has significant cultural and community heritage and importance</p> <p>Concern the point of the upgrade is to turn the Pavilion into a commercial function space.</p> <p>That there is no viable alternative for the music studios if they need to be relocated.</p> <p>Loss of different sized rooms for different community activities.</p>	<p>handpicked to match the pavilion.</p> <p>The value of this option depends of the application of fees and hiring policy for the spaces - if applied to encourage access for the community there needs to be a Fair Use Policy to limit hiring for commercial events and functions.</p>

Option 6		
Positive	Negative	Suggestions
<p>It would attract more visitors as customers, and there would be more people using the balcony.</p> <p>An activated bar upstairs would draw people in. You could see the activity on the inside from the outside.</p> <p>The theatre on the ground floor would work with cultural activities. The theatre is more visible on the ground floor.</p>	<p>Loss of the High Tide room and other community spaces.</p> <p>Loss of the original theatre which has significant cultural and community heritage and importance.</p> <p>Significant loss of spaces and the reduced availability at peak times.</p> <p>Loss of Seagull room which is the most valuable room in the Pavilion.</p> <p>Loss of courtyard space impacting on events and festivals.</p> <p>Commercialisation of the Pavilion which contradicts the Plan of Management.</p> <p>The new theatre may be out of context with the heritage building.</p> <p>Turning the Pavilion into a commercial function space.</p>	<p>Separating the community and commercial uses: some are free, some are paid. Have cultural staff who are nurturing the space. As a vital community and cultural centre it requires a cultural framework. The café could be a creative social enterprise café or a registered community organisation.</p> <p>The art gallery/museum could go in the front commercial space. The music program needs to have increased facilities, better programs and engagement with the community.</p> <p>Curation is the key to improving the Pavilion. It is important to build a relationship with the community, applying for grants, employing appropriate creative management and staff.</p>

9.5. Stage 2 evaluation

Each of the seven potential options have been evaluated against eight evaluation criteria.

A score has been given against each of the evaluation criteria, utilising the following measures which relate to the evidence collected in this study:

1. Change in amount of internal and external community and cultural floor space
2. Improves usability of the facility (including flexibility, amenity, and accessibility)
3. Addresses demand for community and cultural spaces
4. Meets goals of the Plan of Management, and Conservation Management Plan, and
5. Outcomes of 4 x focus groups.

Overall rankings

Table 13 shows the overall ranking of each option against the evaluation criteria and measures. See *Appendix 8* for a more detailed evaluation table including scores from focus groups and against all of the 5 measures above.

Table 13 Option ranking and evaluation against evaluation criteria

Evaluation criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Increased access to community and cultural hireable space	1.25	2.25	3.4	3	4.2	2.8	1.75
Improved participation in community and cultural programs and events	1.25	2	3.2	2.4	3.8	3	1.25
Improved participation in physical activity programs and classes	1	0.75	3.2	2.1	3.2	2.4	1
Improves informal use of the Pavilion	1.5	2.25	3.4	2.9	2.6	2.6	1
Activates the local area/local business	2	2	3.2	3.2	3.6	3.5	3
Improves viability of theatre	1	1.75	3.6	3.2	4.2	4	3.8
Improves viability of music studios	1.5	3	3	3	1.9	1.9	2
Enhance cultural heritage and iconic status	1.5	2	3.5	3.1	2.6	2.2	1.25
Improves access to visitor and information services	1	1	3.3	3.5	3.4	3.5	3.5

Evaluation criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Overall Ranking (1-5)	1.3	1.9	3.3	2.9	3.3	2.9	2.1

Evaluation of options

- All options, other than Option 4 deliver an increase in total community and cultural floor space. Option 5 delivers the largest increase at 413m2 additional space.
- The outcomes of focus groups completed for this Assessment indicate that while no option received overwhelming support, Option 5 (with a median rating of 3 out of 5) was the preferred option across all focus groups due to the more accessible and purpose-built theatre and increased supply of community and cultural floor space. Option 3 was the 2nd preference of focus group participants with a rating of 2.7 out of 5. It should be noted that some community representatives gave all options a very low rating against all criteria impacting on overall ratings.
- Each of the seven potential options were evaluated by the Cred study team (3 independent consultants) against eight evaluation criteria, using measures relating to the evidence collected in this study - one of the measures being the focus group outcomes.

Highest ranking options

- Based on the information available, evaluation resulted in Option 3 and Option 5 equally ranking the first preferred option with a score of 3 out of 5. Both options are considered to deliver improved cultural and community use outcomes for the Pavilion including increased community and cultural floor space; upgraded more flexible facilities to support changing cultural and community needs and increased utilisation and viability of the Pavilion’s hireable spaces. To inform Council’s final decision, further evaluation of options is required through the Business Case including the financial costs and benefits of each of the options.
- Whilst some community members have advocated for a basic refurbishment only approach (Option 2), this option ranked 6th and does not support improved cultural and community outcomes nor meet best practice or sustainability outcomes or the intentions of the POM.

Preferred Options and Mitigation Measures

While options 3 and 5 ranked equally as the first preferred options, there are pros and cons relating to each option which need to be considered.

