

Prepared for



City of **HOBART**

CITY HALL

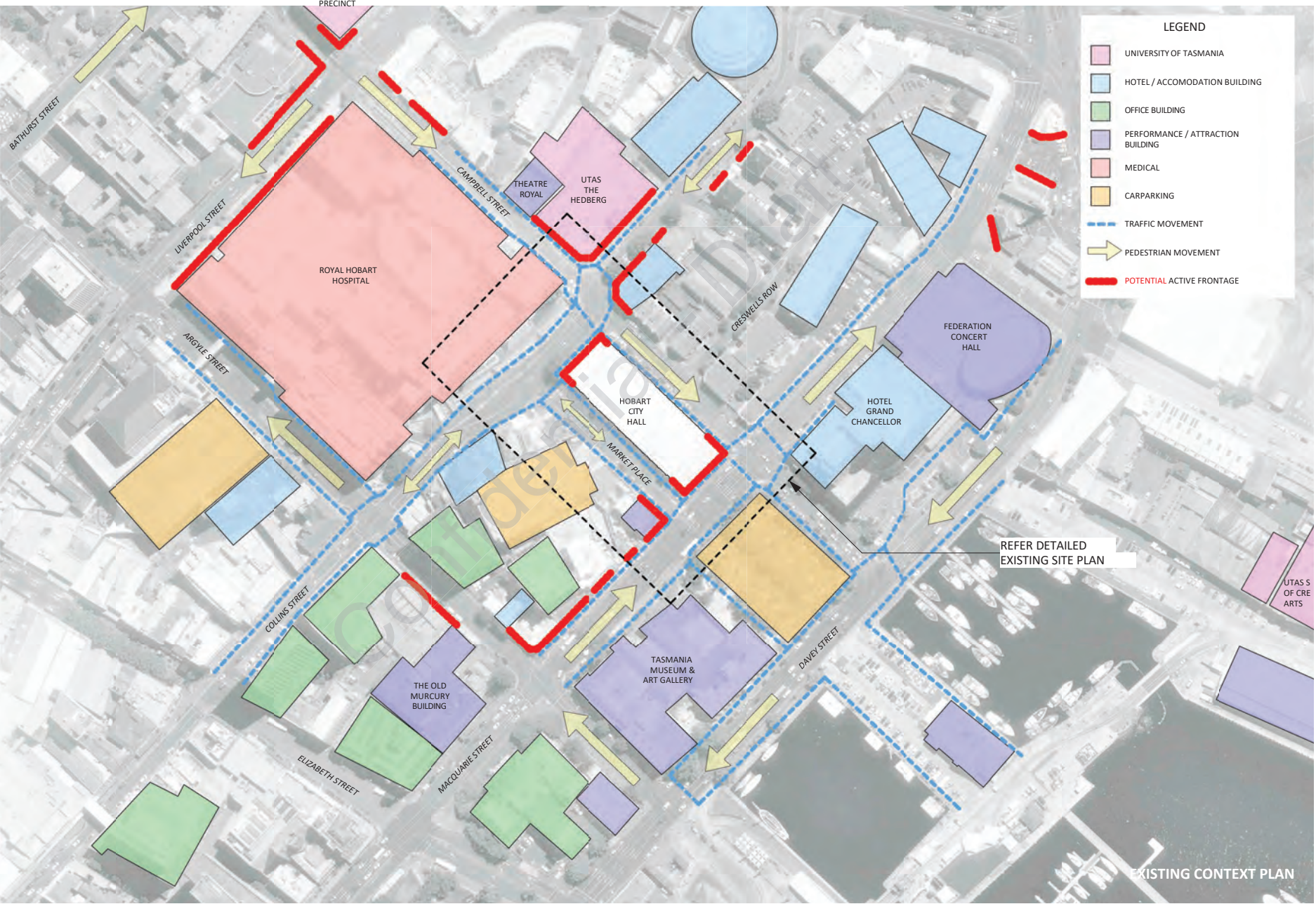
Final Masterplan June 2020

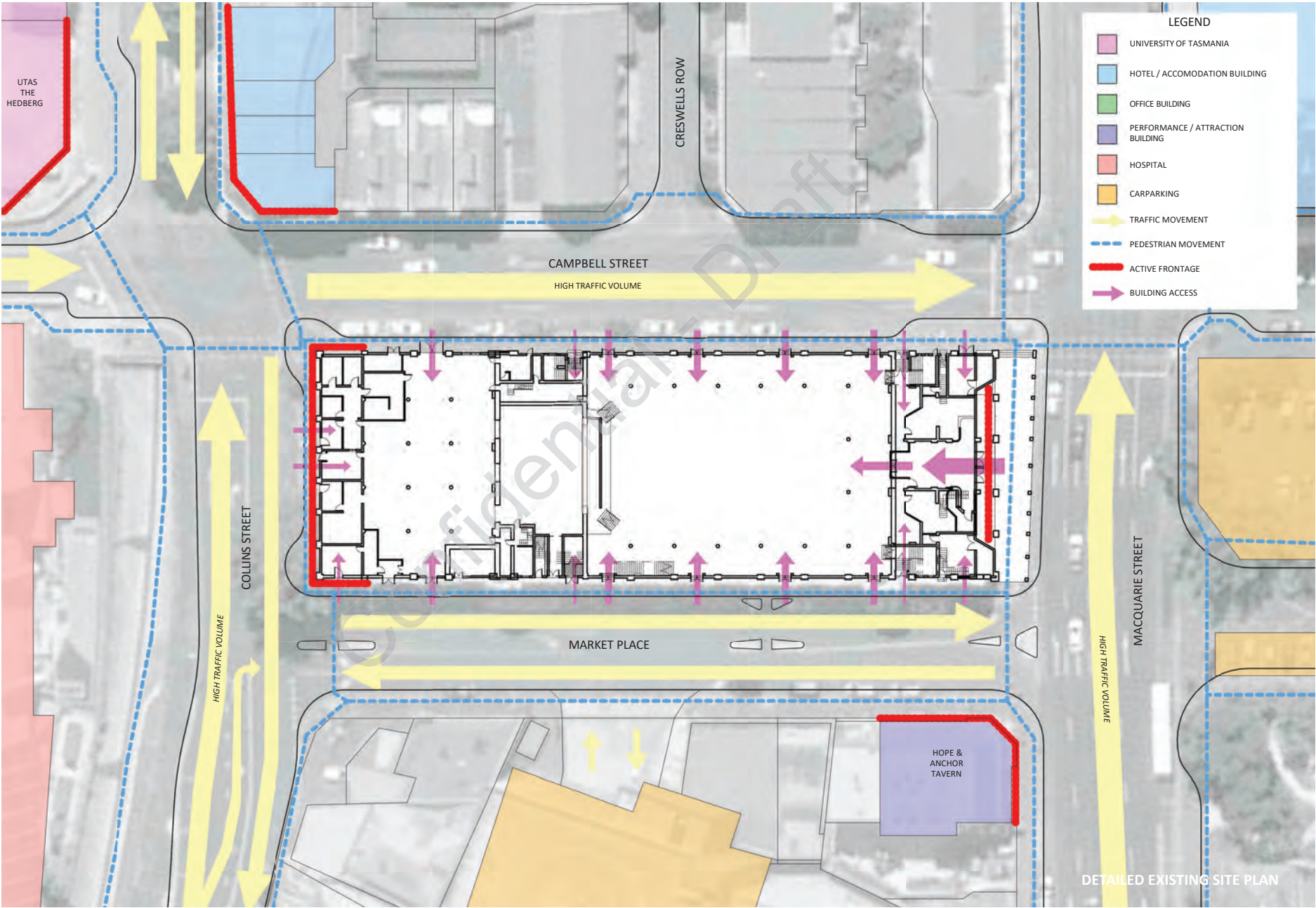
Partners Hill
LOVELL CHEN



Contents

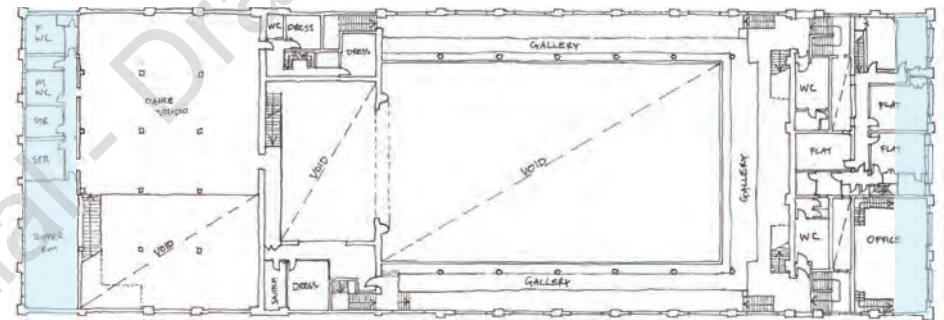
1	Introductory Material	p3
1.1	Site and Situation Illustrations	p3
1.2	Building and Situation 'As Found'	p6
1.3	Nomenclature	p7
1.4	Executive Summary	p8
1.5	Summary of the Process Undertaken	p9
2	Review of Background Material	p10
2.1	Responses to the Consultant Brief	p10
2.2	RICH Vision Reflections and Pillars	p15
2.3	Precedents and Exemplars	p16
2.4	Governance, Operations and Financial Models Review	p19
3	Options and Recommendations	p21
3.1	Comparative Analysis Summary	p21
3.2	Derivation of 5 Options	p22
3.2.1	Option 1 - Improved Business as Usual	p22
3.2.2	Option 2 - RICH Venue	p26
3.2.3	Option 3 - Musical Headquarters	p30
3.2.4	Option 4 - Youth Hub + Hall	p34
3.2.5	Option 5 - Civic Upgrade	p39
3.3	Recommendations	p44
4	Community Engagement Material	p45
4.1	Issues Previously Identified by Stakeholders	p45
4.2	Summary of Engagements	p46
4.3	Key Findings at a Glance	p47
5	Appendices	p48
5.1	Heritage Brokered Drawing Set and Memorandum	p48
5.2	Anchor Tenant Concept Drawing Set	p61
5.3	Youth Hub Concept Drawing Set	p77
5.4	HCC Your Say Website - Project Report	p71
5.5	Prompting RICH proposals	p77
5.6	Issues and Opportunities - Community Engagement Record	p81



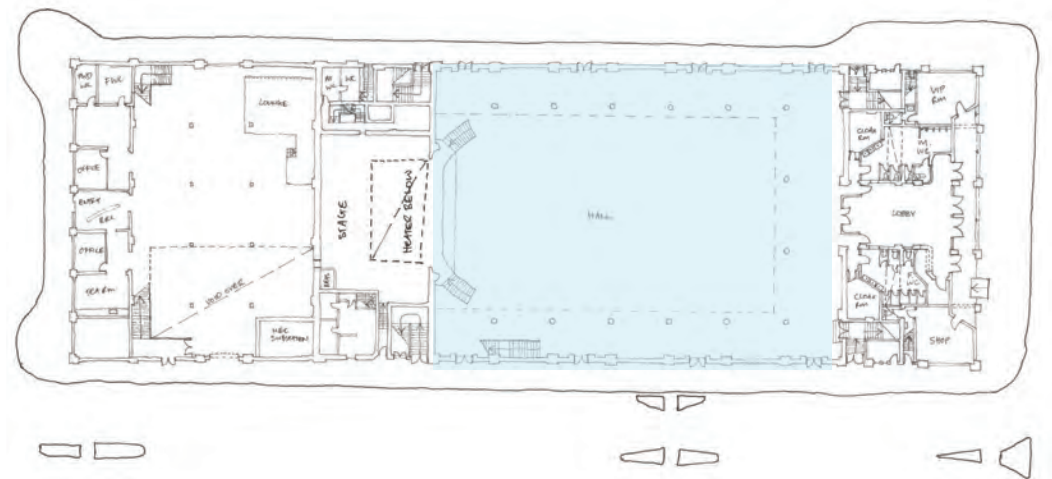




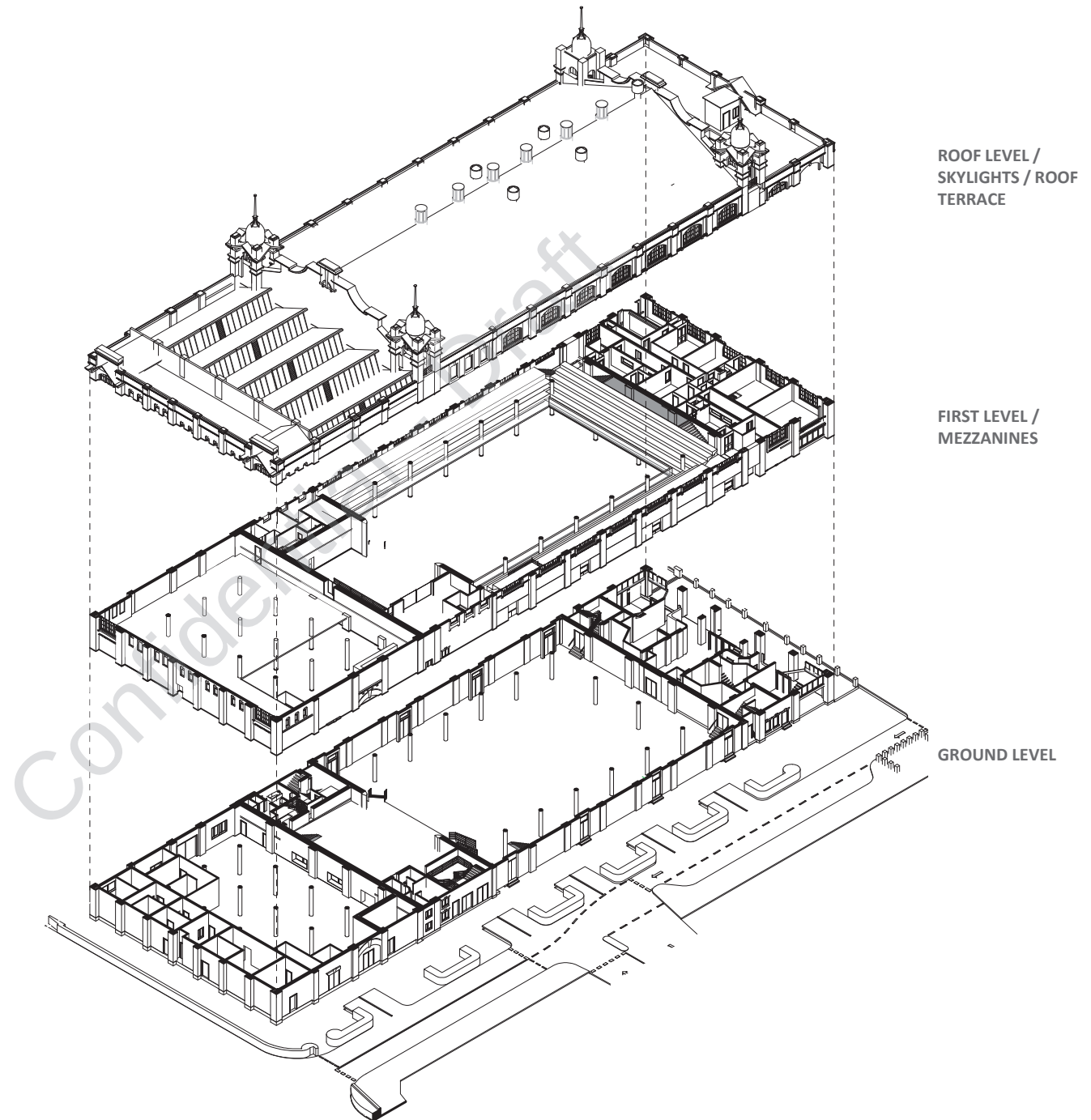
Longitudinal Section

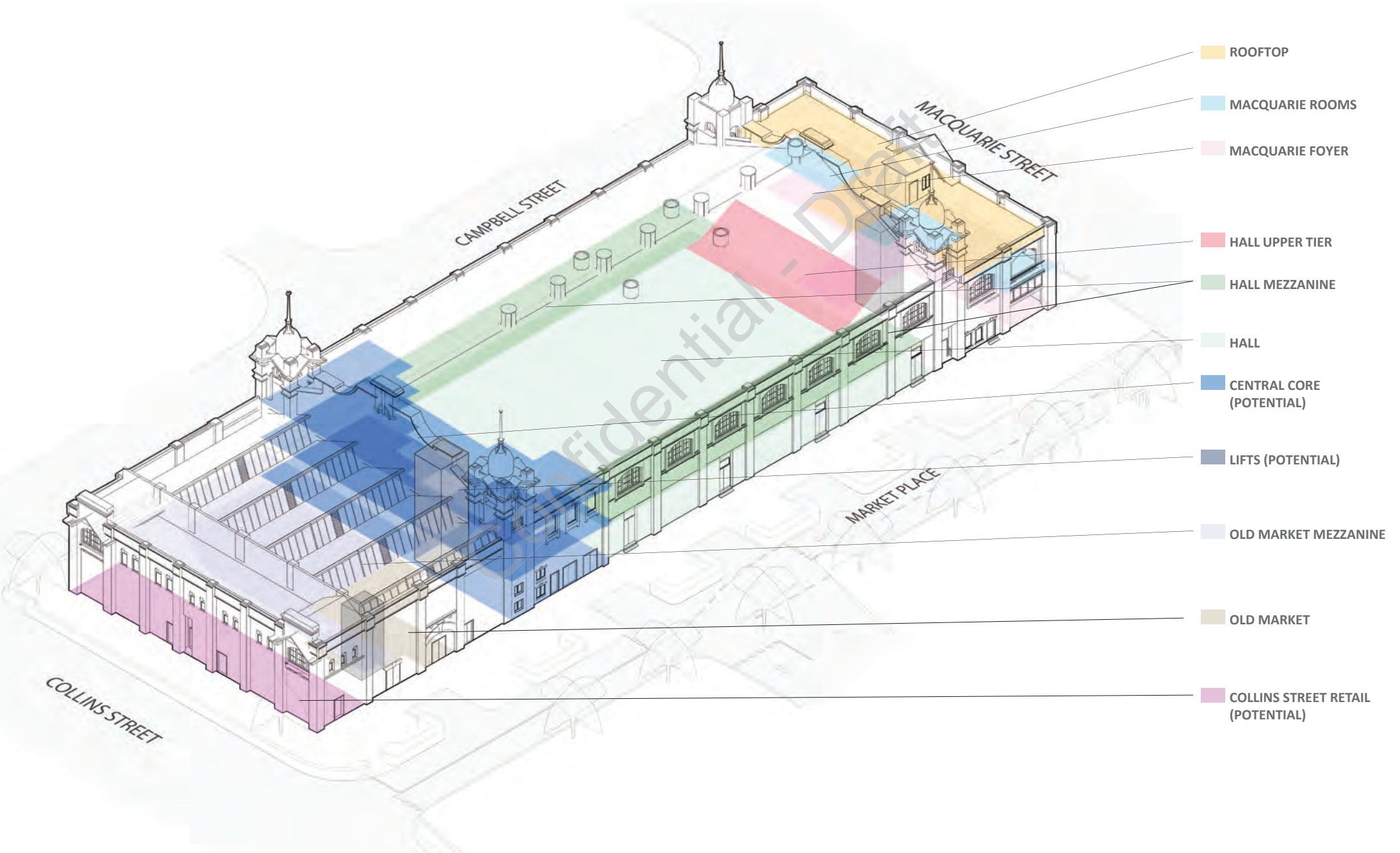


Level 1 Floor Plan



Ground Floor Plan with Context





EXECUTIVE SUMMARY

INTRODUCTORY MATERIAL

Requirements of this plan

- The City Hall Masterplan has been prepared by Partners Hill and Lovell Chan on behalf of the City of Hobart. It is intended to strengthen the facility's presence within the cultural precinct in which it is located, increase the frequency and diversity of hall hire and maximise community benefit.
- The Masterplan is to identify and critique potential options for the future use, development and design solutions for the Hobart City Hall including economically viable operational and management models including potential partnerships. A recommendation on the preferred option is then made.

Relevant history

- City Hall was constructed on the site of a former market at 57-63 Macquarie Street. Designed by Raymond N Butler, it was completed and opened in 1915 with the intention of providing a 1,500-person space that could accommodate a range of events, as well as a covered fruit and vegetable markets space to the rear and retail tenancies intended to off-set some of the Hall's operating costs. In addition, independent accommodation for a 'live-in' administrator/caretaker was also provided.
- Since opening, it has been utilised for a wide range of activities, including boxing events, basketball championships, cultural and community events, film showings, storage, markets, and trade shows. Although the main hall and upper gallery has remained largely unchanged, the market area and the main hall foyer and retail spaces have been altered and adapted to suit the needs of tenants or make them more useable. Changes to the stage and back of house areas has included a reconfiguration of the stage apron and stairs in 1962-3 and a reconfiguration of the ground and gallery dressing room and storage facilities in 1974-5.

- It currently remains as a 'hall for hire' with the former market space occupied by the well regarded Youth Arc facility which provides a valuable social role along with single business occupying part of the retail units. It also remains a dedicated evacuation centre and was utilised as such during the recent Dunalley Bush Fire event.

Site Issues

- The site stands on the original course and river mouth of the Hobart Rivulet which was directed away from the site in 1825 via the 'New Cut'. Low Lying, the site is therefore prone to flooding, including in both the 1960's and most recently in 2018 when water up to a metre in depth surrounded the building. Current flood modeling indicates that in any one year, the site may be impacted by flood waters with a 0.2% chance that flooding reach a depth of 1.4m to 15m. Such incidents cause not only physical damage, but also potentially restrict interest from longer term occupiers.
- Opportunities for the provision of onsite flood protecting works would therefore be highly beneficial. However, it should be noted that there is no feasibility of increasing the drainage capacity of the existing infrastructure and that potential mitigation options higher in the catchment would be limited, costly and require significant planning, pushing any such works at least beyond 2035.
- In addition to the Wapping re-developments of the 1980's and 90's, the area neighbouring the Hall is accelerating in an unprecedented manner, including the Hedberg Complex, restored Theatre Royal, extension of the Royal Hobart Hospital and a number of multi-storey hotels within 250m of the site.
- The site's curtilage is challenged by heavy traffic volumes, narrow footpaths and entries to the site having no thresholds or vestibule spaces from its busy surroundings.

Building Issues

- The building appears on both the State and City Heritage Listing and is subject to its own Conservation Plan adopted by the City Council in March 2002.

- Despite its proposed civic intention, the building suffers from an under-supply of toilets, poor quality back of house facilities including lack of storage, wings and fly-tower, unsatisfactory sight lines, lack of adequate heating system and poor acoustics and sound proofing.

- Major repairs are required and significant upgrades and interventions are required in order to bring the building up to code/standard.

- Although known as 'City Hall,' the building is divided into three portions. The future of each portion and the extent to which they can interact and function coherently with each other is considered to be of high importance.

Consultation findings regarding brief

- Previously identified issues were reiterated.
- The Hall is much loved, essentially for its memories and its potential, rather than it being a particular joy to use currently.
- Demand for the Hall is latently strong since Hobart's development has not yielded many competing spaces, as has occurred in other cities where there are quandaries regarding their Halls. This case is refreshing by comparison; there is much demand and with some simple improvements to amenity, the Hall can be made much more useful. The user demographic is very broad, ranging from boxing to recitals, from antique shows to corporate dinners.
- A method for loading the building is required since it has no storage capacity i.e. chairs, tables etc that are needed for events cannot be stored on site, despite the vast size of the facility.
- Many user groups require furniture, stages, rostra, amplification equipment, projection screens etc. All user groups agreed that irrespective of character or development issues, the Hall space requires (even to attract patrons for free); real sight lines, comfortable seating, warmth and insulation from noise.
- Predictably, user groups like to safely and straightforwardly prepare and offer food and beverages.
- Many other nuanced and thematic suggestions and complaints were received. It is encouraging that many of the discouraging faults with the Hall are simple, practical in nature and fixable.

Concluding as to the size of the Hall was less straightforward and is caught up with the consideration of other venues. Suffice to say, the size of user groups varies enormously. A maximum seated capacity of 1,000 is occasionally required and could be considered as a limit.

Recommendations

Although the brief requires a recommendation in the form of a structure 'Option,' any consideration of the site's future needs to account of:

- Youth Arc's need of a home, either at the site or in conjunction with an alternative centre dedicated to the welfare of the age group.
- Need of a reliable annual budget for maintenance and prevention of building fabric decay, continuing attempts at compliance, gradual improvement in acoustics and amenities.
- A management structure that treats the site as a whole, helps make hiring conducive and adapts a custodial position regarding the future.
- The need to provide some small improvements that would make differences; some on site furniture, AV equipment, meal management, heating.
- Effort in raising the profile of the facility to increase its usage and actual cultural value.

Additional findings

- Conduct of the exercise and contact with the community clarified several issues of civic reality that play a part in forecasting a future for the Hall.
- Hobart is short of venues. Smaller cities such as Wagga Wagga or Albury Wodonga offer greater range of activities (that are not expensive) for their residents on a week by week basis. Hobart has one theatre (The Royal, seating 600). It has no high ceilinged tiered seating site for 1500 - the minimal ideal for cheap gigs and shows.
- City of Hobart has a small tax base but the Hall's subscription and influence extends to Greater Hobart.
- The 'precinct' model of cultural activity is limited by the amount of surrounding vitality and activity i.e. there is only a tiny inner city residential population.

Site Review

Masterplan commission commencement coincided with preparations for capital spending on repairs. Consultation and advice was given to prioritise floor repair and observe various heritage protocols.

Document Review

All existing documents, reports, minutes, accounts, received and checked for consistency. Heritage examination, financial examination, architectural examination by appropriate consultant team members.

Literature Review

Review of success indicates useful precedents, influence of organisational structures, relationship to catchment sizes, annual operating costs, cultural benefit indications, heritage responses surveyed.

Compliance

The process of developing a Masterplan for the building has revealed that there is a need for urgent capital works to ensure that the building is made compliant with the addition of appropriate Disabled access and facilities. Also, the building in its current state lacks suitable amenities for both hirers and audiences to make it a viable venue for hire into the future. Upgrading the facility should also enable an adjustment of hire charges to reflect standard commercial rates for a venue of this type.

Rolling Fortnightly Project Meetings

Reporting, brainstorming, officer inputs, progress checks, communication strategies developed collaboratively over several months. This process enabled continuous updating and capacity to adjust to issues and circumstances.

Communications Plan and Program Developed

Referenced by IAP2 protocol, although full adoption not yet operating within Council. Stakeholder lists, meeting formats, output categorising etc finalised.

Discussion Paper Prepared for Consultation

Basis for initial stakeholder engagement outlined precedents, success factors, governance alternatives presented via nominally 10 meetings. Paper circulated to non-attendees. Responses logged and commented for diagrammatic representation in Stage 2 communications. Fortnightly meetings continue.