Option 3

Pros	Cons
<ul style="list-style-type: none"> ▪ Retains music studios, control room, theatre and High Tide room in current locations. Previous community consultation indicates support for this. ▪ There is no further loss of courtyard space post Stage 1 which is a good outcome for delivery of events and festivals. ▪ The new community space on the ground floor 	<ul style="list-style-type: none"> ▪ Loss of Ocean and Dolphin rooms for community and cultural uses, and displacement of existing groups using these spaces. ▪ Does not include provision of kitchen facilities (community accessible/not part of a café or commercially operated) on the 1st

<p>provides additional community/cultural space to support new uses.</p> <ul style="list-style-type: none"> ▪ The remodeled theatre as a multipurpose performance space is in keeping with best practice comparative facilities (see Section 5). 	<p>floor to support the viability of the theatre and community/cultural events and functions.</p>
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Option 5

Pros	Cons
<ul style="list-style-type: none"> ▪ Increased community and cultural floor space of 413m2. ▪ First preferred option on average through focus group consultation. ▪ More accessible, visible and potentially viable flexible theatre/performance space at ground level. ▪ The multipurpose performance space is in keeping with best practice comparative facilities (see Section 5). 	<ul style="list-style-type: none"> ▪ Relocation of the theatre and suggested changes may not see the new facility meeting the gap (based on benchmarks) identified for a regional level facility. The benefits of relocation need to be measured against the impact of having to relocate the music studios and potential loss of external courtyard space (163m2) which may impact on events and festivals. ▪ There was significant community concern about relocating the theatre resulting from the KJA consultation report.

Refurbishment only approach (Option 2)

While some community members have supported a do nothing, or refurbishment only approach, this is not recommended because:

- It ranked 6th in terms of evaluation criteria.
- There is specialist advice that the current layout and design of the theatre impacts on its viability, flexibility, and the types of shows that can perform there²⁶. A new space would enliven the Pavilion and activate it at night which would have flow on benefits for other classes, such as yoga, which see women doing classes in a dark, and perceivably unsafe Pavilion.
- It does not deliver any increase in community and cultural floor space.
- It does not meet best practice or sustainability in terms of multipurpose and flexible spaces (see Section 5).
- It does not meet the aims of the POM and the Conservation Management Plan including “welcoming entrances front and rear, accessible tourism information, interesting theatre, and financially

²⁶ Dark Horse Production Design, Bondi Pavilion Theatre Review, September 2016

sustainable". Improvements need to be made to increase utilisation for the ongoing sustainability of this important community and cultural space. To increase utilisation, best practice community and cultural venues should have access to kitchen facilities for catering events and supporting community program outcomes.

9.6. Principles and Mitigation Measures for Stage 2

Principles and Mitigation Measures for Stage 2

Moving forward, to enhance the community and cultural use outcomes of Stage 2 of the Bondi Pavilion Upgrade and Conservation project, we recommend consideration of the following principles:

1. Retain the vision for the Bondi Pavilion as a multipurpose community and cultural facility for the local community and visitors to the area.
2. It would be preferable that there is no reduction in the overall amount of community and cultural floor space across the Bondi Pavilion.
3. The quality and amenity of existing purpose built spaces (e.g. theatre, art gallery, pottery studio, artist's studio, music studios) should be improved in line with best practice to support viability, financial and social sustainability, and increase community and cultural participation.
4. Investment in curation of community and cultural programs, and partnership with creative enterprise and cultural leaders, should be explored to deliver a leading practice, activated, and enlivened multipurpose community and cultural centre.
5. Deliver a fair use policy that ensures that the Pavilion's spaces defined as multipurpose community hireable space remain affordable and accessible to the local community guiding the balance of community, cultural and commercial uses

Should Council decide to proceed with Option 3, the following mitigation measures could be considered:

- Retain the Ocean Room and Dolphin rooms as multipurpose community hireable spaces (do not change use to a commercial café), but combine both rooms to become one larger community hireable room.
- Include a community accessible kitchen and functional bar on the first floor that can support theatre viability, community/cultural functions and events.

Should Council decide to proceed with Option 5, the following mitigation measures could be considered:

- Making sure that the amphitheatres at the rear and side of the Pavilion can be used for Pavilion festival and events to increase external floor space available.
- Inclusion of a community accessible kitchen within the building to support community and cultural events and functions and theatre viability.
- Utilisation of the upstairs theatre space as a multipurpose space but that can provide affordable rehearsal space for emerging theatre groups.

Key sources

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Waverley Council. Arts Plus Plan 2013-2017

Waverley Council, Proposed Community and Stakeholder Communication and Engagement Plan, Further Consultation Period Bondi Pavilion Upgrade and Conservation Project, Waverley Council meeting 21 June 2016

Waverley Council, The Bondi Park, Beach and Pavilion Plan of Management 2012 - 2024, 2014

Appendix 1 Peer review by Professor Peter Phibbs

Epic dot gov

EPIC DOT GOV PTY LTD
H633/780 Bourke St,
Redfern 2016
ABN: 31 002 000 928

19th June 2017

Ms Sarah Reilly

Cred Consulting

Suite 10, 151 Foveaux St
Surry Hills NSW 2010d

Dear Sarah

Re: Peer review of Impact Assessment- Bondi Pavilion.