Initial Option Preparation for Consultation

Diagrams used as prompts for second meeting round to confirm registration of issues and demonstrate conceptual exploration of previous themes.

Specialised Heritage Review

In response to the high level of importance that heritage plays in securing future works, two director level meetings were convened specifically to focus on heritage matters, and providing the opportunity for heritage officers to visit the site. Detailed plans and sections were prepared to a 'conceptual design standard' to serve as a basis for 'preliminary-in-principle approval' to enable masterplan options to be progressed incorporating heritage stipulations.

Schematic Options Prepared

Though interchangeable with 'stages' rather than the envisaged 'options,' levels of detail enabled advanced levels of assessment. The masterplan is more than an 'optimisation study,' it has been trialled for efficacy.

'Test Fit' Exercise and Engagement

Many of the serious proponents emerged well after the consultation process. Exercises were undertaken to 'test fit' for preliminary briefs, although levels of 'conceptual design,' beyond 'masterplanning' diagrams were relied on.

Make Recommendation

Although the brief envisaged an output in the form of three 'Options,' five scenarios have been distilled that in some respects have interchangeable features and may function as 'stages.'

Description

Suitably qualified and experienced consultant or consortium of consultants to develop a Master Plan for the City Hall facility.

- A consortium was selected comprising 3 groups with differing discipline experience.
- Partners Hill have a background in architecture and urban planning and are based in Hobart.
- Lovell Chen specialise in the heritage of buildings and places and are based in Melbourne.
- Michael Mitchener Creative Business Solutions has a history in the cultural sector and specialises in financial planning and governance.

The City Hall Master Plan will provide creative and achievable approaches to build on the facility's strengths, increase its connections within the local cultural precinct and maximise the frequency and diversity of hall use and hire in order to realise full community benefit.

- Investigation has revealed a deep fondness for the facility and a potentially wide range of uses and subscribers.
- During the planning process the Hedberg project immediately opposite has moved towards completion and will contribute to the precinct significantly by increasing population in the vicinity, creating additional demands for rehearsal and performance space and commencing a new phase of life for Collins Street as a quietly trafficked conduit with lively edges (which returns the Collins Street facade of the Hall to being viable as tenancies).
- Although the Hall has a low profile and low frequency of use, there is demand for such a facility; a range of very practical matters inhibit broad and consistent usage.

The City Hall Master Plan will inform an ongoing management model, as well as mid and long term infrastructure investment decisions within and around the facility.

- The masterplan reveals that a change of management model is critical; it needs to shift from a 'hall for hire' model to become a 'curated site.'
- The process has revealed several opportunities both within the Hall itself and its periphery.
- The hall has been maintained on a bare-bones basis. The increase in the Hall's capacity to contribute to the community and its setting will require both a degree of investment and commitment from its custodian.

Background

225,000 people within Greater Hobart.

- The Hall is a conspicuously large venue given the relatively small size of the population.
- Particular attention has been given to matching the potential future of the Hall to the size of the population base.

The City is currently experiencing economic growth with increased investment and development.

- The investment activity does not encompass production of new venue spaces. Compared with other cities which have tended to yield more and more venues as they grow, the City Hall retains a large potential subscriber base because there is limited competition.

Hobart has a thriving residential, business and tourist city centre and serves as the main administrative, financial and governmental centre for the State.

- At the time of writing, the increase in the residential population in the Hobart CBD is not a current policy focus as it is in the other Australian capitals. Consequently the rate base which might grow to fund civic infrastructure is not growing.
- Tourist usage of the Hall is possible if the programming of the Hall is appropriate, or if the Hall, due to its size is more easily available to serve conferences and events associated with tourism.

- International evidence suggests that the overlapping of tourist activity with local civil activity is of benefit to cities and their creative momentum.

City Hall

The Hobart City Hall was completed in 1915 and for just over a century has served the Hobart community well. The facility has provided a large, flexible, accessible and centrally located facility that can be used for a multitude of purposes.

- It is confirmed that the Hall is used for a multitude of purposes due in part to the paucity of alternatives. This is a paradoxical feature; it has many potential and vital functions but performs poorly in most circumstances. Various practical interventions can improve the situation.
- Apart from some unfavourable interventions in the 1970s (which are straightforward to remove), the Hall is remarkably intact. This feature is both its merit and its downfall, since many of the difficulties associated with its usage have persisted since its inception.

The building has had little change in its design and layout over time and while ongoing maintenance has been consistent, hall usage has declined as the demands of contemporary events and the expectations of the community have changed.

- This report identifies practical issues that have contributed to the decline; it is difficult to hire, it is barely compliant in the legal sense, it has no storage space which means every element that might be required at an event must be brought to the site, it has no loading dock, it has poor sight lines, it is not noise isolated and it has inadequate heating. Contemporary patrons, even at a free event, expect to hear, see and be comfortable at an event.
- The in-tact-ness of the Hall, the authenticity it carries in the city's memory and the cautious local approach to redevelopment, together endorse a feature of the building which is critical to reinvigoration; it has a high heritage significance. In any contemplation regarding the future of the Hall, heritage will be a front and centre issue. The investigative process and outcomes derived in this report reflect this.

An engagement with Hall hirers and key stakeholders in 2015 assisted in the identification of key issues, including the physical condition of the City Hall.

- The 2015 engagement and subsequent continuing stakeholder interactions have been extremely useful in structuring a response, since many issues can be confirmed as continuous, straightforward and widely held.

Purpose

The City of Hobart requires a Master Plan for the City Hall facility that will strengthen the facility's presence within the cultural precinct in which it is located, increase the frequency and diversity of hall hire and maximise community benefit. This document will provide practical and detailed recommendations:

An economically viable operational and management model including potential partnerships and associated design solutions;

- Viability, operationality, management style, have been investigated jointly; the masterplan is not principally focused on design, yet emphasises the need for overlapping, practicality, affordability and approachability, which are of interest to potential partners. Key partners have emerged.

To strengthen the facility's connection within its physical, community and cultural context;

- As noted above, these connections can be made possible not just by environmental change but with change in capacity, remit and commitment.

On mid and long term infrastructure decisions for the City Hall, taking account of its current design and layout, heritage considerations and the design solutions noted above.

- Particular attention has been given to heritage issues involving consultation and concept preparations well beyond the expectations of a masterplan exercise.

Scope

Stage 1 - Document Review

- The extensive documentation has been reviewed and synthesised. In response, the consultant team has been prompted to be very direct and suggestive in its recommendations rather than be merely descriptive.
- A Discussion Paper was prepared which reviewed international evidence so as to identify key success factors in reinventions of this kind; scale of facility needs to be matched with scale of population, multiple use of a facility requires particular amenities, facilities need a curated program rather than simply wait to be hired, restoration is not a prerequisite, governance models must be active and well-matched, raising the profile of the facility is often necessary prior to investment etc.
- This Discussion Paper was circulated as the basis for the first round of community consultations.

Stage 2 - Phase 1 Community Engagement

Detailed engagement plan including the identification of key stakeholders, methodology. This engagement plan must align with the principles of the International Association of Public Participation Australasia (IAP2) and its professional core values and ethics.

- Best practice was attempted in order to contribute to the Council's efforts in achieving an IAP2 standard.

A full written report on the results of the engagement and a list of stakeholders engaged and their contact details will be provided at the end of the engagement period.

- Results are attached as an appendix to this report.

Engagement with other potential users or industries or community sectors, focus of this consultation being the identification of new markets for the facility.

- Although new markets have been identified and the appropriate proponents approached, viability could not be reconciled with the necessity of the Hall space remaining for truly public use.

The engagement process will capture and evaluate key industry sector, and community views.

- Capturing has occurred and it has been concluded that it is essential that the Council and its Hall maintain a triangular relationship with UTAS or MONA/Dark Labs, to encourage cultural diversity and ensure perpetual public access.

All outcomes of this engagement phase will be presented to the Council as part of the project development.

- Both summaries and details are presented in this document.

Stage 3: Business and Operational Model, and Design Concept Development

- 'Fit studies' have been conducted as preliminary tests for the occupant groups that have emerged. Design concept development is not viable within the scope of a masterplan exercise, nor are detailed briefing requirement that would be required to contemplate concept development commencement.

Consultants will be expected to develop three (3) operational and business model and design concepts:

- To constructively capture opportunities for the site, five scenarios have been prepared which tend to reflect options for staging rather than offer differing but viable concepts. In essence there are two ways to proceed; the council persists (under a new governance model for the Hall) as the funding source, or it makes a partnership with a body who acts as both custodian and financier.

a. Balance the needs of the City as facility owner and manager, with those of users and the community;

- It is clear that increased facilitation of the community will require investment. In accord with the brief, the team has attempted to structure the scale of investment involved and link any investment by either the council or a partner to a more appropriate governance model.

b. Are realistic and achievable in approach;

- Unlike many masterplan exercises, the team has been forensic in examining the physical conditions and avoided blue sky pitching. It is clear that any realistic and achievable approach will require heritage sign off and significant effort has been expended in this regard to achieve clarity such that proposals are realistic and achievable.

c. Present options from superficial treatments to complex developments;

- The options presented stretch across this range. It should be noted that even a superficial treatment would be best directed towards a change in management approach.

d. Identify opportunities for greater use and wider application, taking into account similar offerings in the immediate and wider Hobart area

- **The City of Hobart and the Tasmanian Government have agreed to work together to deliver a Central Hobart Precincts Plan to guide future development and public infrastructure provision and funding in Central Hobart. The creation of a strategic plan relating to the retention and promotion of cultural facilities within the city centre has been identified as a key issue. This includes the potential identification of the area surrounding City Hall as a dedicated Cultural Precinct.**
- **Notably, during the production of this Masterplan, the Cultural Venues Study 2020 covering the Greater Hobart area was completed and is available for circulation.**

- **The study was joint funded by the City of Hobart and the Department of State Growth and its stated aim is to provide an audit of the distribution and functionality of existing cultural venues; identify emerging trends and shortfalls in the cultural sector; and to make recommendations on how to support existing cultural infrastructure, community frameworks and the ability of local practitioners to develop work.**

- As a result of the review of Cultural venues undertaken by the Study, a forensic analysis of notable surrounding venues can be provided.

Macquarie Wharf No 2

- This facility has no climate control, no seating expectation and limited back of house. It is uncompetitive with small cities who offer a similar crowd capacity but with higher amenity and reduced costs.

Theatre Royal

- Technically, this is Hobart's only theatre, in that it has a back of house, fly tower etc.
- It is profoundly limited by audience size and has now been further compromised by the demands that the Conservatorium will place upon it, therefore limiting its broader availability.

Wrest Point Casino

- The venue has neither a mandate for authentic community participation nor the technical capacity to deliver a 'performance' as distinct from a 'show.'

Hotel Grand Chancellor/The Federation Concert Hall

- The venue is concert driven and has no capacity due to lack of back of house or fly tower to deliver any other performance type. The authenticity and experience of a public event is further compromised by the reliance on hotel commercial spaces to offer authentic 'spill space.'
- Although limited in capability, the venue is able to establish monopolistic control of the venue hire cost for an offer that has climate controlled, comfortable seating and a very traditional stage area, though without back of house support.

Red Square and the Good Shed

- Ideal from time to time and neither specific nor particular. Most cities with a population size equivalent to Hobart have choices in this regard.

Long Gallery and Peacock Theatre

- These are enigmatic venues with extremely small capacity. The Peacock Theatre is essentially an auditorium.

The Odeon Theatre

- The current usage and custodianship of the Odeon demonstrate the case as regards the necessity for programming and curatorship.
- It is exemplary in the Hobart context that the Odeon Theatre can assert itself both as a venue for performers and for audiences, given that it is a converted picture cinema; it is not a theatre.
- The demonstration as regards how provisional management of space and occasion can create subscription and interest ought to be of note to council, since it is emphasised that venue limitations can be overcome via committed curatorship.

The Derwent Entertainment Centre

- Although there is ambiguity as regards ownership and purpose of this venue, the consultant team analytically encourages the council to be mindful that facilitation of civic occasions in the city itself are of value.
- There is a jurisdictional issue pertaining to the DEC site, however it does have a capacity that ought figure in any projections as regards the city's cultural offering. The concept of the centre is warranted in another era where major collective gatherings were orchestrated at a distance from the civic heart. Current trends are more evidence based and seek to secure large crowds within infrastructure that can delight in large crowds. The DEC is a single purpose venue, though it has

extensive grounds which might be the subject of strategic government interest as regards potential for increased housing density. The City Hall Masterplan, while it naturally focuses on the Hall itself, invites speculation regarding utilisation of investments in Hobart. The initial 1913 decision to invest in the HCC site may benefit from comparison with decision processes that encouraged the development of the Derwent Entertainment Centre.

Princes Wharf No 1 (PW1)

- Limited ceiling heights have an overarching effect on event scope, i.e. lighting effects and sight lines that are offered in other cities are able to viably attract acts that are a match for the crowd capacity.
- Performances that can financially deliver on a one or two night act to the PW1 crowd size also require back of house facilities for both performers and production activity.
- The venue is expensive to utilise since typical venue facilities are not provided and the costs that accrue from temporary installation are unattractive.

Playhouse Theatre

- This site acknowledges, through its long term existence and persistent investment, the depth of interest in theatric activity as part of civic life.
- The Playhouse demonstrates the metrics of audience size versus city size and the persistent subscription to this metric.
- While not in the remit of the City Hall Masterplan project it is responsible to draw the council's attention to the fact that theatric activity is part of a civic tableau. The evidence of the persisting enthusiasm that surrounds the Playhouse warrants the need for Hobart to provide actual functioning theatres with fly towers, loading docks, staging format choices etc.

Collegiate College Theatre and similar school theatre and hall venues

- The broad subscription to these venues demonstrates civic enthusiasm. That students might not be valued at civic moments in their lives because the City Hall cannot

facilitate such a simple civic dimension forces school children to be celebrated within their own environments rather than in a larger environment of civic acknowledgment and typical metropolitan engagement.

e. Articulate possible changes or enhanced linkages to adjacent streets, particularly Market Place and Dunn Place

- The report is very straight forward in recommending acknowledgment of marketplace as an apron to a facility that can house a large population. As noted in our discussion paper, large public gathering places usually sit beside large venues that can balance the displaced crowd.
- Reference to any kind of international evidence notes that the small footpaths around the Hobart City Hall cannot absorb with either dignity or safety, those who wish to attend inside. Hence because the City Hall is Hobart's largest internal meeting place it has a warrant for an accompanying public space.

f. Consider public transport connections, walking and cycling connections and parking availability;

- The feature of public transport connectivity that bears most upon the site is its immediacy to transit systems that facilitate students moving between their education site and their home, (this is perhaps exacerbated since Hobart has no central public high school). In any event, many subscribing groups are facilitated by the immediacy of the site to what in Hobart is limited to a 'public transport connection,' i.e. the bus service.
- This associability and immediacy to the bus interchange (Bus Mall) has been vital in the site's service to a group, who in official processes, do not usually have much voice; youth.
- The team's investigations and engagements reveal the depth and consequence of the Youth Arc project which has been offered from the City Hall site. This project has successfully persisted over enough time to enable measurement of its contribution; it makes real contributions and precipitates meaningful civil interest across age groups since generations of parents are a

party to its effectiveness. The team concludes that the effectiveness must be deeply related to proximity since the offer itself, in physical terms is of a most discouraging type.

- Since the engagement process has warranted the value of Youth ARC, it could only be positive that the facility, the sensibility and the amenity be gently expanded. Youth ARC is a small but valued operation. Two factors indicate its significance. Firstly it has produced an astute alumni, who have an appreciation that precipitates their continuing contribution. The facility has re-opened at the time of writing.
- g. Consider noise proximity and impacts, location within a 'floodplain', and that the Hall may be required for use as an evacuation/recovery centre during major emergencies; and
- Difficulties associated with insulation from noise generate in two basic forms; firstly there is porosity between the hall space and the YouthARC space (mindful that the YouthARC space includes the upper level dance studio). The noise of activity and the appropriately loud music which generates from this end of the venue easily transfers to the hall. This needs to be rectified so that the functional requirements of either space can allow simultaneous occupation i.e. at the moment events in the hall have to be timetabled around music being generated in the dance studio. The second noise issue has progressively increased in significance over time; the heavy traffic on three sides of the Hall includes large vehicles and also the variations in noise volume caused by the traffic as it stops and starts at the three adjacent sets of traffic lights. An acceptable level of noise insulation could be achieved with a correspondingly high level of expenditure to seal all openings and insulate the roof itself. Differing options entail differing extents i.e. an option that achieves good acoustics within the double height volume of the hall represents an alternative to attempting sealing of the entire hall at its periphery.

- The floodplain issue is a vivid one, demonstrated by an unusual storm event at the commencement of the consultancy (the event precipitated the expediting of total floor replacement at the ground level). The threat of further flooding is more consequential for some development options. For example, if valuable instruments and recording instruments are kept on the premises, guarantees will be required concerning its protection. The consultant team has included a design for the periphery of the Hall which would mitigate but not eliminate the threat. A whole-of-Rivulet-approach would be required to give convincing protection. This approach would ideally include emergency availability of upstream redirection, diversion capacity into storage areas upstream and reconstruction of the Campbell Street crossing of the Rivulet which currently constrains the water flow and in conjunction with debris easily forms a dam, precipitating overflow directly onto Collins Street, City Hall and the downstream blocks.
- The role of the site as an evacuation centre is made paradoxical since it will be unsuitable in the event of flood. It is however, a mandatory requirement and also a logical requirement for civil authorities to have plans in place regarding both procedure and venue available to the community in the event of emergency. It's most recent utilisation was to temporarily house residents effected by fires who were brought to the centre of Hobart by boat.
- Like many of its other roles the Hobart City Hall serves this evacuation function due to the singularity of choice i.e. alongside the evidence that there are few alternatives for community or cultural use there is not an apparent alternative evacuation centre. The matter is beyond the scope of this masterplan exercise although the authors recommend a review of alternate sites and note that to be fully or authentically effective there should be capacity to generate emergency power, water storage, communications capability and storage of emergency provisions in the form of food, blankets, cots, medical supplies. Plans to redevelop the Showgrounds presents a convincing opportunity.

h. Provide specific options to increase connectivity of the facility with surrounding precincts

- This report includes responses to the connectivity issue and suggests the usefulness of a public square to assist both the Hall and the precinct. Many factors that would enhance connectivity are detailed and pragmatic rather than forming a part of a metaplan. For example, if the footpaths surrounding the Hall had a comfortable grade, a useful width, some shade, and some minor works to establish safety on the Macquarie Street edge, connectivity would be advanced simply by creating comfort and approachability in the immediate surroundings.
- University of Tasmania's consolidation of its campus in the Hobart Inner City*
- The University's commitments have become clearer during the process of this masterplanning exercise, with clear implications regarding a home for YouthARC, since many of YouthARC's subscribers will be associated with the university. For YouthARC to better function it deserves better facilities, better associations and some outdoor space of its own. The University's Hedberg scheme will shortly open on the corner opposite the Hobart City Hall which will immediately increase the surrounding population and increase the diversity of the population with clear opportunities for the Hobart City Hall to participate by offering additional rehearsal/performance space and general civic amenities for hospitality etc.
 - Also of consequence is the imminent completion of several hotels, which by Hobart standards are very large. This will not only increase population numbers and population diversity, but increase the ratio of tourists in the vicinity. Again, Hobart City Hall is well-placed to co-participate in this imminent change, the like of which is unprecedented in the Hall's history.

The Theatre Royal

- The re-establishment/rectification of the Theatre Royal is to be welcomed, especially since it is the only 'actual' theatre in Hobart. This is noteworthy since the masterplan study emphasised that although the Hobart City Hall contains an element referred to historically as a 'stage,' it is not a theatre. It does not have any of the necessary attributes that enable theatric performance; it has no wings, it has no fly tower, it has no rear stage, it cannot offer sight-lines, it does not have a controllable climate.
- The masterplan study also revealed the need not only for more genuine theatres but the requirement for a theatre of a genuine size. It's seating capacity is very limited. Since the theatre is also to serve the new conservatorium its availability for other cultural utilisation is unclear at this stage.

Royal Hobart Hospital redevelopment

- The new hospital shifts its main entry closer to Hobart City Hall, therefore it will be an even further contributor to increased population in the immediate vicinity for the Hobart City Hall site. This further suggests potential for provision of hospitality on the Collins Street frontage. The hospital site's presentation to Collins Street is less than civic and in conjunction with the Rivulet footpath might form the basis of a simple and welcome landscape contribution.

The Tasmania Museum and Art Gallery (TMAG)

- TMAG are a very active near neighbour. Increases in the amenity of the Hobart City Hall would make invitations to co-participate more viable. Eventual expansion of TMAG is presumed to occupy the current carpark opposite the City Hall. The masterplanning process reveals the benefits of preserving much of the carpark area as an open public space or park. Such a park or space would give amenity to TMAG, and would preserve a degree of openness of the Hobart City Hall to the water (which it has historically enjoyed). The opportunity to consolidate and intensify the expansion plans of TMAG so as to retain a parkspace would be entirely typical of an inner urban cultural response to redevelopment.

Macquarie Point Development Corporation

- The speculations and engagement with the community involved in the RICH project revealed many pragmatic issues that might form a brief for Macquarie Point; the city needs a 2,500 seat capacity venue to make visiting acts, performers, events etc viable. I.e. the cost of 'putting on a show' is related to the audience size and ticket price. Provision of such a venue would dramatically change the cultural life of Hobart but it is entirely outside the capacity of the existing Hobart City Hall. Engagements, consultations, reflections and research entailed in the RICH project also indicated the need to dramatically increase the size of the population resident within the Hobart CBD, both to generate typical urban liveliness and to bolster the tax base of the city so it has the capacity to reciprocate with amenities.

The proposed Odeon Theatre development

- The Odeon site has been ingeniously and unconventionally developed in a way that invites a broad demographic subscription and scope for particular types of performance. It should be noted that it is a converted cinema. It makes a welcome contribution to the city but leaves the city short of available actual theatres.

Potential major conference centre development

- Conference centres succeed when they can double as sites for trade fairs. As such, they require enormous loading capacity to enable rapid bump in-bump out activity. They are notoriously difficult to interweave into urban fabric, although conference visitors are invariably attracted to adjacency with urban experiences and accommodation choices. Again, careful inclusion at Macquarie Point is recommended since it is beyond the capacity of the Hobart City Hall or its site to serve as a conference centre.

Consultant will be expected to identify business and operational models that provide a range of balance between financial sustainability and community benefit

- In acknowledging this expectation the consultants have developed a range of options. The community engagement and consultation evidenced equivocally that the community benefit must not only be maintained but be revived, widened, vitalised, made more apparent, made more intensive and be at least as diverse as its history of service.
- Financial sustainability is integral to governance. without an appropriate change in governance of the site, it would be inappropriate to contemplate financing any option or improvement of any type.

a. This may include the identification of partnering opportunities

- The extended timetable of the consultant activity has enabled identification of partnering opportunities. During the process it has been agreed within the project team that it is ideal for the city to have a 'third player,' in the cultural sphere and to partner with UTAS or MONA would tend to reduce diversity and dilute the activities of these other two key players.

b. It is expected that any management or operational proposals would identify best practice management/ operational processes and procedures,

- Operational proposals have been identified. In order for best practice to be demonstrated such proposals may lie outside of Council's expectations regarding asset management.

3. Business and operational models and associated design concepts should be accompanied by:

- Business, operational and spatial configurations have been designed to be interdependent.

a. A suggested operational and governance model that achieves the best result for the facility as proposed;

- Models have been focused on benefiting the facility outside of any political or operational presumptions within council.

b. Indicative costings demonstrating potential capital expenditure, future income and ongoing operational costs;

- Costings are indicative in the extreme, particularly since costs associated with heritage issues are impossible to predict at either a masterplan or a conceptual design stage. The team has presented costings essentially to clarify which options have the potential to be value neutral and which options would require outright subsidy.

c. For more complex options, how the proposal could be staged in its development to accommodate manageable future funding options.

- As a result of conducting the masterplan activity the options have necessarily formed as stages. Staging has therefore become integral rather than peripheral to the masterplanning work.

4. The options will be considered by the Project Reference Group and presented to the Council for consideration, prior to release to the Phase Two Community Engagement process.

- Due to council election processes and response times from key players, phasing has had to have been adjusted for realities. Although there have been two waves of community engagement our reporting is structured according to issues raised rather than time cycles. This has given the conclusions more efficacy and will enable a more concise and coherent approach to involving the City of Hobart Elected Members.

Stage Four: Phase Two Community Engagement

a second stage of engagement that includes consultation with the community, key external and internal stakeholders and City of Hobart Aldermen.

Stage Five: Master Plan Finalisation

the Consultant will develop the concept to a detailed stage that allows a comprehensive business plan, funding model and management and operational structure to be documented to a level that satisfies the project objective, for a City Hall Master Plan.

- This stage has necessarily been completed in order to structure the options and make a recommendation. The extent of design investigation entailed in considering the options has exceeded typical masterplan requirements and places council in a position to make meaningful assessments. The process has also revealed not only the consequences of the heritage aspects of the project, it has revealed that heritage consideration will deeply underpin what options can be viably considered. For this reason the consultants have sought to engage with heritage based jurisdictions and advance design concepts to an extent well beyond masterplan expectations so that recommendations can be made on reliable assumptions.

A key reference in this project is *Hobart: A Community Vision For Our Island Capital*.

This document is the community's vision for their city: Hobart, Tasmania. Over 1100 contributions from community members and stakeholders from across greater Hobart went into creating it. The first draft was written by the community panel, a group of 46 Hobart community members and business people from a range of backgrounds and suburbs in greater Hobart, who then collaborated with the City of Hobart to create this vision.

Its purpose is to guide all of the City of Hobart's work, so that Council decisions help create the Hobart that our communities want, for current and future generations.

The vision statement below was created during the Community Panel and received the highest number of votes by panellists. The vision statement is the overarching message for the document—reflecting how to approach the future of Hobart.

Hobart breathes

Can our Hall live a contemporary life and be self-sufficient?

Connections between nature, history, culture, businesses and each other are the heart of our city

If our Hall is at the heart of our city, can it be host to more than just events and tenancies?

We are brave and caring

Can we identify more ways to care for our community at the Hall?

We resist mediocrity and sameness

What can we offer at the Hall that makes it a world leading example of a community facility?

As we grow, we remember what makes this place special

Historically, our Hall has facilitated the community, what aspects of the community need a home in our contemporary future?

We walk in the fresh air between all the best things in life

Can the Hall's gallery and roof deck become active indoor and outdoor places for us to celebrate and recreate?

Sense of place

How can the Hall become a place and not just a facility?

Community inclusion, participation and belonging

What groups in the community can utilise and belong to the Hall?

Creativity and culture

What further activities can happen at the Hall to enrich and deepen our civic life?

City economies

How can we add value generation to the program of the Hall and utilise its generous size?

Movement and connectivity

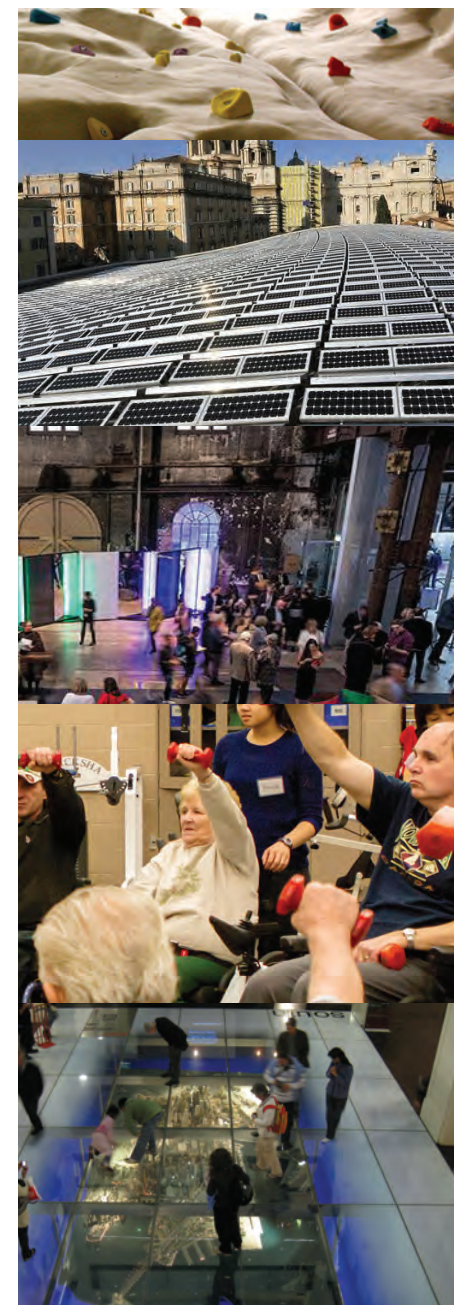
How can we make the Hall easily identified, comfortably accessed, and connected to its neighbourhood?

Built environment

Should we dedicate resources to utilising the site rather than simply restoring the Hall?

Governance and civic involvement

What type of management structure would encourage participation and activity at the Hall?



PRECEDENTS AND EXEMPLARS

Visioning the future of City Hall requires a number of key considerations that are a given prior to determining a future concept plan. Whilst these “givens” will present restrictions on the development of future concepts, they will not necessarily completely limit opportunities to expand the current usage of the building. These considerations include heritage and planning issues that relate to various physical aspects of the building that can't be modified or aspects that might be modified to enhance future usage and also bring the building's theatrical presentation facilities and audience amenities up to an acceptable standard.

In order to garner ideas for the project we have been looking at a number of old building reuse projects of a similar nature. One concept is to see the current configuration of the hall utilised as is, with various upgrades to the floor, lighting, ventilation, seating etc; while other concepts might see the usage changed to divide the building's spaces up to provide flexible performance, rehearsal or display spaces. Provision for other activities may include creative business start ups, a gallery, spaces for arts organisations, updated facilities for the current Youth Program and as a tourism attraction, which might include viewing the building itself or the building providing a permanent exhibition dedicated to the history of Hobart.

In all our research we are reminded that the building is currently designated as an Emergency Recovery Centre for the people of Hobart, so this needs to be factored into any reconfiguration of the building. In contemplating various precedents, consideration will also need to be given to how the refurbished building can maximise community participation and be financially sustainable into the future. Ongoing governance will also need to be addressed by any new model of operation. As part of this process, various management, operational and staffing models will be put forward to support future sustainability.

While various precedents and exemplars can provide inspiration for the future of City Hall, they all have their own particular characteristics including different population sizes and demographics that support them, as well as different levels of public and private financial support. They are also different in configurations. The Meat Market and Boroondara Town Hall bear the closest resemblance to City Hall's layout, as would many Town Hall's in Australia.

None of the exemplars are exclusively commercially owned and operated. They all have a mix of public support and earned income from ticket sales, from self-entrepreneuried programs, external space hire, and the leasing of spaces for cafes, restaurants and other activities, such as markets.

Precedent 1

Hawthorn Town Hall

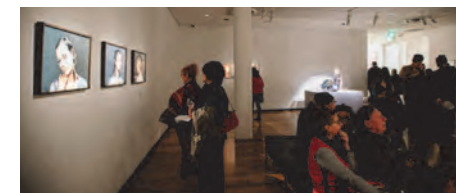
Melbourne, Victoria

Funded by Boroondara Council

Catchment Size: 1.7M

Typical heritage solution networked with other venues.

The Hawthorn Town Hall is the main hall and part of the Boroondara Arts Centre. A traditional Victorian Hall, featuring main hall and balcony seating, it was completely refurbished in 2006. It now includes in addition to the main hall, an adjoining function room, an art gallery, a visitor information centre and a cafe. There are also additional small meeting rooms off the upstairs balcony. The hall holds 416 seated for performances utilising the proscenium stage and 600 for stand up. The hall is utilised for choirs, concerts and award ceremonies. The full stage is rarely used for performances or presentations, with groups preferring to utilise the new extended apron to bring the audience closer to the performers. Additional lighting grids have been installed in the main hall to provide better lighting for the apron.



Precedent 2

Carriageworks

Sydney, New South Wales

Funded by Create NSW

Catchment Size: 5.6M

An independent organisation with clout and resident groups/companies

Carriageworks is the largest contemporary multi-arts centre of its kind in Australia.

Housed in the old Eveleigh Rail Yards at Wilson Street, it is located within the emerging Redfern Waterloo precinct, and has been developed by the NSW State Government through Arts NSW. The distinctive nineteenth century industrial atmosphere of the former railway carriage and blacksmith workshops have been retained, with many heritage iron and brick details featured in the regeneration of the building.

The Carriageworks Artistic Program provides significant support to leading Australian and international artists through commissioning and presenting contemporary work. The program is artist-led and emerges from Carriageworks' commitment to reflecting social and cultural diversity.

Carriageworks also houses a number of Resident Organisations, all working within the contemporary arts sector: Contemporary Asian Australian Performance (CAAP), Erth, Force Majeure, Performance Space, Sydney Chamber Opera, Moogahlin, Felix Media and Marrugeku.

Carriageworks has a number of large spaces for hire, for performances, exhibitions and events.



PRECEDENTS AND EXEMPLARS

Precedent 3

The Meat Market

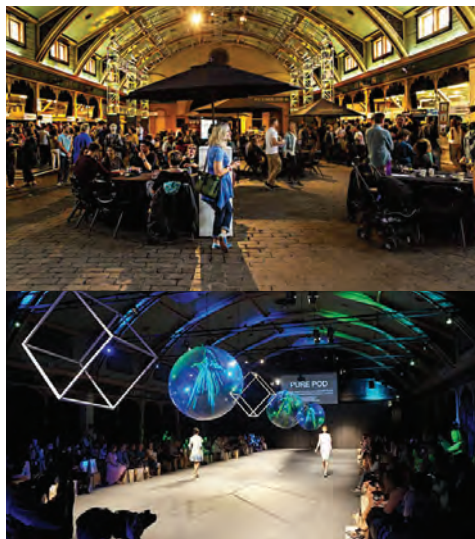
North Melbourne, Victoria
Funded by Creative Victoria

Catchment Size: 4.82M

Super adjustable, super casual

Melbourne's Meat Market is a heritage listed building restored as a hire space for the arts, theatrical performances as well as a variety of events, weekend markets, social functions and sit down dinners. The extremely versatile spaces can be configured to suit different theatrical productions with options that include a sprung floor and a box truss which is ideal for circus and additional lighting.

Original features of the Main Pavilion include the original cobblestone floor, period fretwork, bricked archways and the barrel vaulted ceiling. A retractable seating bank can be installed for performances. There are additional side rooms, some of which are tenanted and others can be used for meetings and conferences. Capacity can vary between 400 and 800 depending on the event configuration.



Precedent 4

Casula Powerhouse

Liverpool, New South Wales
Funded by Liverpool Council + Create NSW

Catchment Size: 800,000

Intensely curated with a reputation in its own right

The Casula Powerhouse combines a large regional gallery with arts production and performance spaces, within a heritage-listed disused power station on the Georges River. An extensive process of community consultation and workshops was undertaken to guide the design of the conversion as a multi-use cultural centre for Liverpool City Council. The first two stages, incorporating gallery, studio, office and rehearsal spaces and the theatre shell, were opened in October 1994 and incorporate a range of commissioned public artworks. A small third stage followed in 1998. The major fourth stage, completed in 2008, comprises a fully conditioned regional gallery, art store, workshop, bookshop, office space and a 350-seat theatre. Each stage of work was designed to a very constrained budget and a carefully managed approach to major services upgrading.

The heritage fabric of the building, including remnant equipment, is almost entirely conserved, with new facilities fitted into its large-scale spaces. The major volume - the Turbine Hall - is a multi-use space for large-scale functions, activities and exhibitions, as well as being the major foyer and orientation space for the building. The Powerhouse serves a range of professional and community groups in the region as well as accommodating touring productions by professional companies, specially-curated exhibitions and major one-off events, and has achieved an Australia-wide reputation for innovation and excellence.



Precedent 5

The Substation

Newport, Victoria
Funded by Hobson's Bay Council + Creative Victoria

Catchment Size: 4.82M

Engagement with artists gives character

Newport is one of the oldest substations in the Victorian metropolitan systems, and also one of the largest. The building has strong visual and functional associations with the nearby Newport railway workshops, established in 1882. The Substation presents an annual curated program of creative development, residencies and presentation. Engaging with artists from across artistic disciplines, working in non-traditional modes and across art-forms, The Substation provides the opportunity for artists and audiences to connect with the space and location of Newport.



Precedent 6

Brisbane Powerhouse

Brisbane, Queensland
Funded by Arts Queensland + City of Brisbane

Catchment Size: 1.97M

Events range from walk-in casual to proper ticketed theatre. It's a set of real theatres made lively as a place.

Brisbane Powerhouse is Queensland's home for contemporary culture, a power station of the 1920s reborn as an arts centre on the Brisbane River.

Brisbane Powerhouse features two main stage theatres and three additional performance venues, gallery spaces, two restaurants and bars, corporate facilities and one of the best river views in Brisbane.

Powerhouse produces some of Queensland and Australia's largest events, including Brisbane Comedy Festival, Australian Performing Arts Market, Queensland Cabaret Festival, MELT: A Festival of Queer Arts and Culture, and Wonderland.



PRECEDENTS AND EXEMPLARS

Precedent 7 Battersea Arts Centre Battersea, London Funded by UK government

Catchment Size: 8.1M

Four performance spaces, then a fire. Now there are 35 performance spaces

New routes through the building, carved out new performing spaces, inserted office accommodation and actors' bedrooms, raised the number of rooms and areas in which to stage performances from four to 35.

The old courtyard in the centre of the building has been converted into a compact outdoor theatre, with vertical steel gantries and removable seating. Layers of spectators view the stage from stacks of balconies and a deck on the roof. Office accommodation for 65 staff, eight twin bedrooms, basement transformed into a Scratch Hub, a place to incubate start-up business from surrounding area, continuing strong outreach program.

Restored after a fire in 2015, the scorched surface of the exposed brick and plaster has been kept, while the new veiled ceiling allows technical requirements to be incorporated above.



Precedent 8 Wodonga Cube Wodonga, Victoria Funded by Creative Victoria

Catchment Size: 86,000

A small city success with a program Hobartians would love

Located in Wodonga CBD, owned and operated by Wodonga Council. Theatre space, film screenings, conferences and events, meeting room and community lounge. Cafe and bar operates out of the venue.



Precedent 9 Sala Beckett Theatre + Drama Centre Barcelona, Spain Funded by Barcelona Institute of Culture + Sala Beckett Foundation

Catchment Size: 1.6M

Proof that tiny spaces can yield a lot of life

The Sala Beckett Theatre and Drama Centre provides spaces for experimental theatre and workshops that help shape life in the creative district of Polbenou, Barcelona. A two-storey building at an intersection, it has survived a wide variety of occupants and is now home of the drama centre.

Its multi-faceted interior is a place for encounter and interaction whilst waiting for performances.

REVIEW OF BACKGROUND INFORMATION



GOVERNANCE, OPERATIONS AND FINANCIAL MODELS REVIEW

REVIEW OF BACKGROUND INFORMATION

Background

A key aspect of the brief in developing the Masterplan for City Hall has been reviewing the current governance, operational and financial model that it operates under and to investigate other models that might better serve the Hall into the future. The key objectives for the future operation of the Hall have been identified as:

- Reviewing the current governance and operational model of City Hall in terms of its effectiveness in supporting the Hall's key function as a venue for hire to external hirers and a revenue generator
- Investigating a new governance and operational model that might be more appropriate than the current model and might better support the operation of the Hall into the future
- Recommending a new governance and operational model that recognises the heritage significance of the building but also recognises the need to ensure that the facility remains commercially viable through the provision of appropriate facilities for both tenants, hirers, and patrons into the future.

Situation Analysis

Until the recent flood, City Hall was operational with bookings for the venue right through until 2019. Apart from the flood damage and the need for immediate repair to support existing hire agreements, it is generally agreed that the building in its current state lacks adequate amenities for both hirers and audiences.

It is noted that both bookings and income for the venue from 2006 have been declining, as has earned income. In a ten year period the Hall earned just over \$700,000. There is an income peak in 2011 at \$87,000 but it then gradually drops off to \$47,000 in the last financial year. Costs attributed to the ongoing operation of the Hall in the last financial year were \$68,579.

Current Governance

City Hall currently operates under a hall for hire model and is managed by Council as are all other Council owned buildings and facilities in Hobart. There is no advisory board or committee.

City Hall's overall governance is informed by several separate policies and procedures that sit under Council's general Corporate Governance Policy, including Property Management Policy which makes provision for the protection of heritage classified buildings and restrictions that have been imposed on the physical development of the buildings.

Current Operation

City Hall is available for hire on a bare walls rental basis with no provision for a hirer to have the ability to hire additional equipment or technical support staff, which is something that many other venues for hire offer.

On a day to day basis the bookings for the hall are managed by a Hall Keeper who essentially opens and closes the hall for hirers.

There is no on site Venue Manager with technical experience to support producers and any specific production needs they might have.

This "hall for hire" model has been used by many town halls and local government facilities both in Australia and in other countries over the centuries, but it is now seen as extremely inefficient and certainly does not represent best practice in venue hire.

While still a hall-for-hire the new Hall-keeping Services Coordinator has brought a greater level of operational support to hirers and was an active participant in the Masterplan project.

Usage of City Hall

Attendance and bookings for the central hall have been slowly declining although interest in its potential functionality remains high. This situation is distinctive. While many such halls in Australian towns and cities experience declining participation due to other specialized venues becoming available to serve, in Hobart, there are few alternative venues that have the height, generosity and affordability to facilitate all sorts of functions such as large catered events, 500 person community gatherings, boxing, festival hosting, large fairs, trade displays etc.

Through public and stakeholder consultation our report recognises that City Hall's future usage may rely upon the Hall being better at accommodating existing demand rather than regearing itself for other purposes.

It should be noted that the size, ownership and centrality of the Hall make it useful a Hobart's major Emergency Relief Centre although in many other respects it is unsuitable.

Financial

The Hall is rented out to both Community and Commercial hirers for many different types of events.

Fees for the rental of the Hall have been determined by Council policy and fees and charges are based on a commercial and community basis. The poor state of many aspects of the Hall's amenities also in part determine the level at which fees and charges can be set, particularly for a commercial hirer.

In terms of the Hall's ability to earn revenue to support its upkeep and maintenance, income for the venue from 2006 have been declining. In a ten year period 2006- 16 the Hall has only earned just over \$700,000 or an average of \$70,000 pa. There is an income peak in 2011 at \$87,000 but it then gradually drops off to \$47,000 in the 2016 financial year. Costs attributed to the ongoing operation of the Hall in the 2017 financial year were \$68,579. One of the objectives in the development of this Masterplan is to look at ways of fully utilising the Hall and thereby generating additional revenue streams to support the overall operation of the building.

Youth Programs

The Collins St end of City Hall was once a separate market. It now contains a series of rooms that are used by a Youth Arts and Recreation Group that is financially supported by Council and other groups. There is also a Dance Studio in the building which is privately hired.

Private Tenants

At the Macquarie St end of the building there are several offices and rooms which are privately tenanted. In consideration of the future Masterplan for the building, the ongoing leasing of these rooms and offices would need to be reviewed considering any possible physical alterations that might be required to maximise the overall usage of the building.



GOVERNANCE, OPERATIONS AND FINANCIAL MODELS REVIEW

REVIEW OF BACKGROUND INFORMATION

New Models for City Hall

Most larger town halls both in Australia and overseas now have a dedicated Venue Manager that replaces the Hall Manager. This role is to support a hirer's needs and provide additional services that might include technical equipment hire, casual sound and lighting staff, casual stage hands and backstage and front of house staff. Providing these additional services makes venues far more attractive to hirers and depending specific requirements of producers, can help to support an increase in the usage of the venue and garner higher hire fees, therefore adding additional earned revenue to defray management and operational costs.

Venue Manager Model

Unlike the Hall Manager or Keeper, the Venue Manager is seen as being trained and experienced in theatrical and event presentations. In the case of City Hall, the Venue Manager would also manage the entire building, including the Youth Arts and Recreation Group and permanent tenants.

The Venue Manager could be an employee of Council or a contractor under a separate agreement depending on the governance model of the facility. The Venue Manager would then have the responsibility of hiring any sub-contractors to support productions and events as well as front of house needs. They would have total responsibility for the building.

Depending on the overall Vision for the future of City Hall will determine what is specifically required of the Venue Manager. If there is a decision for City Hall to become more than just a venue for performances and events, then this would need to form part of the Venue Manager's role. For example, City Hall could be rebranded as an Arts & Entertainment or Cultural Centre that provides several arts, entertainment, cultural and civic programs, some provide by external hirers, some provided by the Venue Manager.

In order to implement this model, Council would have to guarantee the salary for the Venue Manager as well as funds to allow this person to purchase equipment, market the venue and employ casual staff. In the future, depending on the levels of income achieved through hire, the Venue Manager might be able to engage additional staff on a permanent or part-time basis.

Additional Venue Support Staff

In the first instance the Venue Manager would utilise casual staff as required and within an agreed budget authorised by Council or recommended by an Advisory Committee.

Entrepreneurial Model- Venue Manager / Creative Director

This model sees the Venue Manager more as a General Manager/Creative Director and the position requires a different skillset. In this role, the GM would be tasked with the responsibility of actively finding product to program as well as manage independent hirers. In effect, the GM would also fulfil the role of a Producer by developing an annual program which is informed by a Policy Framework or a Business Plan. This model presents the Venue Manager with the opportunity to curate programs for the venue.

This model would require that the Manager having some independence from Council as in this role he/she would be responsible for managing financial risk in relation to the hire of the venue and the performance and event program. Council would be in the position of needing to provide funding to support the overall operation of the Hall as well as providing an entrepreneurial fund to allow the Manager to attract hirers through increased marketing and possibly buy in product for the venue.

In a move to this model one might assume that there is a permanent staff place to manage the overall operation.

Hall for Hire

Currently, City Hall is controlled by Council as are all its Halls and they are all the responsibility of the City Governance Division of the City of Hobart. They set the fees and charges for hiring the Hall, and the other tenancies, for both community and commercial hire and for overseeing the overall capital maintenance of the building. Some fees and charges are costed against other funded programs.

The building also has a Hall Keeper who manages the day to day hall bookings and who liaises with hirers. He is more like a traditional Hall Keeper rather than a Venue Manager and does not provide any additional services to the hirers.

Currently groups hiring the hall are expected to provide their own lighting and sound equipment, their own ticketing, ushers and any front of house refreshments.

In this model, Council maintains overall responsibility for building and all costs associated with its maintenance and ongoing allowance for depreciation of the building.

Venue Manager and Advisory Committee

While the Venue Manager Model can be implemented under the current City Hall management arrangements, another model which still sees Council control of the venue but puts in place an Advisory Committee to support the Venue Manager in making decisions related business planning, hiring policy, fee setting and other management, financial and operational matters.

This Advisory Committee could be comprised of representatives from the performing arts industry, the music sector, the community sector, the private sector and a representative of Council.

This Committee would only act in an Advisory capacity and would not be able to make resolutions.

Company Limited by Guarantee

This is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager could have a seat and a vote on the Board.

Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model. Other strengths identified are that the organisation is not bound by the Local Government Act which enables the organisation to maximize commercial opportunities (i.e. purchasing, sponsorship and acquisitions). Another advantage of this model is that it is not bound by Council's internal management procedures so can be more agile as an organisation with decisions being made more speedily.

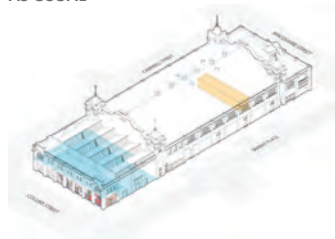
The key issues to be considered in changing the governance model of City Hall and incorporating at this stage are:

- Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.
- There are formal registration procedures to be followed in relation to establishing a company.
- The actual management of running a Company Limited by Guarantee carries a range of legal and fiduciary duties imposed on the Directors of the Company, which include maintaining accurate minutes of meetings, maintaining accurate financial records and submitting annual reports to the regulators, including audited financial statements.
- Currently there is no Venue Manager for City Hall, so this appointment would have to be made first for incorporation to be considered.
- In the current situation, an Advisory Committee Could be considered establishing to consider many of the issues facing the future governance, operational and financial management of City Hall.

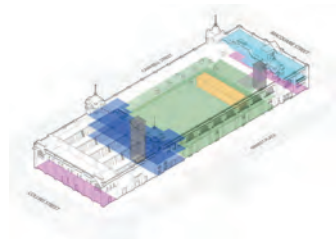
COMPARATIVE ANALYSIS

OPTIONS AND RECOMMENDATIONS

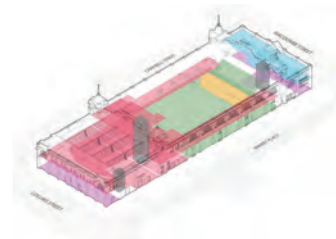
OPTION 1 - IMPROVED BUSINESS AS USUAL



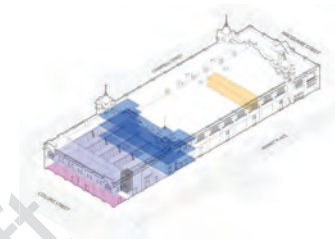
OPTION 2 - RICH VENUE



OPTION 3 - ANCHOR TENANT



OPTION 4 - YOUTH HUB + HALL



OPTION 5 - CIVIC UPGRADE



PROS

- Suggest immediate path to action and prompts Youth ARC re-habitation.
- Canny to raise profile as part of raising funds.
- Minimal cost but constructive investment
- Choice of 'right' small things could make a big difference.

- Delivers on repeated investigations of community requirements and community demand.
- Recovers from dis-enabling features present since construction.
- The neighbourhood / precinct well placed to co-exist/benefit/thrive.

- Ideal precinct contribution; a **once in a lifetime synergy**.
- Custody of site with an **appropriate and experienced organisation**.
- Partnership involvement releases capital otherwise **difficult to source**.

- Responsive/responsible participation with civic demographic.
- Acknowledges merit of co-location/aggregation for service delivery.
- Could make a real social and community difference

- A simple 'move' that makes a wide range of civic contributions.
- Flexible with timing.
- Pre-rehearsed scenario; avoids contention typical of 'road closure.'

CONS

- Very dependent on attracting the ideal person(s) and City of Hobart giving mandate to act.
- Fails to support precinct which is already shaping.
- Risks becoming the future instead of a stage.

- A substantial investment for a council with a small tax base.
- Dependant on City of Hobart accepting a Board-based structure and associated autonomy.
- Flood threat.

- Very dependent on agreement/participation at leadership levels.
- Vesting 'Public Use' with a partially public organisation.
- Over-identification with a particular cultural stratum/offer/enablers.
- Difficult to exit arrangement in the medium term if scenario fails.
- Flood threat.

- Proposal is compromised by the site itself; the building is too small, too 'uptight,' too inflexible.
- Expensive method of funding a good idea.
- Flood threat.

- Complex inter-relation with flood mitigation risks perpetual postponement of the project.

CRITERIA ADDRESSED IN COMPARATIVE ANALYSIS OF OPTIONS

Heritage & Physical - capital works are required to make the building fit for purpose into the future and also compliant with current building regulations

Social - how the building can continue to be a place that supports the broader community in terms of its policies and programs.

Cultural - how the building supports the maintenance of cultural fabric of the city as well as supporting the presentation of cultural programs.

Economic & Financial - costs of the refurbishment, potential for economic impact and potential for cost recovery. Also considers tourism opportunities.

Environmental - assumes that considerable effort will be made to utilise sustainable building methods and to ensure that the building is as far as possible environmentally sustainable.