Thank you for providing me with the final draft report of Bondi Pavilion Cultural and Community Use Impact Assessment (99 pages). I have had the opportunity to read the report in detail and the purpose of this letter is to provide a peer review of your document. The aim of my peer review is not to provide a detailed commentary on every aspect of your report but to provide confidence to readers of your report that the method you have used is robust and the findings of your report are consistent with the evidence you have gathered.

Let me begin by confirming that I consider your approach to be robust. I would suggest that the role of your assessment is to provide some relevant evidence about what the community views are about the various options being considered for the Pavilion, best practice principles for community spaces like the Pavilion and an assessment of the relative demand and supply for the types of spaces provided by the Pavilion.

Your report records those views which clearly show that there are a range of opinions in the community. Given your use of focus groups in collecting those views it might be prudent to emphasize that you haven't used a systematic sampling procedure to collect community inputs so your report can describe the range of views but is difficult for you to say what is the majority view in the total population.

I also think it would be difficult for you on the basis of your evidence to rate each of the options in a very detailed way. A range of other evidence such as detailed costings would be needed to accomplish that task. Instead you should be providing broad rankings of the options based on the evidence you have collected.

Please do not hesitate to contact me if you require anything further.

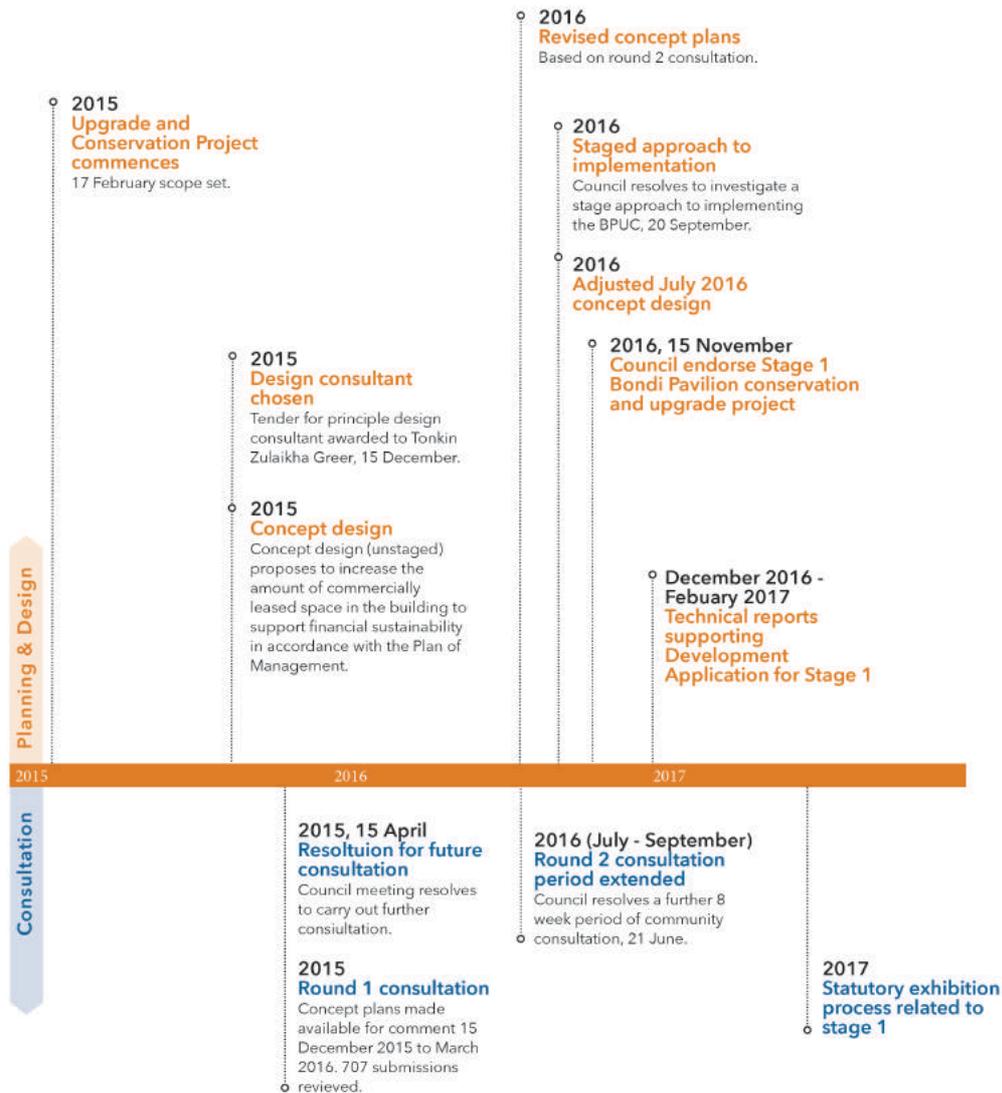
Yours sincerely



(Dr) Peter Phibbs

Appendix 2 Bondi Pavilion Conservation and Upgrade Project timeline

Bondi Pavilion Upgrade and Conservation Project



Appendix 3 Executive summary KJA report

This Part 1 Report summarises the engagement activities undertaken by Waverley Council (Council) and its consultant KJA from 21 July to 23 September 2016 in relation to the proposed Concept Plan for the upgrade and conservation of the Bondi Pavilion.