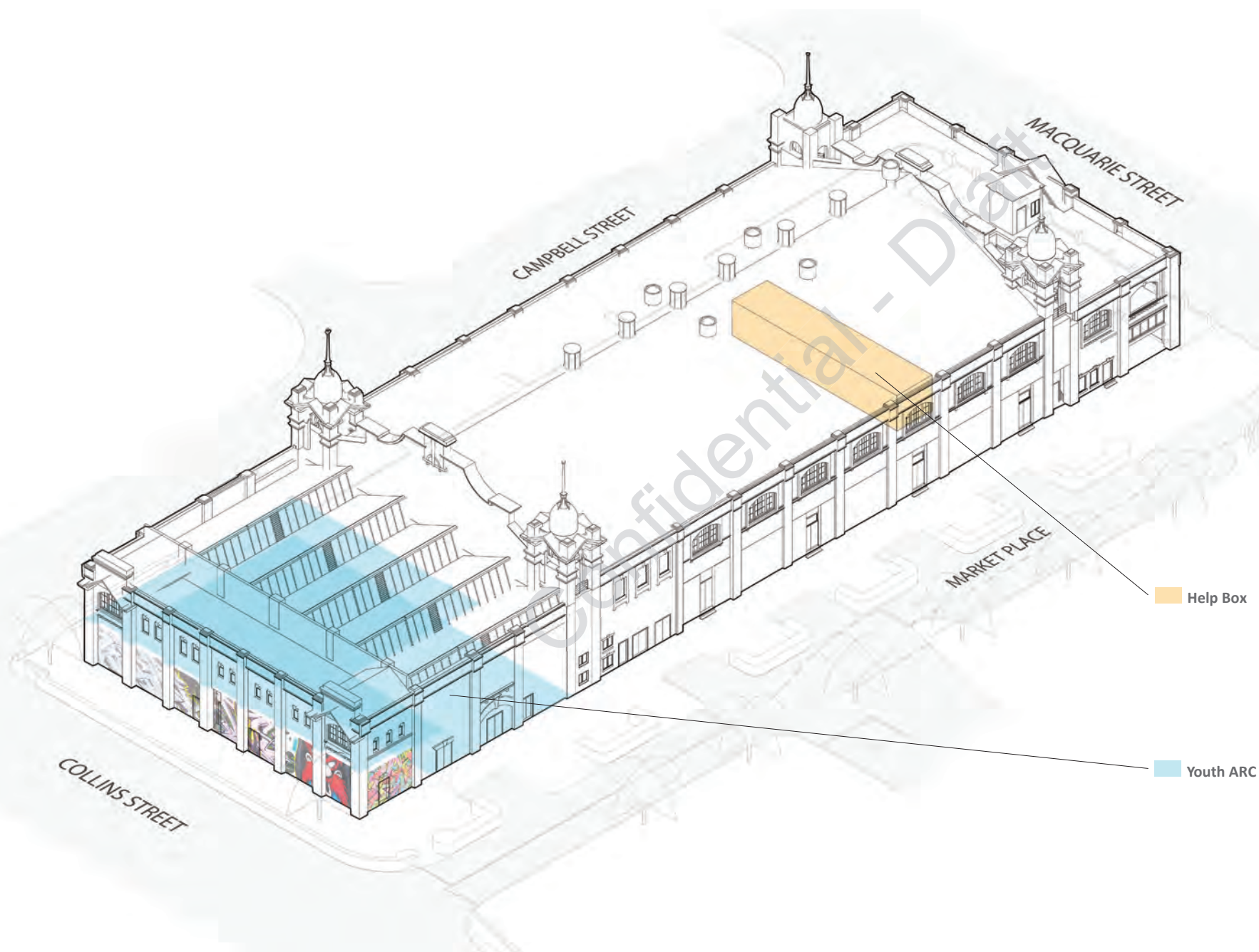
Note: Best possible scenario to support criteria = 5, doesn't support criteria = 1. Some high scores have been achieved because the criteria are assumed to be part of existing Council policies. Some low scores have been given because some criteria have not been considered for this project or there is some uncertainty as to whether the criteria can be met at all. In this Option the physical changes to the building are minimal.

PRELIMINARY CONCEPT ESTIMATES

Harlock Consulting were engaged by the City Council to prepare preliminary concept estimates in relation to options 1 through to 4 based on the reports and investigations prepared to date. It should be noted that Harlock have advised that estimates exclude GST; cost escalation beyond September 2021; HAZMAT removal; restoration and maintenance items beyond those specifically noted in the estimate; Section J thermal upgrade compliance; infrastructure upgrades; flood mitigation including potentially significant stormwater infrastructure upgrades and all works associated with Option 5 - 'Civic Upgrade Works'. Roof repair works estimates are based on a broad order of scope based on the interpretation of recommendations from several reports and are indicative of the potential scope only. Estimates should be viewed as preliminary order of cost estimates for guidance on initial option selection only. It is recommended by Harlock that if an option is further considered then another more detailed review of scope and costs would be recommended before seeking funding. The estimates attempt to account for the potential design and construction cost premiums associated with Heritage works based on previous experience however the scope of works could be subject to significant variance pending reviews. It should also be noted that Harlock Consulting has no control over, without limitation, cost of labour, cost of materials, cost of equipment, pricing methods used by third parties, availability of competitive bids, economic factors and specific market conditions. Accordingly, Harlock Consulting has not guaranteed or warrant that actual costs will not vary from any estimates or forecasts provided. A traditional fully documented and tendered construction procurement methodology is assumed to be adopted for these options and the estimates reflect the expected preliminaries and trade pricing associated with this form of procurement. The rates in this estimate are based the opinion of Harlock Consulting based current market prices. Harlock have noted that an escalation allowance of 3.5% per annum would be recommended up to construction commencement.

OPTION 1 - IMPROVED BUSINESS AS USUAL

OPTIONS AND RECOMMENDATIONS



CONCEPT

A preparation phase for future work, that lifts the profile of the facility in readiness. Uses and tenancies (including Youth ARC) remain. Some simple adjustments are made to assist functionality.

MANAGEMENT

Establish an Advisory Committee. Consider employing a Curator/Manager to work with the Hall Keeper to co-ordinate, initiate and manage events/profile. Consolidate accounting and operations offer. Maintain Youth ARC.

WORKS

Commission contemporary Conservation Management Plan. Minimal but meaningful soundproofing between Old Market and Hall. Avoid use of existing heating plant; install electric infrared heating. Continue, under Heritage supervision, repairs of asset damaging items. Avoid triggering compliance by limiting building fabric modification. Install a temporary 'Help Box' for storage, bar/kitchen, equipment and trial of spatial arrangement.

INVESTMENT

Instigate an annual rolling budget for maintenance operations, 2 x salaries (3 year increments). Actively seek state/federal/heritage funding for future RICH realisation.

OPTION 1 - IMPROVED BUSINESS AS USUAL

OPTIONS AND RECOMMENDATIONS

1.1 CONCEPT

Although the Hall is much loved, its profile and vitality has waned in recent times. Several factors contribute to this situation, but with limited commitment, a phase of preparation could be implemented with a view to readying for more ambitious development.

Many institutional sites do the investing first and build the profile later. The reverse move could be sprung; raise the profile early, to garner support for further investment. A visiting curator / performer? Indicative graphics on the bricked out facades? An Advisory Committee could broaden an options list.

In the absence of political or evidently public interest in reintroducing the Hall site into Hobart Civic life there are some useful, low key moves that can make use of a waiting period in a relatively cheap and useful way.

Declining attendance in recent years has accorded with a decline in profit to a point where costs of running the Hall are in excess of what it yields. There is neither community complaint about this circumstance or any active momentum to upgrade the site's functionality. Given this stasis, the situation can be relatively cheaply persisted with, awaiting circumstantial and contextual changes that will become apparent over the next 2 years.

1.2 CUSTODIAN

Youth ARC is a vital force and tenant. They could be invited to have custody of more space and initiate more events.

Although the Hall, as a significant city institution should have its own governing Board. For now the Hall Keeper does a good job but their job description should be more comprehensive and who they report to made more clear and singular.

In the current situation, and Advisory Committee could be established to consider many of the issues facing the future governance, operational and financial management of City Hall.

1.3 COMMUNITY USAGE

The state of the building's compliance limits invitations that can be made to the community e.g. toilet facilities, kitchen facilities, storage facilities have pragmatic elements. Specific effort to interest conference organisers in the hall as a 'bare walls site' might encourage experimental and imaginative temporary fitouts of either the hall space or roof terrace; some publicity of these results would be positive.

A range of minor adjustments can be instigated by the Curator / Manager and can be used to refine performance and increase scope. The cultural potential is weighted heavily with how the site is operated rather than how the site is physically improved.

1.4 CONTEXT CONTRIBUTION

There should be a focus on readying the Hall to coordinate with the completion of Hedberg; so many more people, so much need for space, (just across the road).

The Hall is a large institution trapped inside a city block surrounded by busy roads. The area around the Hall could be made more suitable, and Market Place could become more like a public square. Most large gathering places need an accompanying space for people to gather before and after events. Planning for this should begin now.

1.5 HERITAGE

It is understood that the Hall has heritage significance, but works in recent years have bricked up its once transparent facades. Planning should begin to restore these facades in line with the original design and intentions to be a 'transparent' building within the city.

The Conservation Management Plan for the Hall, originally authored in 2002 has had only minor updates, although the report itself recommended major review in 2010. The CMP could be revisited and rewritten to account for the changes in context around the Hall (near hotels, conservatorium etc) and be updated for current regulations / federal innovations and population demands.

1.6 FINANCIAL TEMPLATE

The building is subject to only limited regular maintenance regime at the moment and areas of disrepair are emerging that will take time and money to fix. An annual budget should be dedicated to the Hall's upkeep.

The current scenario at the site entails differing reporting protocols for differing parts of the complex to differing parts of council. In a preparatory phase, this would be consolidated and a single 'set of books' established to monitor and account for activity.

Various grants and opportunities are available for restoration / redevelopment of public assets through State and Federal programs. These opportunities could be identified and business cases established.

The costs of immediate and necessary repairs could be determined in detail and a budget rolling over on a year by year basis established.

Under this option no funding should be directed towards the stage area since it is rarely used. Access to any upper levels would remain restricted and an annual maintenance budget should be carefully directed so that disrepair in the current complex does not cause expensive or irreparable damage.

Establish an annual rolling budget and authorise for three year minimum term i.e. sporadic spending is expensive and inefficient.

1.7 KEY OPERATIONAL WORKS

An immediately useful intervention would be to provide a 'help box' within the very generous hall space in which to store some useful deployable seats / tables, a lectern, a projector and some PA equipment. Ideally it might have a partial kitchen to boost the offer for user groups. It could be a fun intervention, trialled to test an altered entry sequence and test the need for storage.

Hiring the Hall is not straightforward. The current website portal should be improved with online booking provisions explored.

Many eventual improvements to the whole site will trigger legal compliance provisions; lifts for disabled access, better fire escapes, more toilets etc. These improvements are inevitably required, but a strategy can be deployed in a way that limits usage of the Hall until a time when it can be

made comprehensively safe and all its spaces utilised.

The building should be fully and correctly documented.

Opportunities to further increase electrical efficiency and solar generation pursued.

Some form of subtle but minor work on Macquarie Street footpath to assist with safety of attendees in that cramped location.

It envisages a temporary and heralding block in the existing hall space to provide simple storage and amenity in a manner that massively changes the functionality of the Hall and predicts adjustments to its format in the future.

Ideally, an adjustable, top-hung, light-weight electrical heating system would be included in this option so as to profoundly assist with amenity, remove the expense, noise and limited effectiveness associated with the existing heating system.

1.8 AVAILABILITY FOR EVACUATION

The Hall is currently designated as an evacuation centre (councils are legally required to offer such facilities).

Another site should be nominated and developed that is not flood prone and be more suited to unprogrammed clear floored use, in the longer term.

OPTION 1 - IMPROVED BUSINESS AS USUAL

OPTIONS AND RECOMMENDATIONS

Heritage & Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	3	Assumes that this will be adhered to in all Options if work proceeds because of heritage values. This Option does not include the reinstatement of the Macquarie St end of the building.
To ensure that the building provides adequate community amenity	3	Assumes that this will be adhered to in all Options if work proceeds because of building regulations. May not meet all hirer expectations if works are limited.
To ensure that the building is flood protected	5	Assumes that this will be achieved in all models
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options if work proceeds because of regs and policy
Context Contribution	0	At this stage no broader context development is anticipated. This is addressed in the Civic Option.
Supports continuation of Youth Arc as a tenant	5	Assumes that Youth Arc will be catered for in all Options. One Option recommends moving the Youth Arc to the front of the building.
Total Score	26/35	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Assumes a broad selection of product programming and not just a venue for hire -but dependent on policy
Increasing community participation	3	Assumes that there will be an increase in attendances-dependent on marketing
Contributing to public acceptance and use	3	Assumes that there will be an increase in attendances-dependent on product mix and marketing
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to building regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	3	Dependent on the appointment of an entrepreneurial Manager who can develop external relationships, as opposed to just a Hall Keeper
Best fit entity as custodian of the building	2	May not be best fit in the long term
Total Score	22/35	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Assumes a broad selection of product programming and not just a venue for hire
Contributes to the development of educational programs services etc.	2	Could be possible and add value
Contributes to programs/ services/activities for different community segments	3	Assumed to support broader community and not just the culturally educated
Maximises capacity for use for all community	3	Assumed to support overall community which means that cost of hire will have a community hire rate
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends on how hall is configured-dependent on policy
Supports cultural development for local artists	2	Depends on new policy settings and provision of facilities for artists
Total Score	21/35	

Total Score Option 1: 98/160

The major issue of Option 1 is that although it does rate well on some criteria, many of the rating criteria cannot currently be met because of a lack of a commitment from both Council for the capital works that are required to bring the building back to a certain standard. If a Venue Manager was appointed, he or she could work towards achieving a number of the rating criteria, but again this would require a commitment from Council for an annual operational budget to support both management and operations.

Note: Many of the assumptions in this Option need to ensure there is a proper management and operational model in place and that there is a concerted effort to promote the Hall as a venue for hire. Some of the assumptions also rely on the development of some self-presented programs that will support achieving many of the criteria set down in each pillar; e.g. Contributes to programs / services / activities for different community segments.

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If refurbishment/ construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Sustainability policies.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	1	This is ideal but not yet determined in this Option.
Total Score	12/20	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/ maintain/operate	1	Costs to undertake works to bring the building back to a standard very high
Opportunity for cost recovery	3	This is limited by the physical attributes of the hall itself and its suitability for various activities- but there is limited opportunity for some cost recovery
Ability for entrepreneurship	3	Depends on management model and hall's suitability for a variety of activities
Potential for philanthropic support	2	Depends on management and governance model- but there is potential
Can deliver financial sustainability	2	Possible in the long term, but will probably always require subsidy
Supports job creation	3	Potential for a number of EFT jobs and casuals
Supports Gov Economic Policy	3	Potential for Tourism (Dark MOFO)
Total Score	17-35	

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

CONCEPT

Major renovations and additions yield a fully functioning multi-purpose hall, tenancies and market/events building on the site. A 1,000 seat auditorium has 700 seat concert configuration, supported by a new service core. Youth ARC occupies the Macquarie Rooms and Roof Terrace. Retail on Collins Street and Macquarie Street with restored facades.

MANAGEMENT

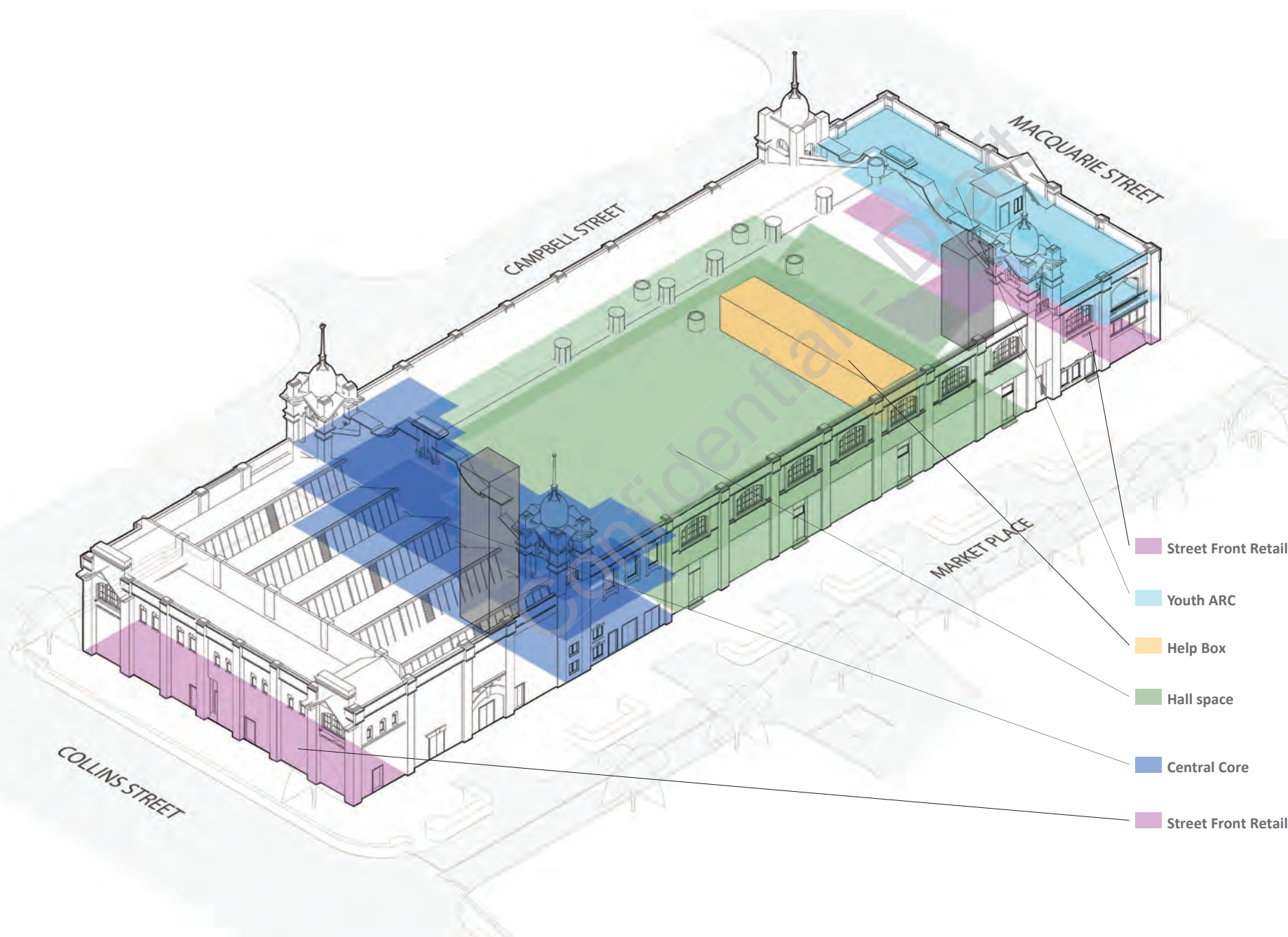
The transformation and future of the venue(s) is under supervision of a Board and Staff, operating as a separate entity to the Council. In completed form, the site runs as an independent Not-For-Profit.

WORKS

Original street level Collins Street and Macquarie Street facades are fully restored with uses transparent to their adjoining realms. A new core is built within the existing shell containing covered loading dock, goods lift, storage, rehearsal space, green room, mechanical plant, fire escapes and toilets. Within the hall, a permanent 'Helping Box' has retractable seating, wet bars, kitchen facilities, usher support etc. A re-planned/restored Macquarie Foyer is connected to upper levels and roof by a lift. Acoustic and mechanical treatment throughout. The Old Market is restored, paved and serviced for retail, events, performances, (whole-of-site administration above Collins Street retail).

INVESTMENT

Via the Board, substantial capital is required for transformation works. Annual returns are geared to cover operating costs (capital never repaid). The level of investment required is in excess of City of Hobart precedent (since original construction).



Street Front Retail

Youth ARC

Help Box

Hall space

Central Core

Street Front Retail

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

2.1 CONCEPT

- Big Heritage
- New Governance
- Costs a lot
- Managed roof

This option seeks to overlap necessary and appropriate conservation work with achieving useful, functional changes.

This Option seeks to be ready to anticipate contextual changes in the City generally and in this portion of the City particularly. The next two years will furnish the vitality of a nearby Conservatorium, an increase the number of tourists within 400m of the site, and an increase in the resident student population within the CBD. There will not only be a change in vibe, there will literally be a need for 'a place to go,' be it for structured events or in simple support of how a metropolis works... with its need of public places.

2.2 CUSTODIAN

It seeks to overlap changes in the fabric of the Hall with changes in the way the Hall operates since the hall-for-hire model is outmoded and culturally passive. It waits for people to approach the Hall, rather than have the Hall make approaches to people.

Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.

Currently there is no Venue Manager for City Hall, so this appointment would have to be made first for incorporation to be considered.

Company Limited by Guarantee is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager would have a seat and a vote on the Board.

Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model.

2.3 COMMUNITY USAGE

Option 2 most fully responds to latent demand but also facilitates other experiences and places that would be expected in a metropolitan situation such as Hobart's.

2.4 HERITAGE

The Collins Street facade is returned to its original form to provide transparency, to provide amenity to Collins Street and to provide a home not only to YouthARC but to other tenancies .

The Macquarie Street facade is returned to a version of the original, stripped of the 1970s remodelling and providing more room and amenity against the busy footpath.

The central ex-stage zone has the potential to be partially extended through the roof plane in order to accommodate a brief for storage, plant, platform lift and back of house.

2.5 KEY OPERATIONAL WORKS

The paradoxical issue of the existing unsuitable stage is emphatically resolved by utilising the volume to assist with functionality that the auditorium requires; mobility in staging points, places for storage, clarity of loading, correction of scale and anticipation of new and convincing sight lines.

Option 2 is a strategy that makes some significant changes in small parts of the complex to enable big changes in the experience and amenity of the whole complex.

It is envisaged that for Option 2 to have authentic credibility it would operate as a net positive energy site. Opportunity for solar collection is massive and can be co-ordinated with battery and water storage in the central ex-stage zone.

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

Heritage & Physical	Rating 1-5	Assumptions
Ensure that the heritage values and recommendations for the building be adhered to	5	Assumes that this will be adhered to in all Options. Sees reinstatement of the original front of the building and opportunities for retail.
Ensure that the building provides adequate community amenity	5	Assumes that this will be adhered to in all Options. Opening the roof provides additional attraction and amenity.
Ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as Evacuation Centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	At this stage, no broader context development is anticipated.
Supports continuation of Youth Arc as a tenant	5	This Option presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured, this will provide more space and greater flexibility for overall use and hiring potential.
Total Score	30/35	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	Costs to undertake works to bring the building back to a standard very high. More expensive than Option 1.
Opportunity for cost recovery	3	This is limited by the physical attributes of the hall itself and its suitability for a variety of activities-but there is greater opportunity for cost recovery than Option 1.
Ability for entrepreneurship	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Potential for philanthropic support	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Can deliver financial sustainability	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Supports job creation	4	Potential for a number of EFT jobs and casuals
Supports Gov Economic Policy	4	Potential for Tourism (Dark MOFO)
Total Score	24/35	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Assumes a broad selection of product programming and not just a venue for hire -but dependent on policy
Increasing community participation	3	Assumes that there will be an increase in attendances-dependent on marketing
Contributing to public acceptance and use	3	Assumes that there will be an increase in attendances-dependent on product mix and marketing
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to building regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	3	This Option presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured for more space and greater flexibility.
Best fit entity as custodian of the building	4	Council will always remain custodian of the building. But a management structure underpinned by Council policy should support ongoing custodianship by the Board and management.
Total Score	24/35	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Assumes a broad selection of product programming and not just a venue for hire
Contributes to the development of educational programs services etc.	2	Education programs could be part of programming
Contributes to programs/services/activities for different community segments	3	Assumed if to support overall community and not just the culturally educated
Maximises capacity for use for all community	3	Assumed to support overall community which means that cost of hire will have a community hire rate
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends on how hall is configured-dependent on policy
Supports cultural development for local artists	2	Depends on new policy settings and provision of facilities for artists
Total Score	21/35	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	1	This is ideal but not yet determined in this Option.
Total Score	12/20	

Total Score Option 2: 111/160

Option 2 is very much an advance on Option 1. By reconfiguring the rear of the building and reinstating the front of the building to its original design will support the preservation of major heritage values of the building. By moving Youth Arc to the front of the building, this Option provides space at the rear of the building for storage and offices. Currently the Hall has no storage facilities. This Option rates well on many criteria, particularly the Economic but because of a lack of a commitment from Council for the capital works that are required to bring the building back to a certain standard it remains problematic. At least with a CEO and Board, there would be a strong incentive to raise funds for the refurbishment and ongoing maintenance of the building.

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

OPTION 2 - RICH VENUE												Totals
	Refurbishment	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
Capital Cost												
Total 10 year Capital Investment including compliance and works to improved amenity including -												-\$ 10,840,000.00
Commission Conservation Management Plan	-\$ 200,000.00											
Original street level Collins Street and Macquarie Street facade are re-instated	-\$ 1,080,000.00											
A re-planned /restored Macquarie Street foyer is connected to upper levels and roof by a lift	-\$ 890,000.00											
Acoustic and mechanical treatment throughout	-\$ 1,700,000.00											
New core containing covered loading bay, goods lift, storage, rehearsal space and green room	-\$ 1,535,000.00											
Fully restored fire escapes and toilets	-\$ 790,000.00											
Install permanent 'Help Box' with retractable seating, wet bars and kitchen facilities	-\$ 930,000.00											
Old market restored, paved and serviced rental events and performances	-\$ 1,480,000.00											
Administration offices created above Collins Street	-\$ 1,140,000.00											
Youth Roof Terrace/Promenade	-\$ 410,000.00											
First Floor Macquarie Street refurbishment for Youth Hub	-\$ 515,000.00											
Roof repairs	-\$ 190,000.00											
Staffing												
General Manager	-\$ 140,000.00	-\$ 140,000.00	-\$ 140,000.00	-\$ 140,000.00	-\$ 140,000.00	-\$ 145,800.00	-\$ 151,424.00	-\$ 157,481.00	-\$ 163,780.00	-\$ 170,331.00	-\$ 177,145.00	
Business Coordinator	-\$ 80,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	
Operations & Technical	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
Marketing Coordinator	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
Community Liason	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	
Admin Assistant	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	
Casuals	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	
Superannuation	-\$ 80,250.00	-\$ 80,250.00	-\$ 80,250.00	-\$ 80,250.00	-\$ 80,250.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	
Total Staff	-\$ 615,250.00	-\$ 610,250.00	-\$ 610,250.00	-\$ 610,250.00	-\$ 610,250.00	-\$ 615,854.00	-\$ 621,678.00	-\$ 627,735.00	-\$ 634,034.00	-\$ 640,585.00	-\$ 647,399.00	-\$ 6,233,285.00
Office Set Up & Staging												
Stage Purchases	-\$ 500,000.00					-\$ 50,000.00						
Office Purchases	-\$ 200,000.00					-\$ 10,000.00						
IT/Web Development	-\$ 15,000.00					-\$ 10,000.00						
Marketing	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	
Total Operations	-\$ 815,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 170,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 1,785,000.00
Total Annual Running Cost To Council	-\$ 1,430,250.00	-\$ 710,250.00	-\$ 710,250.00	-\$ 710,250.00	-\$ 710,250.00	-\$ 785,854.00	-\$ 721,678.00	-\$ 727,735.00	-\$ 734,034.00	-\$ 740,585.00	-\$ 747,399.00	
Venue Hire												
Commercial	\$ 80,000.00	\$ 82,400.00	\$ 84,872.00	\$ 87,418.00	\$ 90,041.00	\$ 92,742.00	\$ 95,524.00	\$ 98,390.00	\$ 101,342.00	\$ 104,382.00		
Community	\$ 15,000.00	\$ 15,750.00	\$ 16,535.00	\$ 17,364.00	\$ 18,233.00	\$ 19,144.00	\$ 20,101.00	\$ 21,107.00	\$ 22,162.00	\$ 23,270.00		
Self Entrepreneur Programs	\$ 100,000.00	\$ 100,000.00	\$ 110,000.00	\$ 121,000.00	\$ 133,190.00	\$ 159,730.00	\$ 191,664.00	\$ 229,997.00	\$ 275,998.00	\$ 331,195.00		
Permanent Leaseholders	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		
Government & Philanthropy	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00		
Total Income	\$ 320,000.00	\$ 323,150.00	\$ 336,410.00	\$ 350,782.00	\$ 366,374.00	\$ 396,606.00	\$ 432,289.00	\$ 474,494.00	\$ 524,500.00	\$ 583,847.00		\$ 4,108,452.00
Projected Annual Lose / Surplus	-\$ 1,110,250.00	-\$ 387,100.00	-\$ 373,840.00	-\$ 359,468.00	-\$ 419,480.00	-\$ 325,072.00	-\$ 295,446.00	-\$ 259,540.00	-\$ 216,085.00	-\$ 163,552.00		
COST / INCOME												-\$ 14,749,833.00

Assumptions

- Major Capital works to support Option's objectives
- Venue Manager becomes General Manager of a Company Limited by Guarantee
- Increased staffing to support increase programs and entrepreneurial activity
- NPV has not been applied to this model
- Assumes annual loss will be made up by Council
- Assumes a 4% increase in Staffing after 5 Years
- Assumes a regular increase per annum for hire income owing to improved facility and entrepreneurial activity
- Entrepreneurial Program Policy to support the Social and Cultural Pillars

OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

CONCEPT

An independently funded '**Anchor Tenant**', such as an orchestra, is 'resident' at the site and becomes its custodian, facilitator and manager. While the orchestra often utilises the auditorium in a 'concert mode,' it remains available for public use in accord with its current function, but with improved amenity. The orchestra, its administration and its key rehearsal space are housed in new building work within the Old Market shell. Macquarie Rooms and Terrace are available for Youth ARC.