Feedback contained with this Executive Summary was provided prior to the changes to the project endorsed by Council as part of Stage 1 design.

The engagement activities were delivered by staff from Council and KJA. This approach maximised the utilisation of Council resources, grew capacity amongst Council staff and utilised KJA resources where most appropriate and suitable to the activities. KJA delivered all engagement activities attributed to KJA in the engagement scope as agreed with the Council project team.

Activity	Number of participants
Community small group discussions	56
Group meetings with community groups	2 (number of groups)
Special interest and peak small body group discussions and face to face meetings	96
One on one stakeholder interviews	15
Online and hard copy surveys	230
Email submissions	100
Onsite "walkshop"	36
Information booths	1,811
Attendance at community action group meetings	3 meetings
Targeted engagement with current leaseholders	3

It is important to note that this is not the only opportunity for stakeholder feedback on this issue. Circa 700 submissions were submitted to Council in response to the public exhibition of the Concept Plan in 2015/16. Part 2 of this report considers these submissions.

A range of communication activities supported this extended program of engagement. These activities included proactive media, advertising and direct letter box drops to Waverley properties. Further, community groups opposing the concept plan gained media coverage, delivered extensive social media activity and held a range of events from July to September 2016.

Overall, the level of community response to the engagement opportunities was relatively low. The survey response level however is considered high, relative to previous Council surveys.

It is clear that although many had the opportunity to engage, not all stakeholders chose to do so. Possible conclusions from the low response could include but may not be limited to:

- a general belief that it will be successfully opposed; or
- a general belief that it will go ahead; or
- a low level of interest in the issue.

The extended engagement has provided stakeholders with more time, and additional channels and forums to provide feedback on the proposed Concept Plan. Overall, the feedback that stakeholders provided through this period of engagement can be summarised as follows:

Fair Use

- Strong support for the Pavilion as a place for locals, and an arts and cultural hub, whilst also being a national icon
- Very strong support for the Pavilion as a place that provides visitor facilities
- Support for use by commercial hirers and professional operators at current levels
- Support for the development of a policy to guide decisions about a fair balance of use
- Support for community use as the priority
- Support for a balance of community and commercial use that can accommodate commercial functions and members of the community who use the current facilities

Appropriate mix of use on the first floor

- Strong opposition to removal of community accessible space on the first floor
- Strong opposition to perceived commercialisation of the Pavilion. i.e. increased commercial activity
- General support for maintenance of the current overall level of commercial activity
- Support for a balance of commercial and community activity on the first floor
- Some support for a café/bar operation on the first floor that allows for a combination of community and commercial use, maintaining community access to the balcony
- Strong opposition to fine dining
- Some concern that the removal of the 'bubble' from the front of the ground floor tenancy would make a business in this location unviable due to loss of outdoor seating and harsh weather
- Significant concern about loss of community space relative to current space allocation
- Support for retail offerings relevant to the function and history of the building
- Strong concern that proposed changes to current use of the first floor will mean the demolition of community spaces, most particularly the music studios and large community room

- Common perception that proposed changes to the first floor are driven by commercial imperative of the project cost

Theatre operations, technology and programming

- Some support for the proposed ground floor theatre
- Strong opposition to the removal of the theatre from the first floor
- Support for improved theatre facilities
- Varying views about the appropriate location of the theatre - first or ground floor or somewhere else in Waverley
- Some support that the proposed location is better for access, and allows for more appropriate use of the first floor
- Concern that if there is already a functional theatre space, the cost of building the new one is not justified
- Perception that the proposed theatre space is a multi-use theatre space that will lose the theatre experience
- Strong concern about the functionality, operations and logistics of replacing a purpose built theatre facility with a multi-function space
- Perception that the move is to allow commercial activity on the first floor and does not improve facilities or access
- Some concern about the efficacy of the proposed 'glass box' space
- Perception that the proposed spend is disproportionate given the current facility is significantly underutilized
- Desire for proactive management and creative programming of the theatre space, wherever it is located

Gallery and exhibition space programming

- Support for expansion of the gallery and exhibition space, and the current proactive management
- Support for extended remit for exhibition programming
- Stakeholders consulted interested to be involved in the refinement of the design and operation of the space

Music facilities and programs in the building and in Waverley

- Strong support for retaining music facilities
- Strong support for the co-location of rehearsal and recording facilities at the Pavilion
- Strong support for retaining current music programming and further opportunities for children to participate in music

- Strong view that music activities including recording belong in the Pavilion - considered an essential activity
- History of music at Bondi is considered core to the current and future use

Cultural Heritage

- Strong support that the story of Bondi should be told
- Strong support for telling of Indigenous stories and interpretation
- Support for historical representation of the role Bondi has played in the development of beach, surf and swimming culture
- Support for a museum
- Support for social and built history to be considered in the upgrade

Additional feedback from input received

Pottery

- Strong support for retaining pottery classes at the Pavilion
- Current key offerings are highly valued including opportunities for elderly people, people from low socio economic backgrounds and people with a disability

Council and community relationship

- Some distrust of Council's motives in making changes at the Pavilion - fear of commercialisation
- Some distrust of Council processes and concerns of transparency
- Clear willingness of community to work with Council to deliver an outcome that satisfies community and council aspirations for the Pavilion

Process

- Many respondents expressed dissatisfaction with Council processes
- Perception that key concerns around loss of community space and privatisation have not been addressed in the changes made to the Concept Plan in response to initial feedback
- Perception that information has only been released in response to community lobbying rather than as part of a clear and transparent process

Repair and maintenance

- Support and recognition of the need for repair and maintenance of the Pavilion
- General support for an upgrade of the Pavilion
- Perception the Pavilion has been let to run down in anticipation of this project

Cost

- Concern that the cost of \$38 million is too high
- Perception that there's no justification for the cost
- Perception that the \$9 million is a reasonable amount to spend
- Expectation that state and federal funding should contribute to funding
- Concern that a Business Case has not been prepared to justify the cost
- View that the high project cost would result in Council commercialising the building to cover costs/loans
- View that there are no clear drivers to pursue a project of this scale

Vision statement

- View that the planning for the upgrade has proceeded without sufficient user consultation
- View that the Purpose Statement focuses on the facility; is not sufficiently ambitious; and does not adequately reflect the community's aspirations and cultural value of the Pavilion

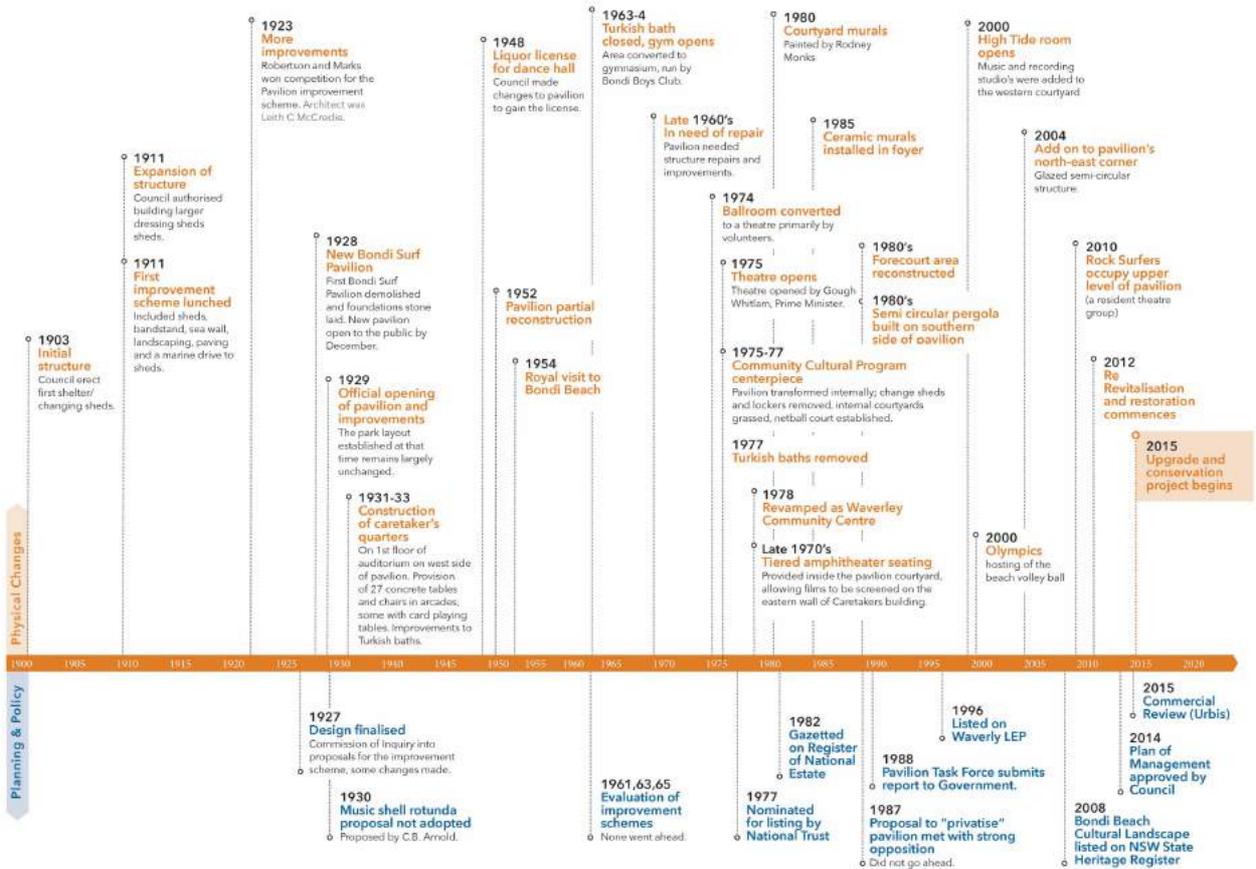
Toilets and change room facilities

- Strong support for an upgrade of the facilities
- Concern about the proposed layout and location, particularly the outside entrance (safety) and the impact on loss of courtyard space

Design

- Low level of support for the 'glass box' design for the new theatre
- Support for better use of the courtyard spaces
- Interest in changes to the balcony to allow views
- Concern about safe use of the toilet facilities due to multiple access points and secluded access points
- Support that may have been forthcoming to move the theatre is coloured by the flow on effect that requires the demolition of the music and recording facilities
- Concerns about the 'wind tunnel' effect created with the opening of the Pavilion to the beachfront
- Some support for underground car parking facilities
- Some opposition to underground car parking facilities
- Concern about whether spending is in the right areas eg. water features.