MANAGEMENT

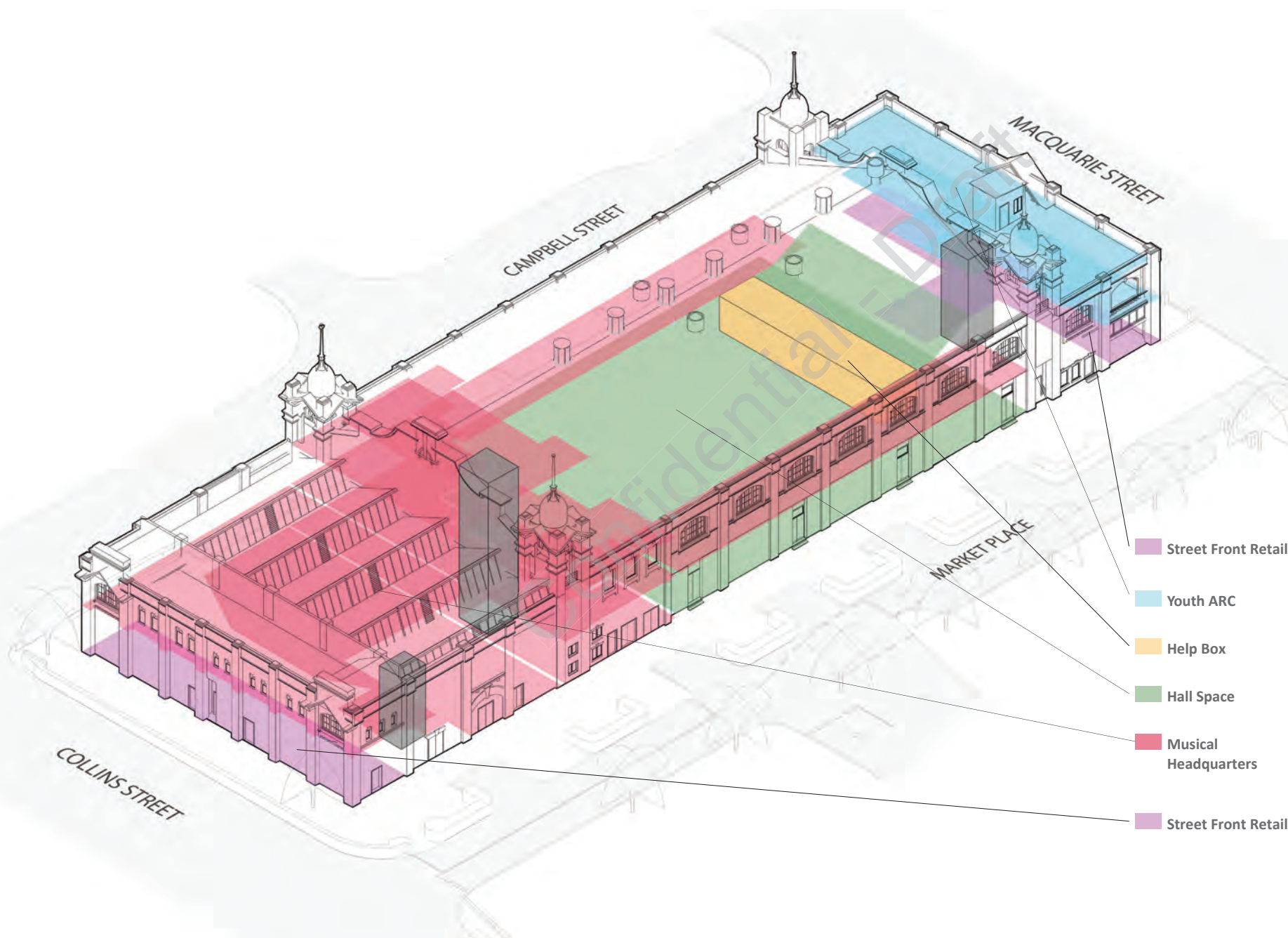
Partnership arrangement; orchestra on long peppercorn lease capitalises and then operates the site. Care required in forming such an agreement to ensure perpetual public access/use of the Hall. Whole-of-site custodianship preferable to operate/offer/facilitate 'curated' utilisation/participation.

WORKS

As for the RICH proposal (Option 2) with additional intensity to service core and 'wings' of rehearsal rooms on existing Hall Mezzanines. Works to Old Market are extensive / profound to achieve institutional standards. Flood 'guarantee' imperative.

INVESTMENT

Very substantial, though cost to City of Hobart potentially nil, (or open to being engineered as such). Compartmentalisation of costs for city asset 'restoration' may be required.



OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

3.1 CONCEPT

This proposal is geared to house a **substantial Anchor Tenant, such as an** entire orchestra and its administration, a permanent rehearsal venue, and spaces for education and outreach activities, small format performances and community music initiatives, under one roof. The proposal would require extensive building work to accommodate a rehearsal room on the ground floor of the Old Market, a remade and extended mezzanine floor above it and multi-storey reconstruction of the Central Core for storage, rehearsal, plant etc. A suite of practice rooms run beside the Hall space on the Hall Mezzanines.

Such a big commitment would require a partnership arrangement between **an anchor tenant** and the City Council. Fully public use of the Hall would be maintained with the orchestral partner becoming the major investor and host / manager of the overall site.

Youth ARC currently partially occupy the Old Market. If they wish to maintain occupation at the redeveloped site, the Macquarie Rooms and the associated rooftop could serve to replicate the occupation pattern that they utilise at the moment; some compact administrative spaces are co-located with generous general purpose project / event space. A Macquarie Rooms / Rooftop scenario would represent a substantial physical improvement on current circumstances. Alternatively if a Youth Hub were to be established in the city in conjunction with UTAS redevelopment it may be appropriate for Youth ARC to be accommodated with other service partners.

3.2 CUSTODIAN

The masterplan process has revealed unanimous support for making the site a home for an active and civic entity. Making an 'open' orchestra the effective custodian of the site brings a vitality and commitment beyond typical expectations. There is the opportunity for Hobart to have a transparent and active musical offering in the centre of town. This surpasses the conventions surrounding City Halls in Australia. It places both the orchestra and Hobart in a leading and innovative position.

3.3 COMMUNITY USAGE

It is envisaged that an upgraded, well-managed, appropriately appointed Hall would better serve existing users. The power to attract, invite and stimulate new use commends this proposal. The benefits of encouraging musical activity in cities is well-evidenced, yielding primary, secondary and tertiary benefits.

3.4 CONTEXT CONTRIBUTION

The proposal effectively shifts the significant edge from Macquarie Street to Collins Street; a move which supports Macquarie Street as a busy ceremonial thoroughfare and Collins Street as a slower, more casual fare, lined with quiet activities, footpath dining etc. This clarification of Collins Street is already underway with the Hedburg development due for completion in 2020. The 'charging' of the emerging precinct with additional performance sites, rehearsal spaces, and general intensification of musical activity is rendered even more powerfully by the capacity of the City Hall site to make so much of this activity transparent and accessible.

3.5 HERITAGE

The inclusion of an orchestra and the transformation of the Hall's functionality aligns with the general heritage schema identified during the masterplan process; most of the site is preserved (and in many situations, restored) with most of the transformative work consolidated in the Central Core (a portion of the building which requires reworking for legal, structural and functional purposes, under any scenario). **Subject to heritage approval**, there is potential to lift the roof over this portion without significant apparency. The planned practice rooms located on the Hall Mezzanines can be slid into place with little irreplaceable intrusion but at the same time yielding significant benefits to the hall space generally; an 'inner' envelope is established for the hall volume enabling efficient and emphatic mechanical / acoustic control, a necessary service plenum can be located, longstanding difficulties with the over-expansiveness of the Hall flanks can be resolved and vitality is generated by having the practice rooms visually open to a performance space and vice versa.

3.6 FINANCIAL TEMPLATE

Financial packaging would need to take account of several factors; availability of an orchestra within its current premises' obligations, an agreement that enabled an orchestra's current leasing costs to be diverted into capital expenditure, an agreement that enabled revenues generated in the improved Hall to be diverted back to Council, financial support for the move from governments or other funders with cultural agency.

3.7 KEY OPERATIONAL WORKS

Additional to the scope outlined in 3.5:

It is imperative that restoration of the Collins Street Retail take precedence as a priority above or in conjunction with any planned tenancies. For example, toilets, facilities and some cellular spaces on the Old Market ground floor require relocation so that bricked up portions of the facade can be removed and reglazed. Although the central core will have a lift sized for storage purposes, any expansion of the Old Market Mezzanine precipitates the need for a one storey lift to serve population within the Old Market itself.

The Old Market's skylit trusses are carried on double height steel columns; uses requiring clear spans will necessitate roof reconstruction. The Old Market Mezzanine floor structure itself is located slightly low adjacent floor levels; a new over-floor will be likely required. The Old Market has no mechanical services; new plant is envisaged in the Central Core building with recirculating services to the Old Market subject to heritage considerations. Apart from the Collins Street Retail, the ground level is rendered as an asphaltic layer over the original ground; a new 'real' floor will be required across the entire area.

Due to the delicacy, value and functionality of an orchestra's occupation, threat of flash-flooding must be removed / resolved.

3.8 LEVEL OF COMPLEXITY

It is a complex proposal requiring brokering, substantial capital inputs, substantial building work, effective flood mitigation and refabrication of the realm adjacent to the site. Alignments between the participating parties would need to be endorsed at senior levels in Tasmania. Although the proposal represents the most ambitious undertaking at the site since the building's initial construction 104 years ago it does represent a positive and genuine remedy to many of the preventative deficiencies evident in the history of the Hall.

3.9 ACHIEVABILITY

Since in essence the proposal is for an anchor tenant partnership plan, achievability will rest with the Council and an orchestral partner. The actual planning and building works are unremarkable.

OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	5	Assumes that this will be adhered to in all Options if work proceeds because of building regulations and heritage values. This model sees the front of the building returned to its original state.
To ensure that the building provides adequate community amenity	5	Assumes that this will be adhered to in all Options. The opening of the roof provides additional attraction and amenity.
To ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options if work proceeds
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	At this stage no broader context development is anticipated.
Supports continuation of Youth Arc as a tenant	5	Presents greater opportunities for the use of the Hall. Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured will provide more space and greater flexibility for overall use. This additional space to be utilized by the Orchestra for offices and storage.
Total Score	30/35	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	NA	Not relevant in this Option. This will be the responsibility of the Anchor Tenant with some contribution from Council.
Opportunity for cost recovery	NA	Not relevant, will be the responsibility of the Tenant
Ability for entrepreneurship	NA	To be directed to the Orchestra's programs
Potential for philanthropic support	NA	Philanthropic support could be directed to the performance program.
Can deliver financial sustainability	NA	Delivers total sustainability over number of years of lease
Supports job creation	NA	Employment will be determined by the Anchor Tenant.
Supports Gov Economic Policy	NA	Potential for Tourism
Total Score	35/35	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	2	In this Option there will be less time for a broad range of community events as the Anchor tenant will have priority for use.
Increasing community participation	3	Leasehold agreement will ensure that Hall is available for external hire.
Contributing to public acceptance and use	3	Establishing City Hall as the Tenants home will engender pride because the building is being protected and utilised
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to regs in all Options
Enhancing relationships between the community and other public organizations including educational and commercial entities including tourism	3	Presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured for more space and greater flexibility.
Best fit entity as custodian of the building	5	Council will always remain custodian of the building. But with a professional management structure an Orchestra would make an ideal custodian of the building.
Total Score	24/35	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option.
Total Score	13/20	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	This must rate low as the Hall essentially becomes a rehearsal and storage facility. However, its is proposed that the Hall will be for hire.
Contributes to the development of educational services	2	An orchestra may offer educational programs
Contributes to programs/services/activities for different community segments	2	Assumed if to support overall community and not just the culturally educated
Maximises capacity for use for all community	2	Assumes that cost of hire will have a community subsidy
Delivers multi-purpose settings to accommodate a range of users and activities	4	Depends of how hall is configured-dependent on policy
Supports cultural development for local artists	4	Depends on new policy settings and provision of facilities for artists
Total Score	22/35	

Total Score Option 3: 125-160

From a business perspective, this Option presents an exciting opportunity that would see City Hall become a permanent home for a Anchor Tenant, such as a full Symphony Orchestra. In this Option, **the Orchestra would become the anchor tenant and the Hall's refurbishment would be in part be driven by its day to day working requirements.** The Board and management have shown a commitment to a construction project to support the needs of the orchestra and have also shown a string interest in other aspects of RICH, which see City Hall being utilised for other community activities and other large community events. In the best of all possible world, Option 5 would be incorporated with this Option, with the Orchestra providing the funding for the building and Council providing the funding for the Civic Upgrade.

OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

OPTION 3 - MUSICAL HEADQUARTERS															Totals For Anchor Tennant	Totals For Council
Capitol Cost	Refurbishment	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10					
Total 10 year Capital investment including Compliance and works to improved Amenity including - Commission Conservation management Plan	-\$ 200,000.00															\$ 14,785,000.00
Original Street level Collins Street and Macquarie Street facade are reinstated	-\$ 1,080,000.00															
A re-planned/restored Macquarie Street foyer is connected to upper levels and roof by a lift	-\$ 880,000.00															
Acoustic and mechanical treatment throughout	-\$ 1,700,000.00															
New core built containing loading bay, goods lift, storage, rehearsal space and green room	-\$ 2,000,000.00															
Fully restored fire escapes and toilets	-\$ 790,000.00															
Install permanent 'Help Box' with retractable seating, wet bars and kitchen facilities	-\$ 930,000.00															
Mezzanine level rehearsal rooms	-\$ 730,000.00															
Administration offices created above Collins Street	-\$ 3,165,000.00															
Ground Floor - Old Market is restored for Booking Office																
Foyer, Amenities, Rehearsal Space	-\$ 1,860,000.00															
First floor Macquarie Street refurbishment for Youth Hub	-\$ 515,000.00															
Youth Roof Terrace/Promenade	-\$ 410,000.00															
Substation Works	-\$ 225,000.00															
Roof Repairs	-\$ 190,000.00															
Government Contribution	\$ 5,000,000.00														\$ 5,000,000.00	
Council Ongoing Maintenance	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00					\$ 500,000.00
Venue Hire Income to Anchor Tenant																
Permanent Leaseholders	\$ -	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00					
Events Revenue	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00					
Total Income	\$ -	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00				\$ 720,000.00	
COST / INCOME															\$ 9,065,000.00	\$ 500,000.00

Assumptions

1. Capital contribution made by anchor tenant
2. Assumes long term lease for Orchestra (30 Years)
3. Assumes zero cost to Council for reconstruction and fitout including flood mitigation
4. Assumes small annual income to Council
5. Assumes that Council will allocate funding for ongoing maintenance

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

CONCEPT

A 'Youth Hub' would consolidate many services already provided in disparate locations; Colony A7, Link Youth Health Services and Youth ARC. Making an aggregate offer to youth at a single site has both common sense and well evidenced advantages. Since the Hall itself needs to remain publicly accessible, the bulk of accommodation would be provided in the Old Market; a less than ideal fit.

MANAGEMENT

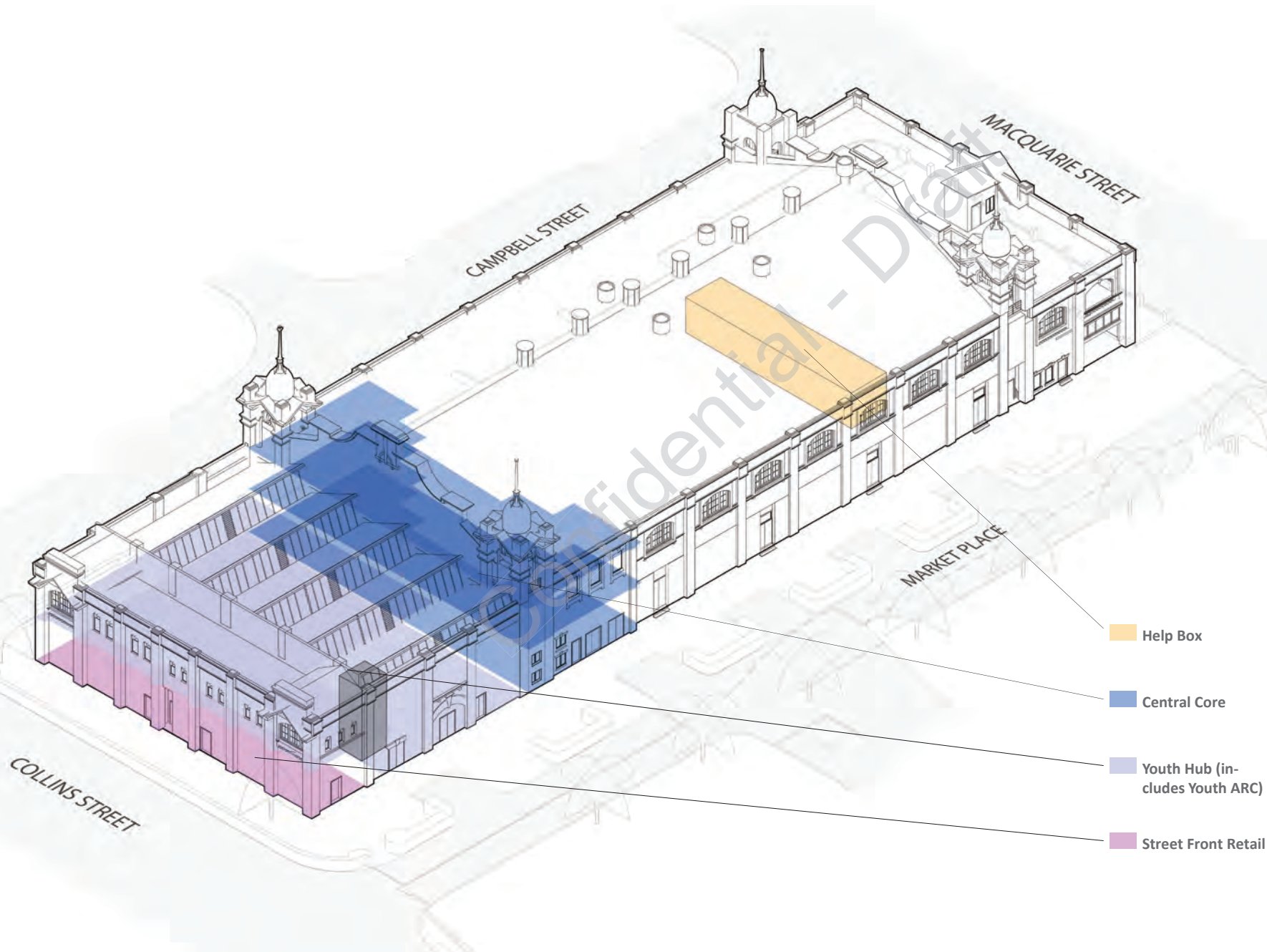
A 'Youth Hub' as the site's 'resident' would signal and facilitate the legitimacy of 'youth in the city.' Ideally the 'resident' would also function as the site 'curator' which may place a 'service provider' agency in a challenged position.

WORKS

Implementation of the RICH (Option 2) proposal is required for the Hall to reach functionality. Additionally, the conversion of the Old Market to office space/consultation rooms would require extensive reconstruction without a particularly convincing motive; cheaper/flexible/cellular space is available in more positive forms elsewhere. Demands on floor area cannot be met; a deficit for the proposal to carry.

INVESTMENT

The benefit of the concept is in its brief for combined administrative/project/sports spaces. Providing for the spaces in an extremely delicate heritage environment is expensive. A more robust, expansive venue is ideal. Since a high proportion of services are devoted to UTAS students, it is logical that UTAS assist with space provision.



Help Box

Central Core

Youth Hub (includes Youth ARC)

Street Front Retail

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

4.1 CONCEPT

The Hobart Youth Hub is a proposal seeking to better support young people (12-24 year olds) by implementing a model based on a 'collective impact approach.' This approach builds on evidence that the youth sector better engages with services when they are coordinated and co-located. It is led by an accomplished consortium; Colony 47, Link Youth Health Services and the City of Hobart (who currently operate Youth ARC).

A preliminary brief for requirements lists as a minimum 40 workstations, 25 offices (some of which are specialist treatment rooms), meeting rooms, typical office facilities, youth lounge areas, flexible event space, flexible sports area, kitchen / dining area and amenities including a laundry.

It is envisaged that the major Hall space and Central Core are reserved for community use and that The Hub would therefore occupy the Old Market (where Youth ARC currently reside) on both lower and upper floors.

Reviewing the preliminary Hub spatial brief and matching it with the Old Market spatial scenario inevitably suggests a ground floor for shared facilities, sports areas etc with office spaces above. Test diagrams indicate that profound compromises would need to be made to the brief. It is considerably larger than the site allows. The alternative, that the site itself be adapted, reconfigured and enlarged is likely not viable on both heritage and cost grounds.

4.2 CUSTODIAN

It is recommended that Hobart City (in either direct or Board form) remain the custodian and that The Hub be invited as a 'major homemaker' on a long term lease.

4.3 COMMUNITY USAGE

Research and consultation undertaken during the masterplan process has emphasised the success of the Youth ARC program at what has been to date, an ideal address in the city. The Hub proposal amplifies potential profoundly, especially since the lead partners draw on expertise, knowledge and experience within Hobart.

Planned services include: open access facilities with arts and recreating focus; general health and wellbeing advice, referral and support; targeted clinical health care; youth alcohol and drug service; housing connect youth support; transition to work services; Reconnect (early intervention outreach service that works to reduce youth homelessness); and national youth mental health initiative, Headspace.

Demographic depth is well evidenced. Expected increase in UTAS student numbers in the CBD have been recently confirmed.

The social benefits accord well with the City's declared Visions and Pillars.

4.4 CONTEXT CONTRIBUTION

Two schools of thought prevail. Under one view the expansion of youth services at the site is ideal since a civic site with a social purpose contributes to a city's dignity and diversity. The alternative view would suggest that the immediate context of the site is quickly moving towards a precinctual model geared to support performance, music and tourism. This redevelopment of the area anticipates cultural activity rather than service activity.

Irrespective of ideological view, it is certain that the context has rapidly commenced adjustment, with the various addresses within it becoming more conspicuous. It is only realistic to suggest that youths who are seeking help in relation to a disadvantage may feel uncomfortable both in the region of and within the planned Hub. Such an issue would not be of significance in a denser city.

4.5 HERITAGE

The Old Market has some very specific spatial characteristics. Portions of The Hub seek to be private and would benefit from being private. A possible contradiction with the overall momentum to make the site more transparent; the Old Market particularly. The line of street-side tenancies which comprise the Collins Street retail, from both a civic and heritage point of view, need to be restored and returned as transparent spaces, even if they do not serve a retail function. The Hub brief tends to not suit this intention. It is therefore preferable for the Collins Street retail to be independent of The Hub, with entry to The Hub via Market Place. The remaining ground floor area (which was originally open through

two levels to the skylights above) would benefit from retention of a maximum amount of this double height space.

The current Old Market Mezzanine is an addition to the original design. In its current form as a dance studio the skylit roof is appreciable in its original form since there are few partitions or spatial segregations.

Accommodation of The Hub brief in a manner which required the extension of the mezzanine to be total and for the mezzanine floor itself to be partitioned into offices is not of benefit either to the original building or to The Hub.

During the masterplan process alterations to the roofscape of the site have been considered, with a conclusion that lifting the roof over the Central Core area is within limits. Placing parts of The Hub in the upper levels of the Central Core risks compromising The Hub (due to separation and lack of fenestration) and compromising the Hall (which is reliant on additional storage space, rehearsal space etc). Even if the roof over the Old Market could be lifted, spatial problems persist for The Hub brief; the ground floor is too small and the upper plates are not well suited to cellular office demand.

4.6 FINANCIAL TEMPLATE

The masterplan brief requires consideration of revenue returning uses on the site. Although The Hub would return a rental income, capital costs would be considerable; more considerable than in conventional space suitable for office occupation. While Youth ARC currently contributes only \$20,000.00 per annum in rent, it should be noted that the rental area is very small, as reiterated in the brief itself. It is essentially four workplaces and a cellular room attached to a broad, multi-use area; area which is at the moment effectively empty space in the Old Market. In the envisaged Hub brief, Youth ARC would share and contribute to the larger spaces. By comparison, the Link requires 12 workstations and 15 cellular rooms and Colony 47 requires up to 56 workstations and 24 cellular rooms.

The Hub briefing notes mention that heavy demand is placed upon youth services by UTAS students; a demand likely to increase as UTAS shifts to the City. The role of UTAS as an eligible financial contributor should not be overlooked. Further, as a major landholder in the City, and owner of a large amount of suitable building stock, it would be logical from a financial, town planning and efficiency point of view

for The Hub to find a home some blocks away. Additionally, with the support of UTAS, The Hub proposal could be on the ground and running comparatively quickly since heritage and governance procedures ought to be simpler.

4.7 KEY OPERATIONAL WORKS

It is imperative that restoration of the Collins Street Retail take precedence as a priority above or in conjunction with any planned tenancies. For example, toilets, facilities and some cellular spaces on the Old Market ground floor require relocation so that bricked up portions of the facade can be removed and reglazed. Although the central core will have a lift sized for storage purposes, any expansion of the Old Market Mezzanine precipitates the need for a one storey lift to serve population within the Old Market itself.

The Old Market's skylit trusses are carried on double height steel columns; uses requiring clear spans will necessitate roof reconstruction. The Old Market Mezzanine floor structure itself is located slightly low adjacent floor levels; a new over-floor will be likely required. The Old Market has no mechanical services; new plant is envisaged in the Central Core building with recirculating services to the Old Market subject to heritage considerations. Apart from the Collins Street Retail, the ground level is rendered as an asphaltic layer over the original ground; a new 'real' floor will be required across the entire area.

4.8 LEVEL OF COMPLEXITY

Essentially, the Old Market is a secure, but open-air shed built above a road. It has a provisionally built, rude mezzanine installed soon after the original construction. Its conversion to a performing building that is at odds with its original construction / intention is a major exercise, warranted only under very specific conditions. The Hub brief is well suited to a situation where the volumetric demands and the demands for office space are easily achieved because either the site or the fabric is suitable. The project inherently is conditioned by, and probably benefits from, being a 'low-capital-high-atmosphere' reconciliation. It is not well-suited to a highly heritage conditioned situation. Feasibility will need to account for capital spending within a bid that is service based. This makes the proposal complex.

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

4.9 ACHIEVABILITY

There are a number of factors that present as hurdles to the proposal. Firstly, the available space is undersized. Secondly, it is inappropriate to summon a depth of capital that may mitigate against the ambitions of the project itself. Thirdly, a level of uptightness in the overall financial / governance compromises the necessary fluidity required for reconciliation of partnership ambitions with seasonal budgets. Fourthly, without having to conclude as to the appropriateness of locating a Youth Hub in an imminent precinct (given that even the idea of a precinct is an anomaly in an unusually low density city), the technical difficulties, in a sense, confirm that the overlapping of comfortable civic functionality is some way off in Hobart.

4.10 FLOOD PLAIN SUITABILITY

Any consideration of the site's tendency to flash-flood is entwined with the City's overall management of the Rivulet. This obligation is additionally bound up with the City's ability to raise a revenue amidst its low density / low population base. Protection from flash-flood can be mitigated with site-based measures or alleviated with regional intervention / innovation. Within a 'low-key' frame, it can be argued that the types of space allocated to the ground floor under this proposal, have flood resilience i.e. damage would be to the relatively low value of fabric and fitments that might be contained within The Hub tenancy itself. The Collins Street Retail, which would likely demonstrate a high capital investment per square metre, would exhibit a higher threat of financial loss. It is beyond the scope of this report to speculate on the operations of governments with respect to insuring their own property. The Hub as an organisation, totally funded by government would require clarity in its dealings as to how it might be insured. The masterplanning consultants note that the frequency of flash-flood damage is increasing; very recent events have precipitated curtailment of services, with consequent disruptions to youth behaviour being registered in the City.

4.11 AVAILABILITY FOR EVACUATION

In any proposal there needs to be a functional reconciliation between the onus on the Hall to provide disaster support space, while at the same time being **potentially highly susceptible to being compromised by flood events itself**. Currently, the site is nominated as an evacuation centre, essentially because there is **a lack of feasible publicly owned alternative**. In a masterplanning sense it should be noted that the site is (because of its elderly construction) **also** particularly vulnerable to fire and earthquake. The construction's innate porosity makes it vulnerable to any airborne biological threat. The masterplan authors / consultants are very aware of the intelligence expressed in the City's clarification of its Values, and its formulation of its Pillars. In order to demonstrate a reciprocal level of intelligence, it is suggested by evidence, that the population would appreciate an insightful / intelligent policy as regards an evacuation centre, rather than an evacuation centre that was provisionally prescribed in order that obligations as prescribed by federal legislation are met.

Confidential - Draft

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
Ensure heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	3	Assumes that this will be adhered to in all Options. This model does not see the reinstatement of the front of the building to its original state
Ensure building provides adequate community amenity	5	In this Option changes to the building will be determined by the needs of the Youth Hub.
Ensure building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	Not included in this Option
Supports continuation of Youth Arc as a tenant	5	This Option sees Youth Arc as the primary user of the Hall
Total Score	28/35	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	This Option relies on Council and Gov funding
Opportunity for cost recovery	2	Limited opportunity for hire, dependent on policy
Ability for entrepreneurship	2	Dependent of policy
Potential for philanthropic support	4	Strong potential for support for Youth Programs
Can deliver financial sustainability	2	Will be difficult in this Option
Supports job creation	2	The ARC Program currently does not support Youth Employment
Supports Gov Economic Policy	0	
Total Score	13/35	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Major part of the Hall is dedicated to Youth; still opportunities to hire the Hall out to external hirers.
Increasing community participation	3	Strong possibilities for community participation
Contributing to public acceptance and use	3	Assumes acceptance of the Youth Arc concept
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes this will be done according to regs
Enhancing relationships between community, the setting/facilities, other public organizations including educational and commercial entities including tourism	3	Presents opportunities for developing relationships with other Youth and Educational Organisations
Best fit entity as custodian of the building	5	Council will always remain custodian of the building with a management structure underpinned by Council policy
Total Score	24/35	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option. Other Options emphasise this.
Total Score	13-20	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Depends on hire policy and the number of hours available for hire.
Contributes to the development of educational programs services etc.	5	Fulfills this criterion
Contributes to programs/services/activities for different community segments	3	Depends on whether the model includes
Maximises capacity for use for all community	2	Assumed if to support overall community which assumes that cost of hire will have a community subsidy Assumed if to support overall community which assumes that cost of hire will have a community subsidy
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends of how hall is configured-dependent on policy and use requirements of ARC.
Supports cultural development for local artists	4	Depends on new policy settings and provision of facilities for artists. Will support youth arts
Total Score	25/35	

Total Score Option 4: 107-160

This Option gives a major part of City Hall over to the Youth Hub concept. While this is laudable, it needs to be considered in relation to both the financial considerations of the refurbishment of the building to meet the needs of the Hub, it also needs to consider the numbers of youth who will potentially utilise the Hub. Currently, Youth Arc only occupies a small part of the building and their program is not a full time program. Developing City Hall as a Youth Hub, apart from the physical requirements, would require a Business Plan to determine what the Hub would do and what it's funding requirements would be.

OPTION 5 - CIVIC UPGRADE

OPTIONS AND RECOMMENDATIONS

CONCEPT

Large venues typically need large spaces set in conjunction to marshal visitors and encourage secondary crowds. Market Place can be adapted for this purpose; it becomes the Public Hall's Public Square. Limited vehicle traffic is enabled; a scenario that has been tested previously. The Hall needs more profile, more significance and more amenity; giving it an 'urban skirt' helps.

MANAGEMENT

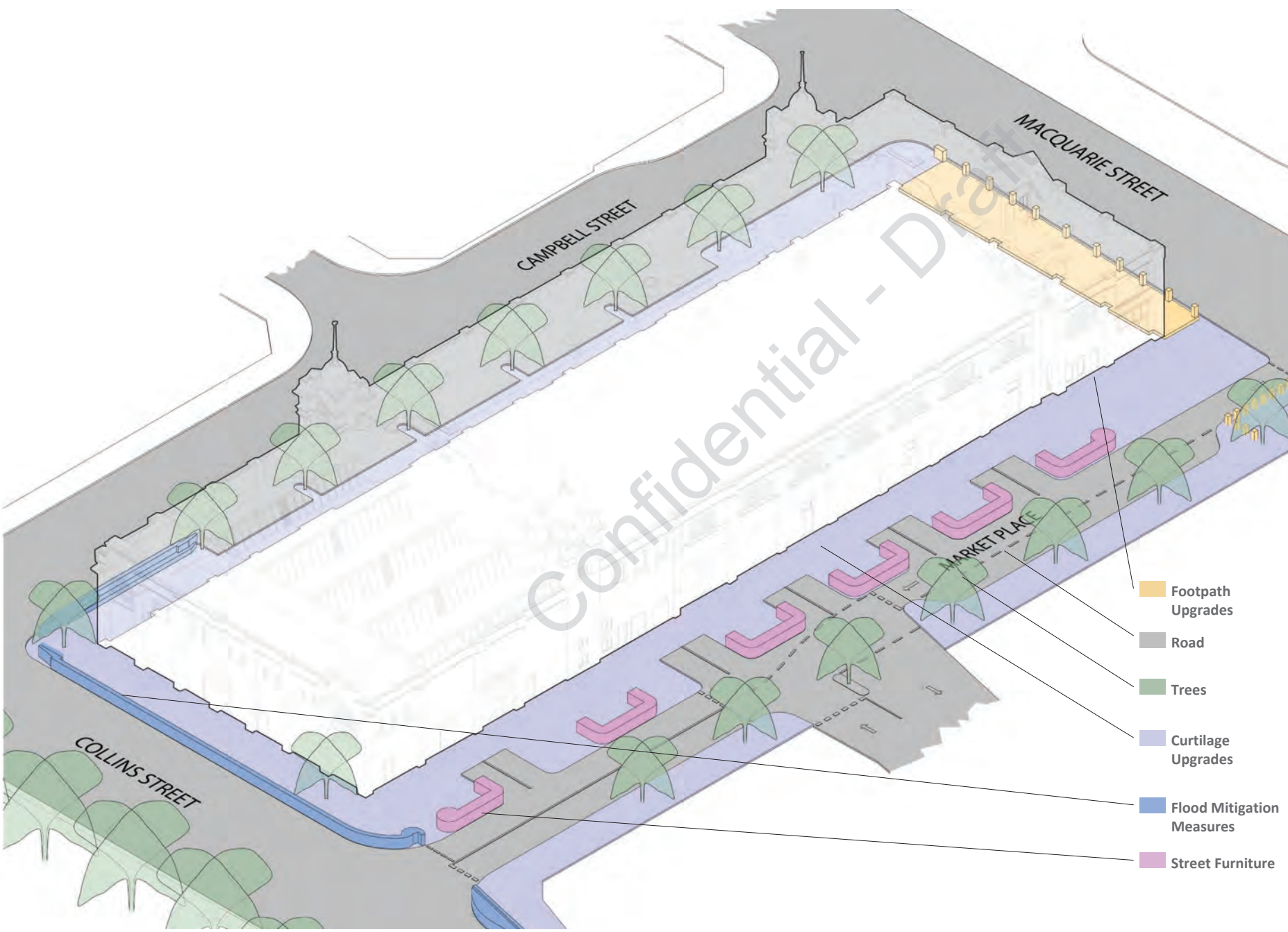
Public spaces benefit from 'curation' and careful attention; they do not passively exist in the way a street does. The curator/ custodian of the Hall and its activity needs to embrace and have jurisdiction over a refashioned Market Place.

WORKS

As an urban space, rather than a converted street / footpath, civil works need to include level / accessibility adjustments to the entire Hall perimeter, as well as Market Place itself. The treatment is in total, also a flood mitigation device requiring both strategic and detailed incorporation in the Rivulet resolution.

INVESTMENT

Capital will inevitably be from the public sector; although civil works/ road engineering budgets are typically large, diversion of funds to a project that is relatively small hints at viability. Extent of other flood measures would determine works' cost.



- Footpath Upgrades
- Road
- Trees
- Curtilage Upgrades
- Flood Mitigation Measures
- Street Furniture

OPTION 5 - CIVIC UPGRADE

5.1 CONCEPT

Key to changing both the perception and functionality of the site is the yielding of public curtilage at the scale of attendance i.e. 1500 people inside the Hall need a place to gather outside the Hall. The conversion of Market Place into an 'apron' that is mostly for people and only partially for cars generates the '3rd place' that is so often critical to performance and public venues.

Rather than try and disturb the originating ideas of the building by threading it with internal circulation the autonomy of separate parts is preserved by giving Market Place the role of connector.

Apart from yielding facility and identity a comprehensive treatment of the periphery of the Hall can serve a vital functional purpose; mitigation of flash-flood water.

5.2 CUSTODIAN

A Public Place invariably needs both management and to be tended in a curatorial way. It would be imperative that Market Place be thought of and effectively belong to the City Hall (in whatever form or through whichever phases that responsibility might pass).

5.3 COMMUNITY USAGE

The emerging precinct is very tight; buildings are tight on their alignments, footpaths are narrow and any dedicated public space is very limited in scale or scope. A converted Market Place would serve the community generally in addition to offsetting operations of the Hall itself. With improved amenity the space would likely serve as a preferred pedestrian route for movements from East to West, between the city and the water (a pathway that is further supported by the pedestrian attractive gradients). Active use as it might relate to public events, festivals, artistic activity, market activity, can be facilitated, especially at the level of detailed design (example powerpoints, lighting choices, surface treatments, connection hasps etc).

5.4 CONTEXT CONTRIBUTION

It would be the aim of the project to contribute to the context rather than preserve it. The nearby streetscapes are rudimentary and unfriendly. The contribution could be maximised by ensuring that the City Hall peripheral works were of exceptional quality, made from distinctly civic materials, was appreciably complete (example the usual defraying effects of casual parking signage, unsympathetic light poles, excessive footpath cambers) and the introduction of generous tree planting in the treescape (which is unfortunately not well preceded in the Hobart CBD). Sites for waiting, dining, gathering in the public realm would also be welcome in Hobart.

5.5 HERITAGE

Tuning the periphery of the Hall contributes to its significance rather than detracts from it. It is likely that some awning elements would assist with loading etc. Initial heritage review confirms that if the original structure is not perceived to have been 'extended' in any way, its heritage values are well supported.

5.6 FINANCIAL TEMPLATE

Would likely depend on who the Hall custodianship was.

5.7 KEY OPERATIONAL WORKS

In Market Place; re-orchestration of traffic movement and parking bay configurations, provision of loading territory for the Hall, tree planting, development of bund / street furniture for flood, fractional re-cambering of ground levels adjacent to the Hall to assist with accessibility, provision of profound drainage capacity.

Collins Street; removal of parking spaces, widening of footpath and reconciliation of difference in street level and footpath level, continuation of bund.

Campbell Street; establish new footpath outline to accommodate parking bay / tree configuration, possible lifting of the footpath edge to manage current excessive camber.

Macquarie Street; reform the footpath as a flatter 'tray' and potentially recover original building elevation base, introduce bollard / chain treatment at footpath edge for pedestrian / crowd safety and clear division between people and arterial road.

5.8 TIMEFRAME

As a civic works project it could be commenced or completed at any time or any stage. Timing should also be referenced with other works geared to mitigate difficulties and threats associated with the Rivulet.

5.9 LEVEL OF COMPLEXITY

Straight-forwardness is yielded by the subject site being singly within Council's jurisdiction. Complex aspects pertain to co-ordination with other flood mitigating works.

5.10 ACHIEVABILITY

Essentially the scheme is a partial road closure, a move often plagued with contention. In this case the suggested configuration has often been trialled and is used as the default setting when additional territory for Hall operations is required.

5.11 FLOOD PLAIN SUITABILITY

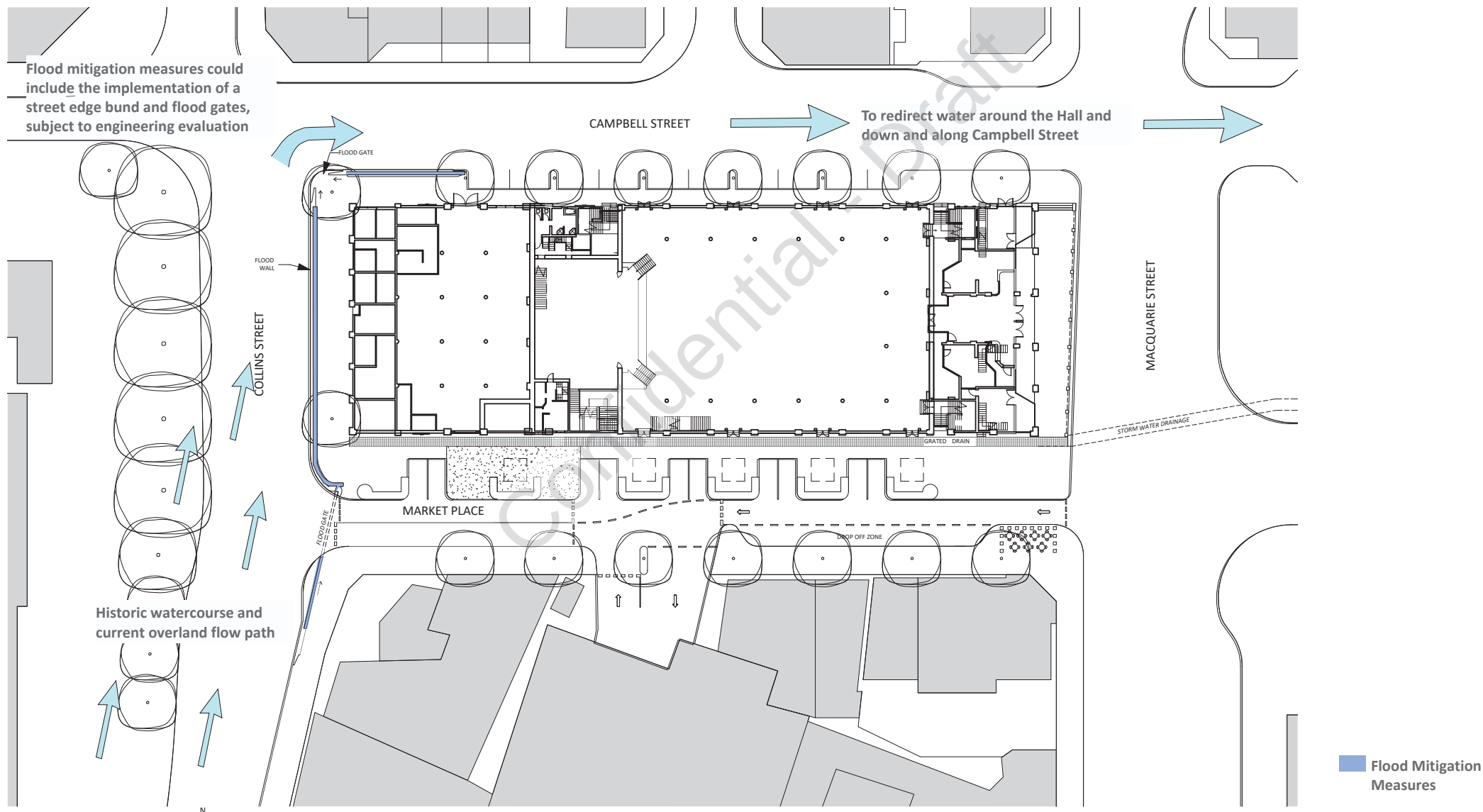
Making a localised mitigating barrier not only serves the Hall functionally. The outcome of folding and moulding the terrain in order to yield pedestrian comfort is well evidenced as a piece of urban craft that can 'lift' place character. The bund and peripheral treatments will contribute to improving the Hall's significance and makes a visible cultural contribution; the making of a mitigating artifact draws attention in a positive rather than a defensive way to the geographic reality of the place and its history as a watercourse.

5.12 AVAILABILITY FOR EVACUATION

The provision of a bund greatly assists as warranting the Hall a logical evacuation site.

OPTION 5 - CIVIC UPGRADE

OPTIONS AND RECOMMENDATIONS



OPTION 5 - CIVIC UPGRADE

"high" culture and other forms of entertainment

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	5	Assumes that this will be adhered to in all Options.
To ensure that the building provides adequate community amenity	5	Provides external community amenity
To ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	5	Strongly supports this Option
Supports continuation of Youth Arc as a tenant	0	NA
Total Score	30/35	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	5	Presents great opportunities for enhancing links to the other cultural venues.
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option.
Total Score	17/20	

Social	Rating 1-5	Assumptions
Range of uses for other purposes e.g. Variety of events with broad appeal	4	Supports external events and activities.
Increase participation	4	Presents strong possibilities for community participation
Contribute to public acceptance and use	4	Assumes that there will be acceptance of the Youth Arc concept
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	4	Presents opportunities for linking the activities of TMAG and the Hedberg Development
Best fit entity as custodian of the building	3	Council will always remain custodian of the building so this assumes that the Hall itself will have a management structure in place that will have custodianship of the interior and exterior of the building.
Total Score	28/35	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	This Option relies on Council funding
Opportunity for cost recovery	2	Limited opportunity for hire, dependent on policy
Ability for entrepreneurship	1	Limited
Potential for philanthropic support	4	
Can deliver financial sustainability	2	Will be difficult in this Option
Supports job creation	2	Limited
Supports Government Economic Policy	0	Tourism Potential
Total Score	12/35	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both 'high' culture and other forms of entertainment	3	Depends on how Precinct is activated
Contributes to the development of educational programs services etc.	5	Depends on how Precinct is activated
Contributes to programs/services/activities for different community segments	3	Depends on how Precinct is activated
Maximises capacity for use for all community	2	As a public precinct this Option does fulfill this criterion
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends of Precinct policy and Precinct activation
Supports cultural development for local artists	2	
Total Score	23/35	

Total Score Option 5: 113/160

This Option, presents an opportunity to improve the public amenity around City Hall and definitely fulfills many of the requirements of the four pillars of sustainability. While this Option does not focus on the building itself, it provides enhanced open space for both the general public, the youth arc participants and visitors and audiences to the venue. In an ideal situation, this Option would be implemented in conjunction with the one of the other Options that support the refurbishment of City Hall.

OPTIONS AND RECOMMENDATIONS

OPTION 5 - CIVIC UPGRADE														
	Refurbishment	Yr 1	Yr 2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Y10	Totals		
Capital Cost														
Construction	-\$ 5,000,000.00											-\$	5,000,000.00	
Annual Maintenance		-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	-\$	500,000.00	
												COST/INCOME	-\$ 5,500,000.00	

RECOMMENDATIONS

OPTIONS AND RECOMMENDATIONS

Given that a viable Anchor Tenant is unlikely to have the capacity or be able to commit to such an investment within a period of 10 years, that the Youth Hub model still may require a significant capital investment to achieve its preferred accommodation outcomes, and given the City has no significant funds to invest itself, an option in the short to medium term could be:

- Progressing Option 1 - Improved Business as Usual (BAU) - with a focus on increasing activation and a curatorial model and Youth ARC remaining.
- Continue to undertake the management of the venue - with this being guided by an advisory committee or similar, supported by the engagement of a Venue Manager/Creative Curator.
- Facilitating the LINK and other services to cohabit in the Youth ARC end of the venue.
- The DRILL or another company takes on the residency of the dance studio.
- Capital improvements continue (flood protection, light wells and acoustic insulation in the main Hall) - but which will not impact on the long term Option 3 solution.

Confidential - Draft

ISSUES PREVIOUSLY IDENTIFIED BY STAKEHOLDERS

1. Clarifying Purpose of City Hall

Core values that had been identified to underpin decisions include: a diversity of use, disability access, mezzanine seating, 'authenticity' and continuity of history, flexibility, community and affordability.

It is envisaged that City Hall will be inclusive and accessible to all and be home to a vibrant mix of commercial and creative programs to revive the use of the hall.

A high quality public domain including further promotion of Youth Arc's presence in the young community providing shelter and a place to gather.

Public space in the city centre which is attractive for children and encourage children and caregivers to enjoy the public life of the city.

2. Managing and Operating City Hall

The overall ambition is to deliver a flexible space to encourage a diversity of use and multi-disciplinary approach. There is need to allow for smaller flexible spaces whilst providing upgraded large capacity event space (i.e. increase capacity range).

3. Strategic Contribution of City Hall to Hobart

Making the most of the location in the CBD, close to waterfront. Make the centre of arts precinct and create a sense of boulevard. Potential for new public space at intersection of Collins and Campbell streets for public gathering. Address the lack of an actual 'arts precinct.'

Support an expanded breadth of programs that bring more cultural and creative activities out into the public realm and provide greater exposure to cultural activities, increase opportunities for the involvement of the community, provide an attractor for cultural tourism. Community connectedness and participation is valued.

4. Technical Issues at City Hall

Current perceived limitations of City Hall include acoustics, lack of operational support, empty space without front of house, facilities and green room infrastructure. Currently need for increased storage.

5. The Site of City Hall

Insufficient way-finding and interpretation around the building. Lack of pedestrian crossings. Connectivity with UTAS precincts.

Strategies have been identified to promote the City Hall axis, increased engagement with waterfront, create a spine of diverse activities along Campbell and Hunter Streets. Key nexus point for activity and movement between the city and waterfront.



SUMMARY OF ENGAGEMENTS

COMMUNITY ENGAGEMENT MATERIAL

Internal City of Hobart Engagement

An internal City of Hobart engagement was conducted on 25 September 2018.

- Patricia Cinquini
- Philip Holliday
- Louisa Gordon
- Brendan Lennard
- Sandra Soccol
- Margaret Johns
- Dougal McLauchlan
- Martin Schmidt
- Steve McCarthy

Targeted Stakeholder Engagement

Intensified group consultation sessions were held on Monday 10 December and Tuesday 11 December 2018 (4 group sessions in total). Further one-on-one meetings were set up for key stakeholders who were unavailable.

Stakeholders who were approached include:

- Nicholas Heyward | Managing Director | Tasmanian Symphony Orchestra
- Caroline Sharpe | Tasmanian Symphony Orchestra
- Tim Munro | Chief Executive Officer | Theatre Royal
- Charles Parkinson | Artistic Director | Tasmania Theatre Company
- Dr Kathleen Williams | Head of Journalism, Media and Communications | University of Tasmania
- Janet Carding | Director | Tasmanian Museum and Art Gallery
- Samuel Cairnduff | Director Marketing & Communications | Tasmanian Symphony Orchestra
- Alex Heroys | Chief Executive Officer | Destination Southern Tasmania
- Jacqui Allen | Deputy Secretary, Cultural and Tourism Development | Department of State Growth
- Steven DeHaan | Manager - Major Projects, Cultural and Tourism Development | Department of State Growth
- Robert Rule | Concerts Officer | Conservatorium of Music
- Associate Professor Andrew Legg | Curator of Music and Performance, Community and Industry Partnerships | Conservatorium of Music
- Emma Porteus | Creative Producer | Salamanca Arts Centre
- Joan Wright | Senior Choral Producer | Festival of Voices
- Madi Seeber-Peattie | Even Manager | Peattie Events
- Jane Haley | Chief Executive Officer | Ten Days on the Island
- Laura Harper | Chief Executive Officer | Music Tasmania
- Mary Massina | Chief Executive Officer | Macquarie Point Development Corporation
- Marnie Craig | Chief Executive Officer | Business Events Tasmania

General Public Engagement

Phase 1 Community Consultations were held on Monday 8 October and Tuesday 9 October 2018 (5 sessions in total).

Yoursay.hobartcity.com.au in November 2018 requested community members to respond to the question 'what is your favourite City Hall Moment'

Phase 2 Community Consultations were held on Monday 10 December and Tuesday 11 December 2018 (2 sessions in total).

Further face to face discussions were held in January 2019. Music Tasmania was consulted on 10 January 2019 and Caroline Sharpen (CEO of Tasmanian Symphony Orchestra) on 22 January 2019 and 27 February 2019.

Detailed heritage discussions with City of Hobart staff and Lovell Chen were held on 6 February and 20 February 2019.