Appendix 4 Bondi Pavilion timeline



Appendix 5 Council community and cultural events at the Pavilion

Regular Council run programs

Program	Description	Target group
School Holiday Program / Quarterly (8 - 10 activities at BP per program)	Various artforms	Children
Bondi Pavilion Gallery	Visual art	Open
Bondi Beach Sea Wall	Visual art	Open
Primary School Rock Stars	Music education	Children
The Wave Music Program and Showcase	Music education	Youth
The Wave Industry Conference	Music education	Youth
Bondi Feast	Theatre festival	Open
Venue hire and Council presented	Co-presentations and venue hire theatre	Open
Author Talks	Literature	Open
Pottery classes	Various pottery classes	Youth, Seniors, Open
Sunshine Singers	Seniors Choir	Seniors
Seniors Concert Series	Music performance series	Seniors
Pavsonic	Music performance series	Open
Jazz at The Pav	Music performance series	Open
Home Grown	Music performance series	Open
Surf's Up at The Pav	Multi-arts cultural program	Open
Carols by the Sea	Outdoor performance	Open
Festival of the Winds	Kite festival	Open



MAY

- 5 LUDLITES LOVE UTOPIA
WORKSHOP, TALKS & BONDI PAVILION
GALLERY EXHIBITION OPENING

- 7 GLOBAL TABLE

- 8 THE BONDI WAVE YOUTH BAND
SONGWRITING PROGRAM COMMENCES

- 11 DUNCAN MCNABB ON GETTING AWAY
WITH MURDER
AUTHOR TALK - WAVERLEY LIBRARY

- 9 & 16 SYDNEY COMEDY FESTIVAL SHOWCASE
BONDI PAVILION THEATRE

- 16 HACK SOUNDS - ELECTRONIC
MUSIC WORKSHOP
BONDI PAVILION

- 18 TRACEY SPICER IN CONVERSATION
WITH WENDY HARMER
THE GOOD GIRL STRIPPED BARE -
AUTHOR TALK - BONDI PAVILION
THEATRE

KEY DATES

MAY

22 NIB LITERARY PRIZE
NOMINATIONS OPEN

26 PAULINE MCLEOD AWARDS 2017
BONDI PAVILION GALLERY

JUNE

13 HACK SOUNDS - ELECTRONIC
MUSIC WORKSHOP
BONDI PAVILION

15 ENDLESS SUMMER - OPEN BITE
PRINTMAKERS
BONDI PAVILION GALLERY
EXHIBITION OPENING

23 BONDI WAVE MUSIC CONFERENCE
BONDI PAVILION

28 CLAY - WHERE WE CAME FROM
BONDI PAVILION GALLERY
EXHIBITION OPENING

JULY

6 NIKKI GEMMELL ON AFTER
AUTHOR TALK - WAVERLEY LIBRARY

6 WAVERLEY ART PRIZE LAUNCH
WAVERLEY WOOLLAHRA ART SCHOOL

18-29 BONDI FEAST, TUE-SAT
BONDI PAVILION

22 HACK SOUNDS - ELECTRONIC
MUSIC WORKSHOP
BONDI PAVILION

AUGUST

2 TIME AND PLACE - KATE MULHERRON
BONDI PAVILION GALLERY
EXHIBITION OPENING

25 LISTEN TO THE LAND - MEG
SPROUSTER AND BARB STRAND
BONDI PAVILION GALLERY
EXHIBITION OPENING

KEY DATES

Appendix 6 Programs delivered by external providers/hirers (June 2017)

Program	Description	Target group
Dance		
Baby Ballet Academy	Ballet classes	Babies
Bondi Dance Co	Dance classes	Children Young people
GymbaROO	Music, dance, and gym activities	Babies
No Lights No Lycra	Freeform dance class in the dark	Open
Patio De Tango	Tango dance classes	Open
Zumba	Dance and fitness class	Open
Fitness 4 Mums	Zumba classes with childminding. All females (with or without kids).	Open (women only)
Sport and recreation		
Capoeira for Kids	Brazilian self-defence classes	Children
Capoeira Toddlers classes	Brazilian self-defence classes	Babies
Capoeira	Brazilian self-defence classes	Open
Play Soccer	Soccer coaching	Babies
Tae Kwon Do	Self defence classes	Open
Trifu Dojo Karate	Self defence class	Babies
Bright Light Yoga	Yoga classes for all levels	Open
Dee's Fit for Life	Over 50s fitness class.	Older people
Ki Yoga	Yoga classes	Open
Meditation and Buddhism	Beginners meditation classes	Open
Tibetan Sound Meditation	Guided classes with Tibetan Singing Bowls	Open

Program	Description	Target group
Laughter Club	Health and well being	Open
La Femme Physio	Mothers and babies pilates	Mothers
Creative Arts		
Action Atelier	Improvisation story performance, in French	Children
Einsteinz Music	Music program.	Babies

Appendix 7 Stage 2 option details

Option 3 Limited Development

Theatre stays in current first floor location but is upgraded; Seagull room remains a hireable community space; Dolphin room and Ocean room become a café; ground floor music studios and High Tide Room remain in current location. Everything in Stage 1 stays.

Refurbishment works	Yes
Theatre location (currently on level 1)	Remains on level 1 and retain bar
Use of current theatre location post refurbishment	Refurbished theatre that can accommodate a range of community and cultural uses
Level 1 theatre back of house remodelling	Theatre back of house remodelled with new fitout and bar
Seagull room use post refurbishment	Unchanged
Dolphin room use post refurbishment	Café
Ocean room use post refurbishment	(spaces combined)
Access to front balcony	Café seating in front of Ocean room, remainder public
Music studios	Unchanged
Music studio control room	Unchanged
Existing gallery space	Larger gallery in current location in stage 2
Museum/exhibition/gallery space	Located in position of existing toilets, basic fitout stage 1, full upgrade stage 2
Internal courtyards	Landscape and shaded perimeter colonnade. Southern wing requires additional design for stage 2
Tourist information / visitor welcome centre	Dedicated ground floor office at beachside with display and merchandise
Council offices	Relocated to 1st floor of the gatehouse (caretakers residence) in Stage 2
Commercial spaces on ground floor	Up to a maximum of eight on beachside (+4 additional)
Artist studio	Relocated elsewhere in Pavilion in Stage 1 and 2

Option 4 Summary - Medium Development

Theatre stays in current first floor location but is upgraded; Seagull room, Dolphin room and Ocean room become a café/restaurant; ground floor music studios and High Tide Room remain in current location. Everything in Stage 1 stays.

Refurbishment works	Yes
Theatre location (currently on level 1)	Remains on level 1
Use of current theatre location post refurbishment	Refurbished theatre that can accommodate a range of community and cultural uses
Level 1 theatre back of house remodelling	Theatre back of house remodelled with new fitout and bar
Seagull room use post refurbishment	Café / eatery (spaces combined)
Dolphin room use post refurbishment	
Ocean room use post refurbishment	
Access to front balcony	Café seating in front of Ocean room, remainder public
Music studios	Unchanged
Music studio control room	Unchanged
Existing gallery space	Larger gallery in current location in Stage 2
Museum/exhibition/gallery space	Located in position of existing toilets, basic fitout stage 1, full upgrade stage 2
Internal courtyards	Landscape and shaded perimeter colonnade. Southern wing requires additional design for stage 2
Tourist information / visitor welcome centre	Dedicated ground floor office at beachside with display and merchandise
Council offices	Relocated to 1st floor of the gatehouse (caretakers residence) in Stage 2
Commercial spaces on ground floor	Up to a maximum of eight on beachside (+4 additional)
Artist studio	Relocated elsewhere in Pavilion in Stage 1 and 2

Option 5 Community Focus

New theatre built on ground floor. Existing theatre space becomes a community hireable space, Seagull room remains a community hireable space, Dolphin room and Ocean room become a single hireable community space. Music studio facilities provided in new allocated community spaces built in Stage 1 and also probably in Stage 2. Everything in Stage 1 stays.

Refurbishment works	Yes
New theatre and bar	Level 1 theatre and bar move to ground floor (southern courtyard)
Use of current theatre location post refurbishment	New hireable community space
Level 1 Theatre Back of house remodelling	Large commercial kitchen for a range of uses
Seagull room use post refurbishment	Hireable community space
Dolphin room use post refurbishment	Hireable community space (spaces combined)
Ocean room use post refurbishment	
Access to front balcony	Public
Music studios	Relocated to new community space constructed in Stage 1. Second studio constructed as part of new theatre development on ground floor
Music studio control room	Included in new music studio
Existing gallery space	Larger gallery in current location
Museum/exhibition/gallery space	Located in position of existing toilets, basic fitout stage 1, full upgrade stage 2
Internal courtyards	Landscape and shaded perimeter colonnade
Tourist information / visitor welcome centre	Dedicated ground floor office at beachside with display and merchandise
Council offices	Relocated to 1st floor of the gatehouse (caretakers residence) in Stage 2
Commercial spaces on ground floor	Up to a maximum of eight on beachside (+4 additional)
Artist studio	Relocated elsewhere in Pavilion in Stage 1 and 2

Option 6 Mixed Use

New theatre built on ground floor. Existing theatre space becomes a community hireable space, Seagull room, Dolphin room and Ocean room become a café/restaurant. Music studio facilities provided in new allocated community spaces built in Stage 1 and also probably in Stage 2. Everything in Stage 1 stays.