KEY FINDINGS AT A GLANCE

COMMUNITY ENGAGEMENT MATERIAL

The Hall is much loved, but hardly used

Although in its long history the Hobart City Hall has been castigated for its difficulties in use, it is currently treasured because there are few alternative venues, it prompts fond memories, it has prominence in the city-scape. It conspicuously demonstrates an intact heritage appearance. All responses from the public and stakeholders presume it ought be retained and improved; it was not in any instance thought redundant.

The enthusiasm for the Hobart City Hall is at odds with its declining usage. Although demand for utilisation is high, the site remains plagued by functional issues that are becoming more emphasised as conventional expectations of venue standards rise. Demand is also high because there are few competing or alternative sites, which makes Hobart unusual in national terms.

Hobart City Hall needs to become a facility with a curated program and an independent mandate. It needs to become the home of an active cultural body

The public and stakeholders are aware that the 'shell-for-hire' model currently in operation, puts the onus on the user to orchestrate, furnish and operate the venue. This is discouraging and expensive. Users want to contribute to an overall program that runs out of the site and they want to be assisted and facilitated. The public wants a 'what is on at the Hall this week' situation; they understand the difference between a busy 'cultural home' and an occasionally used 'facility.'

The need for independent governance, a committed full time staff, canny curatorship and a wide ranging self propelled program has been evidentially proven as a success factor. Such a change in attitude would be a big step for Council to embrace, but a necessary one if the Hall is to play a part in Hobart's cultural life.

Many difficulties experienced at the site are simple to identify and remedy

The City of Hobart has diligently consulted widely prior to this masterplan process. In returning to the public and stakeholders as part of the current exercise, several simple issues have been identified as critical to functionality. The Hall needs to have a comfortable internal climate, acoustic protection from road noise, comfortable seats, good viewing lines of site and enough toilets. There needs to be storage on site for furniture options, rostra, AV and audio systems, food preparation and a way of running a bar. Without these simple amenities the public will not even accept a free ticket.

These rules of thumb are in accord with evidence and national expectations. Currently, every item required to host an event must be delivered through a side door, direct into the main event space. Loading, storage and comfort are key to success.

Tasmania and Hobart holds a very particular Heritage stance

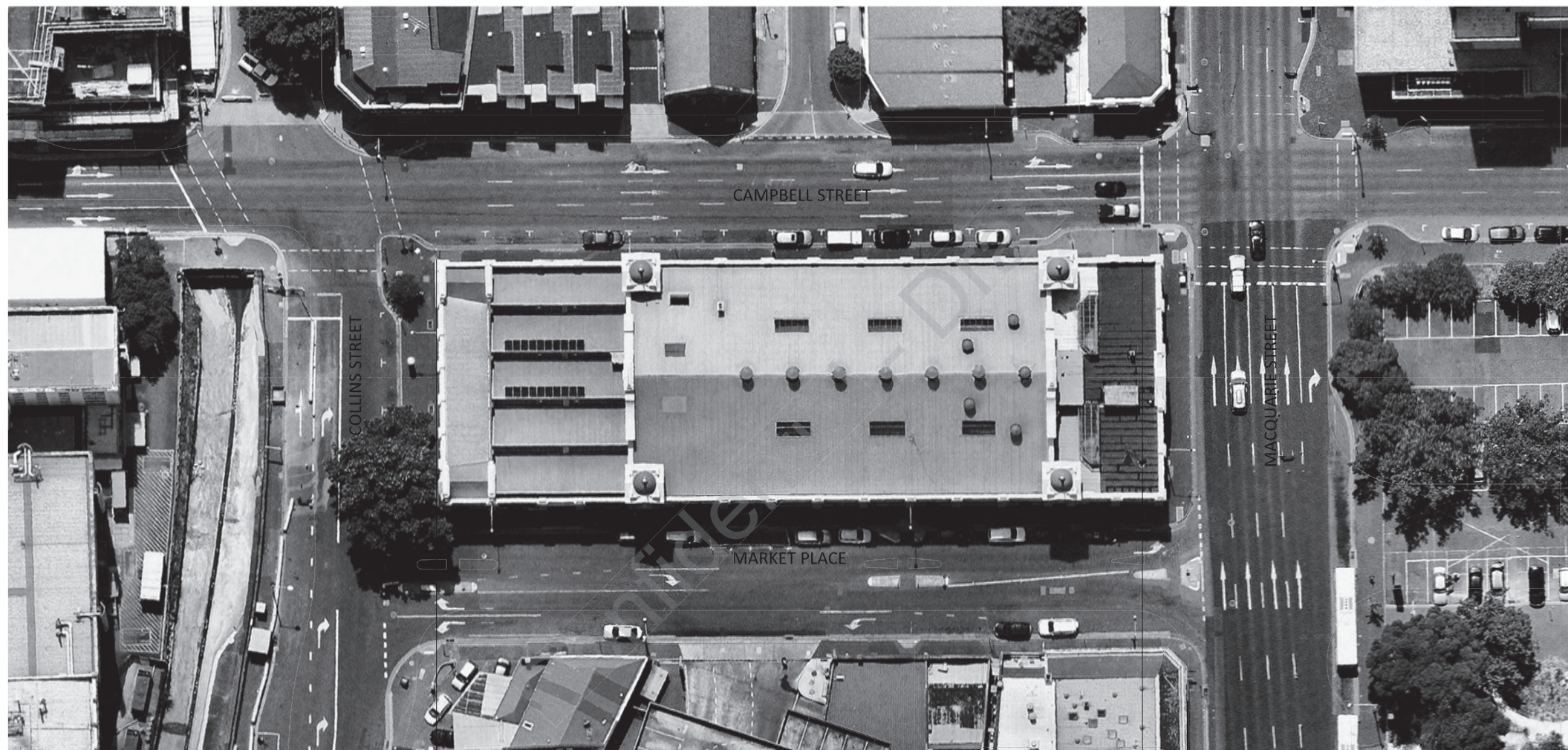
The public are proud of Hobart as a 'Heritage Capital' and consider Hobart City Hall to be a contributing element to that view. There is limited awareness that the 'bricked-in' lower frontages of the building are an extreme digression from current standards or that the City of Hobart itself, in another era, was responsible for these works. The public also perceives the venue as a form of 'theatre' which it is not. Many of the public and stakeholder interests in 'transparency at the ground plane,' 'rooftop venue,' 'multi-purpose exhibition spaces,' 'small theatres,' 'outdoor lifts' etc cannot be contemplated within the limits exercised currently in local heritage jurisdictions.

Aware that heritage will be a subject of keen authority interest, the consultants have engaged extensively to ascertain scope for intervention. Event sites historically are subject to continuous change as patterns of entertainment/usage/crowd size etc change radically and quickly. A solution has been brokered that goes some way to addressing issues present since the building was first constructed; storage, deliveries, building services, accessibility etc.

The Hobart City Hall could be part of a precinct and be more lively

The public is aware and mindful that the immediate neighbourhood is about to change, in a positive way that will boost numbers of people on foot and boost synergistic opportunities. There is keenness to experience a 'district' (with multiple opportunities and increase length of stay) rather than just visit an isolated building for occasional events.

Two initiatives could assist the district. Firstly, reopening the original retail frontages to Campbell Street, and secondly by improving the curtilage of Hobart City Hall (to the extent of partially closing Market Place). People need sites and activities to make an occasion before and after events, but also to generally increase 'vibe;' since events draw crowds and crowds need to be absorbed when not actually in attendance. Improvements to the Hobart City Hall curtilage would improve connectivity, amenity, civic presence, safety, functionality and aesthetic presentation.



0 5 10 15 20 25 M
SCALE 1:500 @ A3

HOBART CITY HALL MASTERPLAN SITE PLAN

DATE: FEBRUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-01
SCALE: NOT TO SCALE



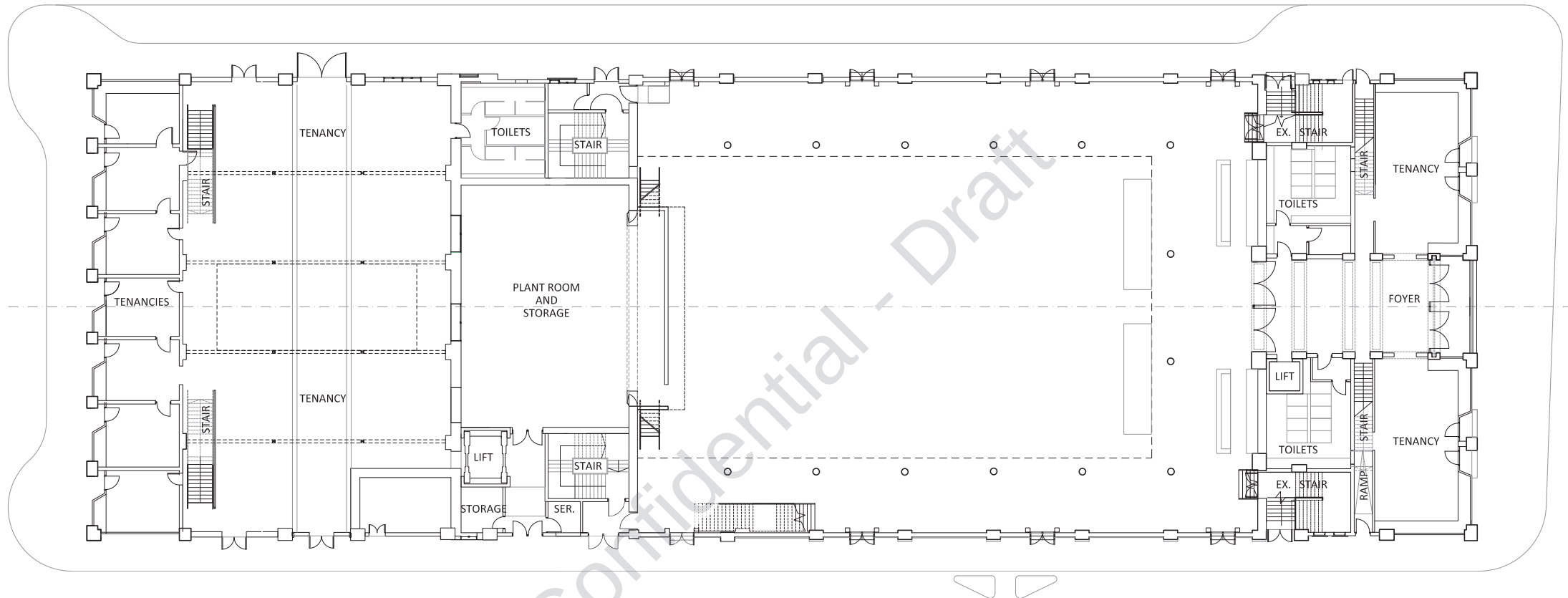
NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill

Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au



0 2 4 6 8 10M
SCALE 1:250 @ A3

**HOBART CITY HALL
MASTERPLAN
GROUND FLOOR PLAN**

DATE: FEBRUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-02
SCALE: SCALE 1:250 @A3



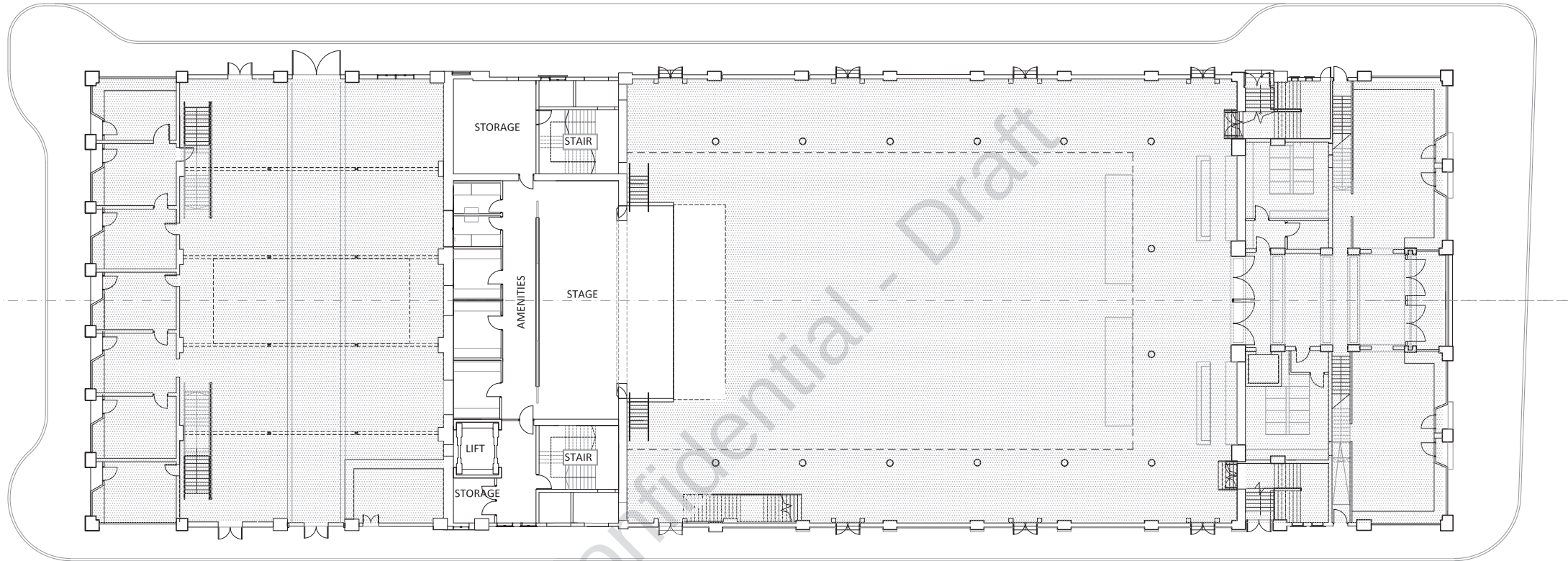
NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. DO NOT SCALE DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill

Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9687 0800
www.lovellchen.com.au



0 2 4 6 8 10 M
SCALE 1:250 @ A3

**HOBART CITY HALL
MASTERPLAN
STAGE LEVEL**

DATE: FEBRUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-03
SCALE: SCALE 1:250 @ A3



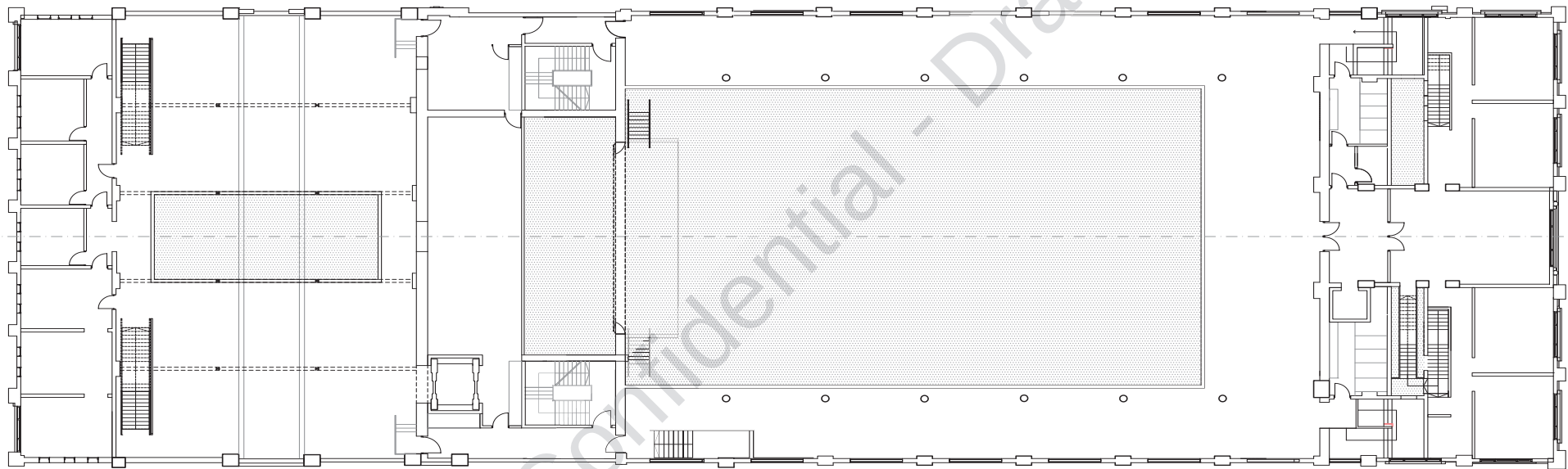
NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. DO NOT SCALE DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill

Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au



0 2 4 6 8 10 M
SCALE 1:250 @ A3

**HOBART CITY HALL
MASTERPLAN
FIRST FLOOR PLAN**

DATE: FEBRUARY 2019
CLIENT: -
DRAWING NO: SK-04
SCALE: SCALE 1:250 @ A3

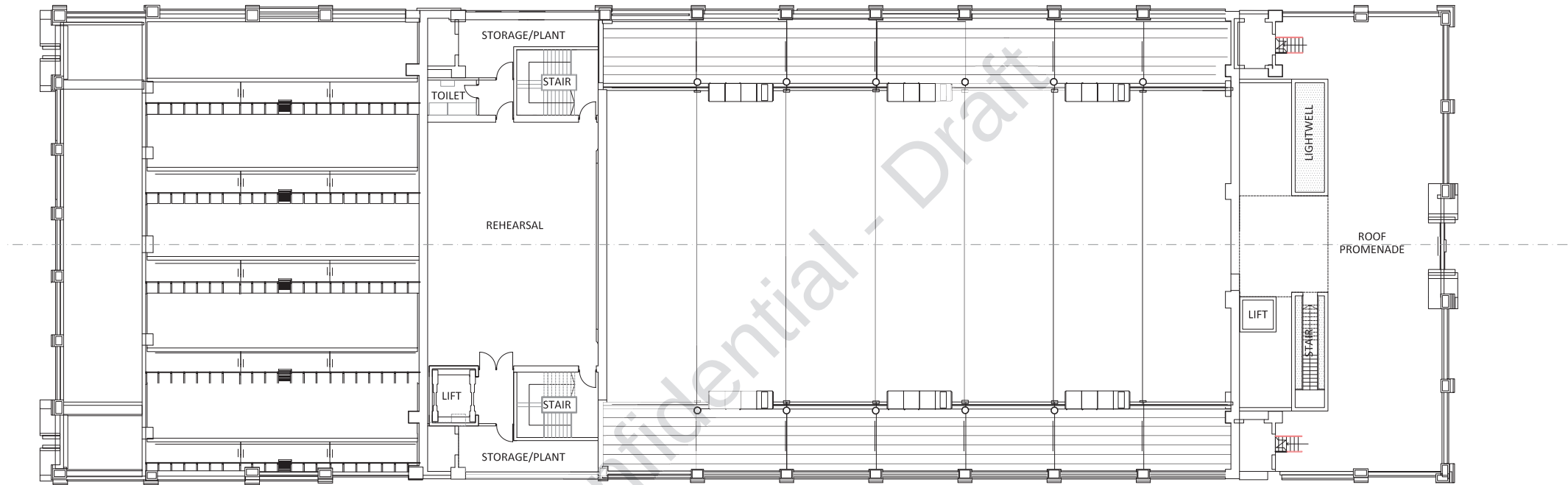


NOTE: ALL DIMENSIONS ARE TO BE
VERIFIED ON SITE BEFORE COMMENCING ANY
WORK OR PREPARING ANY SHOP DRAWINGS.
SCALE INDICATED FOR REFERENCE ONLY. DO
NOT SCALE OFF DRAWINGS. DO NOT SCALE
DRAWINGS. OMISSIONS OR DISCREPANCIES
ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND
REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill

LOVELL CHEN

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au



0 2 4 6 8 10 M
SCALE 1:250 @ A3

**HOBART CITY HALL
MASTERPLAN
ATTIC AND ROOF PLAN**

DATE: FEBRUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-05
SCALE: SCALE 1:250 @A3



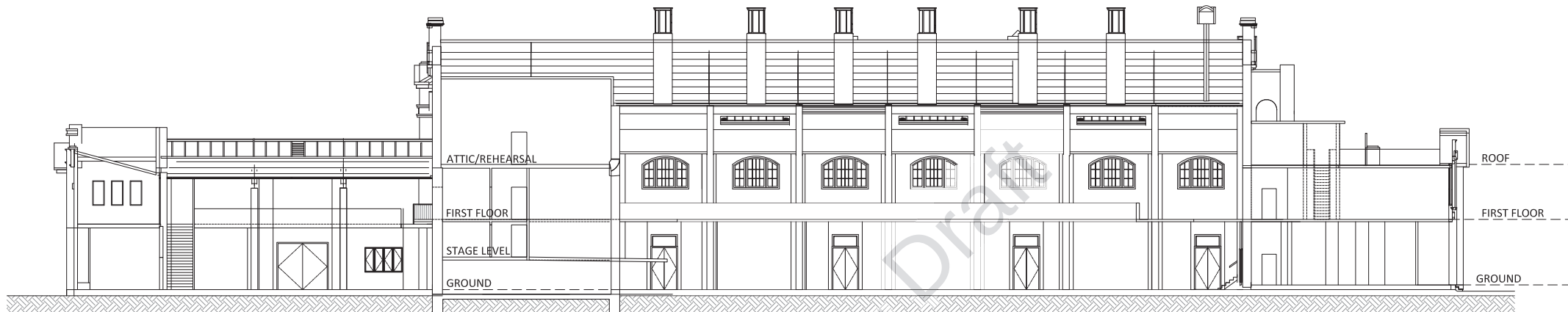
NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. DO NOT SCALE DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill

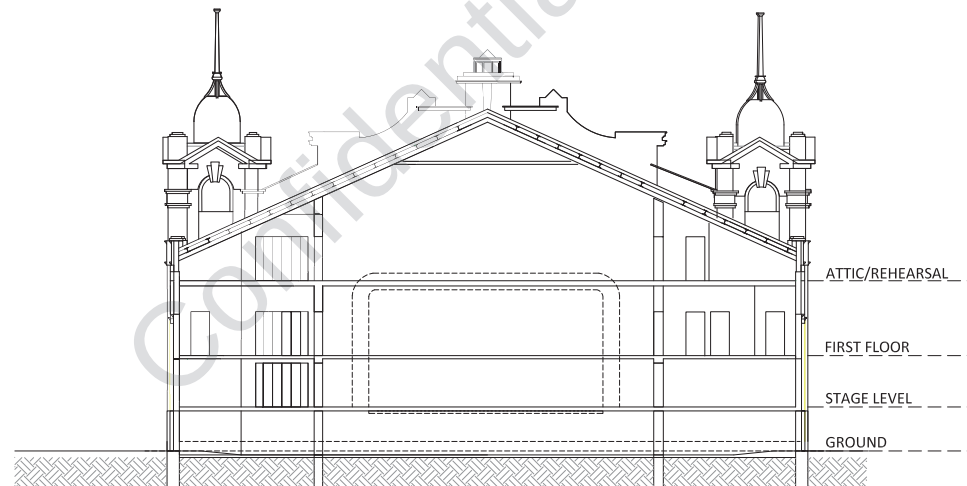
Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au



LONGITUDINAL SECTION



CROSS SECTION

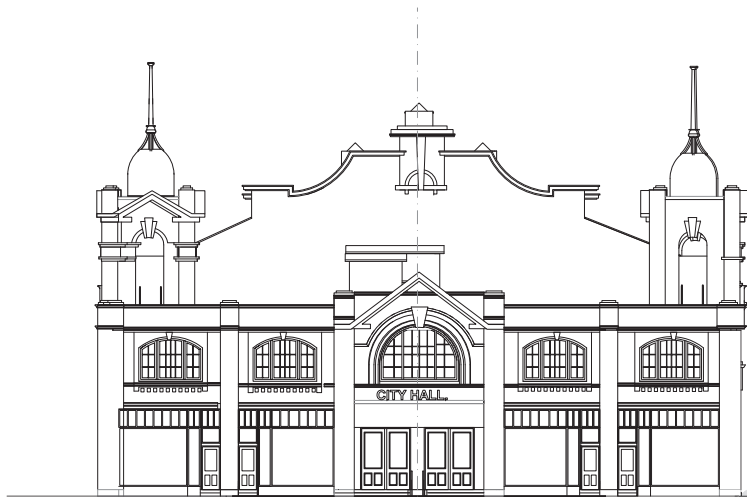
HOBART CITY HALL MASTERPLAN SECTIONS

DATE: FEBRUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-06
SCALE: SCALE 1:250 @A3

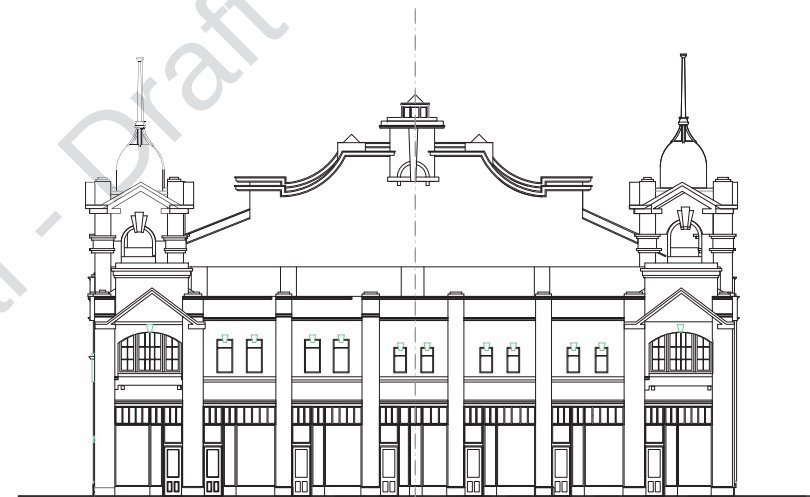
NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

Partners Hill
Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN
LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au



MACQUARIE STREET ELEVATION



COLLINS STREET ELEVATION

HOBART CITY HALL MASTERPLAN ELEVATIONS

DATE: JANUARY 2019
CLIENT: CITY OF HOBART
DRAWING NO: SK-07
SCALE: SCALE 1:250 @A3

NOTE: ALL DIMENSIONS ARE TO BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK OR PREPARING ANY SHOP DRAWINGS. SCALE INDICATED FOR REFERENCE ONLY. DO NOT SCALE OFF DRAWINGS. OMISSIONS OR DISCREPANCIES ARE TO BE NOTIFIED TO THE ARCHITECT.
COPYRIGHT: THIS DRAWING IS COPYRIGHT AND REMAINS THE PROPERTY OF LOVELL CHEN.