Refurbishment works	Yes
New theatre and bar	Level 1 theatre and bar move to ground floor (southern courtyard)
Use of current theatre location post refurbishment	New hireable community space
Level 1 Theatre back of house remodeling	Kitchen (as part of Café / eatery)
Seagull room use post refurbishment	Café / eatery (spaces combined)
Dolphin room use post refurbishment	
Ocean room use post refurbishment	
Access to front balcony	Café seating in front of Ocean room, remainder Public
Music studios	Relocated to new community space constructed in Stage 1. Second studio constructed as part of new theatre development on ground floor
Music studio control room	Included in new music studio
Existing gallery space	Larger gallery in current location
Museum/exhibition/gallery space	Located in position of existing toilets, basic fit out stage 1, full upgrade stage 2
Internal courtyards	Landscape and shaded perimeter colonnade
Tourist information / visitor welcome centre	Dedicated ground floor office at beachside with display and merchandise
Council offices	Relocated to 1st floor of the gatehouse (caretakers residence) in Stage 2
Impact on commercial spaces	Up to a maximum of eight on beachside (+4 additional)
Artist studio	Relocated elsewhere in Pavilion in Stage 1 and 2

Appendix 8 Detailed evaluation of Stage 2 options

	Indicator	Benchmark only		3	4	5	6	Benchmark only
		1	2					
1.	Increased access to community and cultural hireable spaces	1.25	2.25	3.4	3	4.2	2.8	1.75
Measures	Increased floor space	3	3	3	2	5	3	1
	Improves useability	1	2	4	4	5	3	2
	Meets goals of PoM and CMP	0	1	4	3	4	3	1
	Address forecast demand and gaps	1	3	4	4	4	3	2
	Focus groups	NA	NA	2	2	3	2	NA
2.	Improved participation in community and cultural programs and events	1.25	2	3.2	2.4	3.8	3.0	1.25
Measures	Increased floor space	2	2	3	2	4	2	0
	Improves useability	1	2	4	3	5	3	1
	Meets goals of PoM and CMP	1	2	4	3	4	4	2
	Address forecast demand and gaps	1	2	3	2	3	3	2
	Focus groups	NA	NA	2	2	3	3	NA
3.	Improved participation in physical activity programs and classes	1	1.75	3.2	2.1	3.2	2.4	1
Measures	Increased floor space	1	2	3	2	2	2	1
	Improves useability	1	1	3	2	4	2	1
	Meets goals of PoM and CMP	1	2	3	2	4	3	1
	Address forecast demand and gaps	1	2	4	2	3	3	1
	Focus groups	NA	NA	3	3	3	2	NA

	Indicator	Benchmark only						Benchmark only
		1	2	3	4	5	6	
4.	Improves informal use of Pavilion	1.5	2.25	3.4	2.9	2.6	2.6	1
Measures	Increased floor space	3	3	4	3	2	2	1
	Improves useability	1	2	4	3	2	2	1
	Meets goals of PoM and CMP	1	2	4	3	3	3	1
	Address forecast demand and gaps	1	2	3	3	3	3	1
	Focus groups	NA	NA	3	2	3	3	NA
5.	Activates the local area/local business	2	2	3.2	3.2	3.6	3.5	3
Measures	Increased floor space	2	2	3	3	4	4	4
	Improves useability	2	2	3	3	4	4	4
	Meets goals of PoM and CMP	2	2	3	3	4	3	2
	Address forecast demand and gaps	2	2	3	3	3	3	2
	Focus groups	NA	NA	3	3	3	3	NA
6a	Improves viability of theatre	1	1.75	3.6	3.2	4.2	4	3.8
Measures	Increased floor space	1	2	4	4	5	5	5
	Improves useability	1	2	4	3	5	5	5
	Meets goals of PoM and CMP	1	1	4	3	5	4	3
	Address forecast demand and gaps	1	2	3	3	3	3	1
	Focus groups	NA	NA	3	3	3	3	NA
7b	Improves viability of music studios	1.5	3	3	3	1.9	1.9	2
Measures	Increased floor space	3	3	3	3	1	1	2
	Improves useability	1	3	3	3	2	2	2
	Meets goals of PoM and CMP	1	3	3	3	2	2	2
	Address forecast demand and gaps	1	2	3	3	2	2	2

	Indicator	Benchmark only		3	4	5	6	Benchmark only
		1	2					
	Focus groups	NA	NA	3	3	2	2	NA
8.	Enhance cultural heritage and iconic status	1.5	2	3.5	3.1	2.6	2.2	1.25
Measures	Increased floor space	3	3	3	3	3	2	0
	Improves useability	1	2	4	4	3	3	2
	Meets goals of PoM and CMP	1	2	4	4	2	2	2
	Address forecast demand and gaps	1	1	3	3	2	3	1
	Focus groups	NA	NA	3	2	3	2	NA
9.	Improves access to visitor and information services	1	1	3.3	3.5	3.4	3.5	3.5
Measures	Increased floor space	1	1	4	4	4	4	4
	Improves useability	1	1	4	4	4	4	4
	Meets goals of PoM and CMP	1	1	3	3	3	3	3
	Address forecast demand and gaps	1	1	3	3	3	3	3
	Focus groups	NA	NA	2	3	3	3	NA
	TOTAL SCORE	1.3	1.9	3.3	2.9	3.3	2.9	2.1