0 2 4 6 8 10 M
SCALE 1:250 @ A3

Partners Hill
Hobart 89 Macquarie Street
Hobart TAS 7000

LOVELL CHEN
LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002 AUSTRALIA
TEL +61 (0)3 9667 0800
www.lovellchen.com.au

HERITAGE BROKERED DRAWING SET AND MEMORANDUM

LEVEL 5, 176 WELLINGTON PARADE
EAST MELBOURNE 3002
AUSTRALIA
TEL +61 (0)3 9667 0800
enquiry@lovelitch.com.au
www.lovelitch.com.au
ABN 20 005 803 494
ARBV C50004

MEMORANDUM

TO	Philip Holliday	FROM	Kai Chen
RE	Hobart City Hall	DATE	19 February 2019

1.0 Background and scope

This memorandum has been prepared to provide an assessment of the proposed masterplan prepared for the refurbishment and upgrade works to the Hobart City Hall. The proposed works are in response to the stakeholder consultation and series of interventions identified through the Business Case development.

2.0 Statutory heritage controls

The City Hall is included in several heritage lists. These include:

- Schedule F of the City of Hobart Planning Scheme
- National Trust of Australia (Tasmania) — recorded
- Tasmanian Heritage Register
- Register of the National Estate

The works will be subject to permit approval from the Tasmanian Heritage Council and Hobart City Council.

3.0 Understanding the built fabric

The Hobart City Hall was constructed in 1914-15 to the design of architect Raymond Butler in conjunction with Ricards & Heyward.

As built, it comprised the main hall entered from Macquarie Street entered via a vestibule with shops on each side and a caretaker's residence above. To the rear of the hall were fruit and vegetable markets, divided into 14 stalls with cart thoroughfare from Campbell Street to Dundas Street through the middle of the market and seven shops fronting Collins Street with mezzanine storage over. The hall supper room to the rear of the hall is located over the market.

Although the main hall and upper gallery has remained largely unchanged, the market area, supper room, toilet and kitchen facilities, the main hall foyer and retail spaces have been altered and adapted to suit the needs of tenants or make them more useable.

Changes to the stage and back of house areas has included a reconfiguration of the stage apron and stairs in 1962-3 and a reconfiguration of the ground and gallery dressing room and storage facilities in 1974-5.

4.0 Proposed works

The proposed works as described in SK-01 to SK-07 inclusive and comprises:

Macquarie Street entry foyer and tenancies

- Reinstatement of original foyer entry from Macquarie Street on axis with the auditorium with flanking tenancies including façade treatment.
- New DDA compliant access via Market Place entry to Foyer.
- Reinstatement of public toilets flanking entry lobby.
- Introduction of DDA compliant lift to provide public access to Auditorium gallery and Macquarie Street first floor **plus new roof promenade deck**.
- Refurbishment of first floor former Caretaker's Flat as single or multiple tenancies with access from entry foyer or via original external entry from Campbell Street.
- Refurbishment of gallery toilets.
- Continuation of stair access to new roof promenade within existing light well to new roof promenade deck.

Auditorium Hall and Stage

- Introduction of concession points at rear of hall, flanking main entry.
- Removal of non-original stage apron and stairs from hall floor. Reinstatement of flanking stairs and extended stage apron. Retention of plant and furniture storage under stage.
- Removal of existing staircases to both sides of stage wings and construction of new compliant stairs.
- Insertion of new goods lift adjacent Market Place entry for stage and market deliveries.
- Reconfiguration of services areas around new staircases including toilets at ground level.
- New stage amenities to rear of stage including dressing rooms, soloist rooms and storage.
- New green room, toilets and dressing rooms to mezzanine over stage.
- New large rehearsal space over stage within roof space with lift and stair access and flanking storage and plant areas.

Market and Collins Street tenancies

- Removal of staircases and partitions to former market area.
- Pair of new compliant staircases within former market area to service tenancyspace above with central void.
- Refurbishment of Collins Street tenancies at ground and first floor including removal of toilets to allow reinstatement of shop fronts.

5.0 Assessment of heritage impacts

5.1 Summary of significance

The Conservation plan (2014) provides the following statement of significance for Hobart City Hall.

Criterion (a) City Hall has **cultural heritage significance** as it demonstrates the evolution of public recreation and meeting venues in Tasmania in the early twentieth century and the development of civic infrastructure in Hobart.

The site has cultural heritage significance as it demonstrates the evolution of public markets in Hobart between 1854 and 1996.

Criterion (c) City Hall site has the potential to provide important insights concerning the conditions and adaptive responses to topographical conditions of early Hobart Town prior to major modifications.

HERITAGE BROKERED DRAWING SET AND MEMORANDUM

5.3 Comments on impacts

The following assesses the impact of the proposed works described in the masterplan drawings against the specific Conservation Plan policies outlined in Sections 3.0 and 6.0.

No	Policy	Comment
6.2 General Conservation Policy Statement		
1	City Hall should be retained principally as a place of public entertainment and exhibition retaining the significant fabric and spaces, especially the auditorium space and the exterior form of the building in their planned forms. Other uses for the place should have a high level of public access.	Complies
2	The building is a significant element of Hobart's and Tasmania's cultural heritage and as such all significant fabric should be retained, repaired and maintained.	Complies
3	The building's setting as a dominant structure in a predominantly nineteenth and early twentieth century streetscape should be retained and recognised in future developments in the neighbourhood. Actions to improve the setting should include the replacement of the interlocking pavers on the Macquarie and Collins Street frontages in the medium term and may include the removal of the trees on the Collins Street frontage.	Outside the purview of the masterplan
4	Significant associations in the history of the site and building should be interpreted to enable the community to understand its significance.	Outside the purview of the masterplan
6.4 Use		
9	Civic use of the main auditorium is the preferred and appropriate use for the building. The range of uses should be encouraged by the provision of better support facilities.	Design supports this outcome.
10	The present use of the market area is an appropriate use providing public access, a community facility and benefit and utilisation of most of the ground floor area. It is unlikely at this time that retail use of the shopfronts would be viable. This may change over time with the increase in residential accommodation in the area and should be considered a desired future use for these areas.	Design supports this outcome.
11	The first floor of the Collins Street frontage is underutilised. While the use itself is compatible with the spaces and building, additional uses for this area could be developed to provide greater access and an improved revenue.	Design supports this outcome.
12	The lease of the former tea rooms for commercial offices is appropriate.	Design supports this outcome.

No	Policy	Comment
13	The residence is underutilised in its present form. It could be upgraded as a rental property, for use by a caretaker or could be adapted for commercial use if demand was suitable.	Design supports a commercial use.
6.5 External Building Fabric		
14	The foyer area was and continues to be too small for the size of the auditorium. Consideration should be given to incorporating the former shops into the foyer area to provide an enhanced space that may include some facilities.	Design supports this outcome.
15	The planned 1914 exterior form of the building is its most significant form. All original external fabric is to be retained and maintained.	Design supports this outcome.
16	Changes related to significant changes including the 1934 first floor additions to the market area.	Not clear what this Policy requires.
17	Changes to the exterior including the removal of Macquarie Street and Collins Street shopfronts and the present foyer should be removed and the earlier known form of these elements reinstated to allow the building to be seen as designed.	Complies
18	Replacement joinery on the building should be of timber construction to original detailing.	Complies – subject to detailed design.
19	External building lighting requires repair and in some cases replacement this should be undertaken to match early light fittings.	Complies – subject to detailed design.
20	Maintenance should be maintained on the building and minor repair work undertaken regularly. In particular the following need repair: i. clear and repair/replace blocked or damaged downpipes causing damage to walls ii. repair steel lintels iii. repair timber thresholds on some doors iv. repoint deteriorated pointing in brickwork v. maintain and clean lightwells vi. remove redundant equipment from former tenancies from lightwells vii. replace missing sections of wire from gable end ventilating grilles and side facade vents viii. replace window glass where necessary ix. relocate exhaust fans from windows x. several early doors have been replaced with solid core doors — they should be replaced with matching early doors	Design supports this outcome – subject to detailed design.

HERITAGE BROKERED DRAWING SET AND MEMORANDUM

No	Policy	Comment
6.6 Macquarie Street Frontage		
21	The foyer should be retained as the main entrance area for the auditorium. It may be retained or upgraded to enlarge public and concession areas and remove corner rooms.	Complies
22	Existing use of first floor spaces may be retained or altered.	Complies – altered to suit contemporary use
23	Recommended changes to recover significance and significant elements outlined in section 3.3.6 should be implemented including removal of unsympathetic materials and fitout.	Refer following section
Section 3.3.6		
1	The foyer should remain as such with access to facilities supporting the hall.	Complies
2	The corner tenancies could be incorporated into the foyer to provide additional space.	Complies
3	The present use of RAIA office as commercial space should be retained.	Complies
4	The residence could be either: • upgraded either for ongoing residential use attracting a higher rental in a key location within the city by providing an upgraded standard of accommodation, • converted to tourist rental accommodation, or • used for commercial rental either related to the operation of the building or on a leased basis.	Complies – refurbished for commercial rental. External access from Campbell Street retained.
5	The rooftop should continue to be linked to the residence with restricted usage.	Complies – rooftop area expanded to enable a commercial use related to or separate to tenancies on first floor.

No	Policy	Comment
7	The foyer area may be reconfigured as suggested in the attached concept sketches or similar ways to allow better utilisation of the areas and to provide a higher level of public amenity associated with the use of the auditorium. Specifically the foyer may be extended and upgraded: • to incorporate the two corner tenancies with more public space and better access to the building. • to provide a consistent and coordinated façade treatment to Macquarie Street that recovers the planned intent of the design using planned materials and details for entries or if these are not available a contemporary entry that is in character with the building. • to provide new ticketing and information facilities, • to provide the potential for a concession to operate within the foyer area with a direct opening to the auditorium, • to provide upgraded and reduced toilet facilities, • to provide a rationalised cloakroom facility, and/or • by removing the brick walls to the former shops and reinstating glass shopfronts to the corners of the building.	Complies – original form of the facade and foyer plan form reinstated.
	To recover significance the following works are recommended: 1 The early/planned style of shopfronts should be provided to the foyer perimeter. While they cannot follow the planned form exactly as there is not a requirement for retail facilities, the pattern of glazing extending around the corners of the building and the removal of the brickwork and aluminium windows will recover a significant attribute of the appearance of the building. 2 Reinstall the original/planned form of the entry doors. 3 Retain the original sections of the foyer ceiling and incorporate into the revised foyer layout. 4 Reinstall the missing auditorium doors and refinish the entry doors to their planned finish. 5 Reinstall a compatible floor finish to the original/planned floor treatment. 6 Remove all vinyl tile and sheet finishes throughout the area as uncharacteristic elements. 7 Provide a paint scheme to the foyer area compatible with its original period and style.	Complies – original form of the facade and foyer plan form reinstated.

HERITAGE BROKERED DRAWING SET AND MEMORANDUM

No	Policy	Comment
24	All early or original joinery and fitout should be retained in any future work.	Complies – subject to detailed design
25	An opening may be made in the wall between the foyer and the auditorium to provide a server or similar access to the auditorium for a concession. Such an opening should involve as little intervention in the fabric as possible and should be ultimately reversible if that is considered desirable in the future.	Complies
26	The works to achieve ACA compliance identified in sections 3.3.6 should be undertaken following a further BCA compliance check of the building.	
	To comply with the BCA the following works are recommended: 1 Provide a fire system to comply with the BCA requirements. 2 Provide exit doors that comply with the BCA. 3 Provide disabled access to the new foyer area with disabled toilet facilities.	Complies – subject to detailed design. DDA access provided via entry from Market Place.
6.7 Auditorium and Stage Area		
27	The auditorium should be retained in its planned form with all planned fitout elements.	Complies
28	Recommended changes to recover significance and significant elements outlined in section 3.4.6 should be implemented including removal of unsympathetic materials and finishes.	Refer section below
<i>Section 3.4.6</i>		
1	The auditorium should continue in use as an auditorium catering for a wide range of events, performances and activities.	Complies
2	The projection box should be retained and may continue to operate for that activity in association with new uses for the auditorium space.	

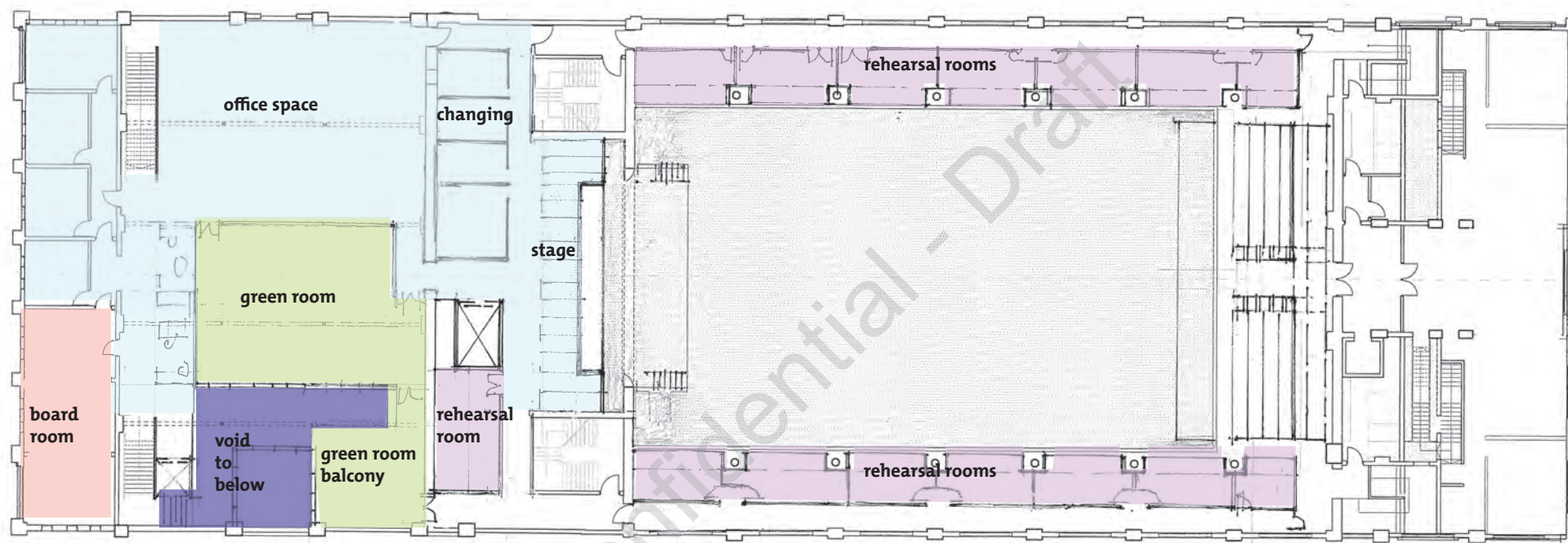
No	Policy	Comment
	To recover significance the following works are recommended. 1 Remove vinyl cladding from columns and miscellaneous other elements within the auditorium and provide a new painted finish to recover the planned 1914 finish and appearance of these elements. 2 Remove fibreglass hinged panels to windows in gallery (it appears they do not comply with the BCA) and if required for blackout a more appropriate screening be provided. 3 The blackout screens in the roof space above the light shafts be reconstructed to comply with the BCA and the missing linings from the light shafts be reinstated. These elements should be painted to maximise light. 4 Damage to the decorative ceiling be repaired and purpose made access points for cabling and lifting equipment be fitted. Hall users should not be permitted to make holes and openings in the ceiling. 5 Miscellaneous services and conduits be removed from the walls of the auditorium and services and items such as speakers be located in a coordinated and planned way. 6 The applied linings over the ground floor exit doors be removed to recover the panelled doors. If required acoustic seals be applied around the door leaves. 7 All toilet and shower facilities in the backstage area may be upgraded to contemporary standard. There are no significant finishes apparent in these areas that restrict a new fitout. 8 All dressing rooms may be upgraded. Retain early joinery and fitout elements such as coat hooks where they remain. 9 Repair windows and doors throughout the backstage area and paint, particularly in the light well area. 10 The interior of the building may have a new paint scheme that should be based on researched colour schemes of the early interior.	The scheme proposes major refurbishment and reconfiguration of the back-stage facilities including introduction of goods and DDA access via new lift, new fire isolated and BCA complaint stairs, new dressing room, toilet and stage storage and support areas including a new large rehearsal space in the roof space over stage. Resolution of the BCA and access compliance issues requires the introduction of a new lift and stairs. Reconfiguration of the dressing rooms and support areas improves the capacity and ability of the hall to attract an anchor tenant and enables the hall to operate as both a rehearsal space while community activities occur within the auditorium. The interventions retain the ongoing operation of the hall as an entertainment and performance venue for a range of community and professional uses and significant physical fabric within the hall, including the proscenium and stage footprint are retained. On balance the works are considered acceptable as they address the numerous shortcomings of the current design in a sensitive manner.
29	The dressing rooms and general backstage area should be upgraded to comply with basic BCA requirements and to provide a safe environment. This particularly applies to access and egress and fire separation of elements.	Complies – introduction of new stairs to achieve BCA compliance for egress
30	The lower kitchen should be fire separated and should be upgraded to comply with basic health standards.	Complies – subject to detailed design

HERITAGE BROKERED DRAWING SET AND MEMORANDUM

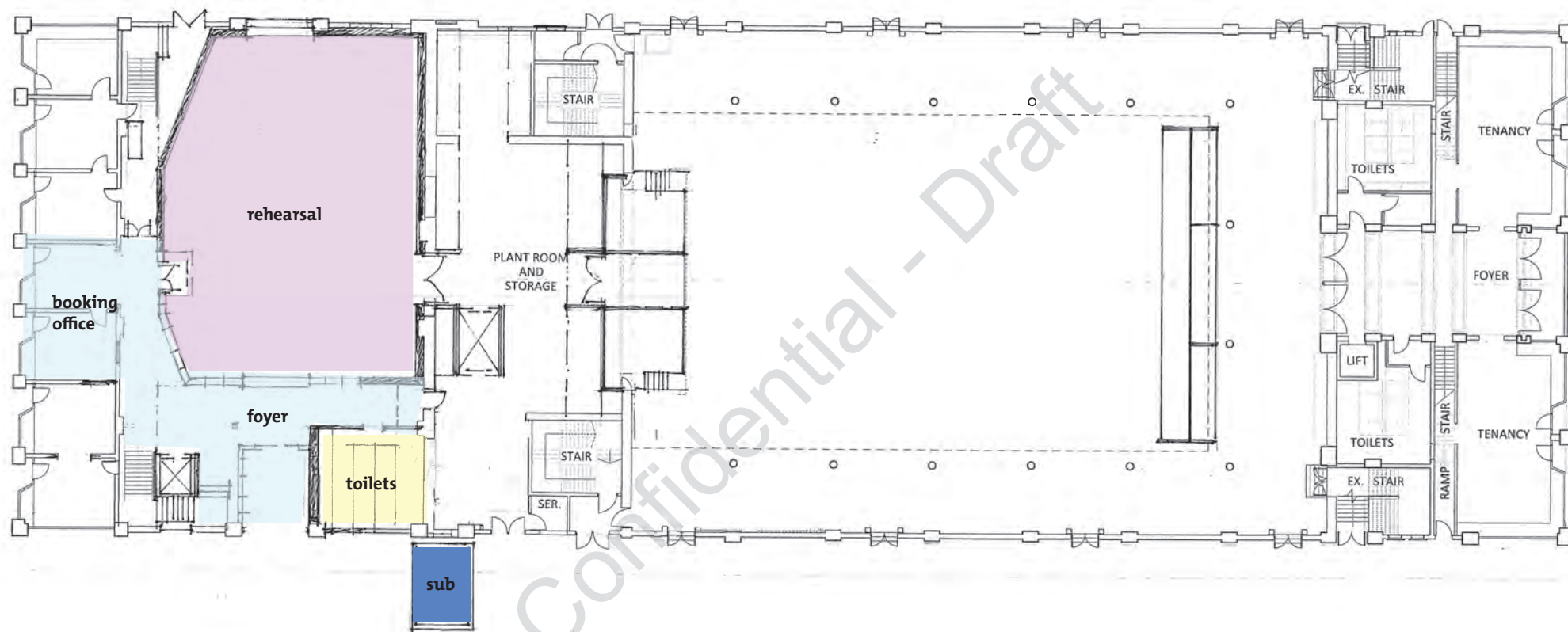
No	Policy	Comment
31	Dressing rooms and toilet areas may be upgraded.	Complies – new dressing rooms and major refurbishment of toilets proposed
32	Significant fabric in the backstage area including: early joinery and door furniture; sliding doors and fly equipment and the general stage arrangement should be retained.	Retained to the extent possible and reasonable in the context of the extent of works that need to be undertaken to upgrade stage operations and amenities.
33	The works to achieve BCA compliance identified in sections 3.4.6 should be undertaken following a further BCA compliance check of the building.	Refer section below
	To comply with the BCA the following works are recommended: 1 The basement kitchen should be separated from the backstage area as a minimum requirement for fire separation and safety. 2 Backstage access should comply with the BCA. This will require a new stair to each wing. The stair to the north wing should provide egress from the stage area and backstage of the building and should be fire isolated. 3 The wire mesh gate on the access stair between gallery and main floor of the auditorium should be fully accessible as an exit from the gallery level. 4 A further investigation of the stage area and smoke management is required to be undertaken. This should include checking the roof and void spaces to ensure they are smoke protected. 5 Balustrades and handrails be checked for compliance and if inadequate in height additional railings of an appropriate design which does not detract from their significance be added. 6 Fire services such as hose reels be housed in cabinets rather than wall mounted. 7 Missing fire extinguishers and fire services be reinstated and a maintenance program for essential services be instigated.	Complies – new fire stairs proposed, egress provisions improved. Fire services upgrade subject to detailed design.
6.8 Collins Street Frontage		
34	Recommended changes to recover significance and significant elements outlined in section 3.5.6 should be implemented including removal of unsympathetic materials and finishes.	Refer section below

No	Policy	Comment
<i>Section 3.5.6</i>		
1	The exterior form of the building should be returned to its planned 1914 form except for the minor changes through addition of doors to the side elevations.	Complies
	To recover that form the following works are recommended. 1 Replace shopfronts with matching shopfronts to original. This should be undertaken to recover the north elevation of the building even though it is unlikely (at least in the short term) that shops would occupy the area. 2 Relocate or rearrange toilets in the corner of Collins and Campbell Streets to allow shop front to be installed 3 Allow interconnection of shops and market area as currently provided through extended openings in the dividing wall with potential for other changes to connecting walls. Openings in the wall should continue to be understood as openings in contrast to removing whole walls. 4 Retain the open form of the market area. Partitions for short-term occupancy, if required, should be lightweight and removable. 5 Retain the timber loading dock in the market area as evidence of earlier use. 6 Allow for upgrading of toilets in the backstage area for contemporary use. Retain existing fitout where possible. 7 Retain roller shutter entry to Market Place and sliding steel gate to Campbell Street. Recent brick and glass infill may be retained or removed longer term. 8 Allow flexible use of remaining store rooms on upper level with opportunity for further interconnection or subdivision. Retain room divisions evident in wall locations. 9 Allow removal of fitout to upper level rooms as non-significant fabric. 10 Remove surface conduits from ceilings and walls as a long-term measure. 11 Finish new plasterboard walls separating exits from market space. 12 Check compliance of cool room ceiling for fire separation from stage area.	Complies

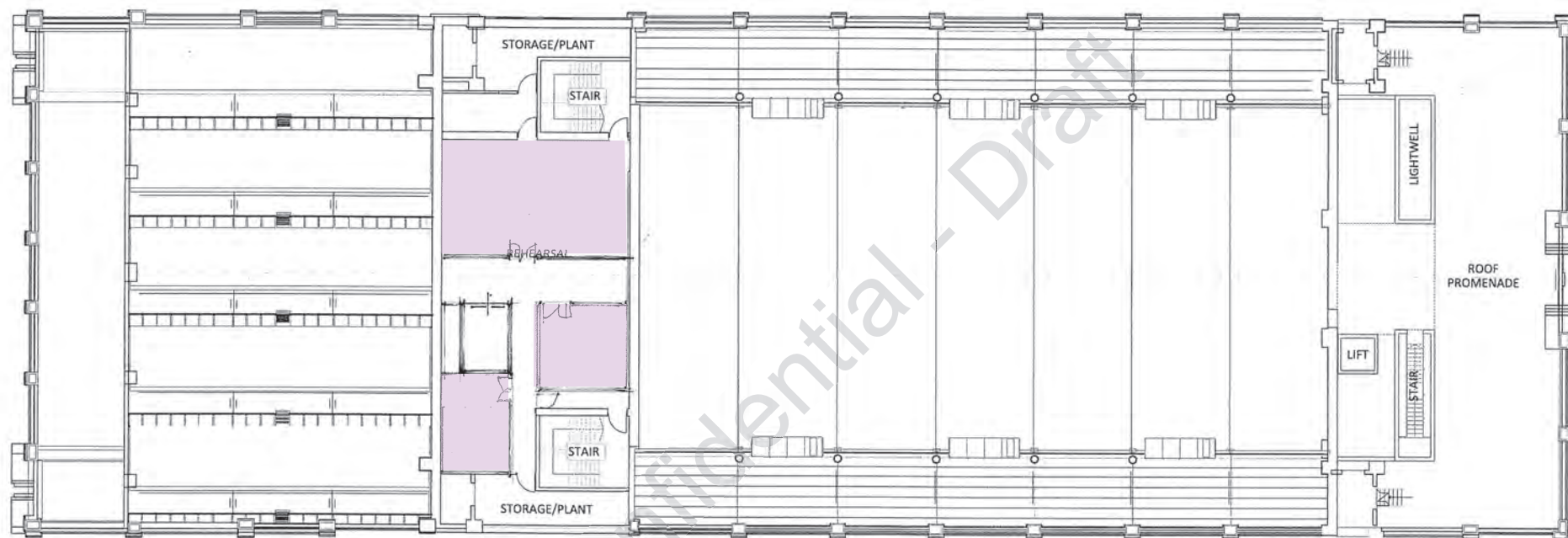
No	Policy	Comment
	13 Remove false ceilings in ground floor shop areas and recover pressed metal ceilings. Do not fix conduit directly to pressed metal ceilings. 14 Provide fire safety measures to comply with BCA including: • Remove trip hazards at exits from upper level and ensure doors open in direction of travel • Remove obstructions from fire exits, e.g. drink machines and stored material • Maintain exit signs and provide certified smoke detectors and emergency lighting • Separate exits from market area and upstairs to provide security • Provide fire separation through openings in backstage wall • Provide complying door hardware to exit doors	Complies
35	The Collins Street shopfronts should be returned to their planned form with shopfronts and entries reflecting the separate shops.	Complies
36	The market area should be retained as one single space. Short-term lightweight partitions may be provided to allow ongoing use provided they are capable of removal without damage to early fabric.	Complies
37	False ceilings should be removed to allow early decorative ceilings to be viewed.	Complies – subject to detailed design
38	The shop areas may be further sub-divided to provide offices or have small scale additional openings created to provide interconnection. Ensure that openings retain wall nibs and lintel areas to conserve room forms and ceilings.	Complies
39	The dance studio area should be retained as a single space with early finishes.	Complies



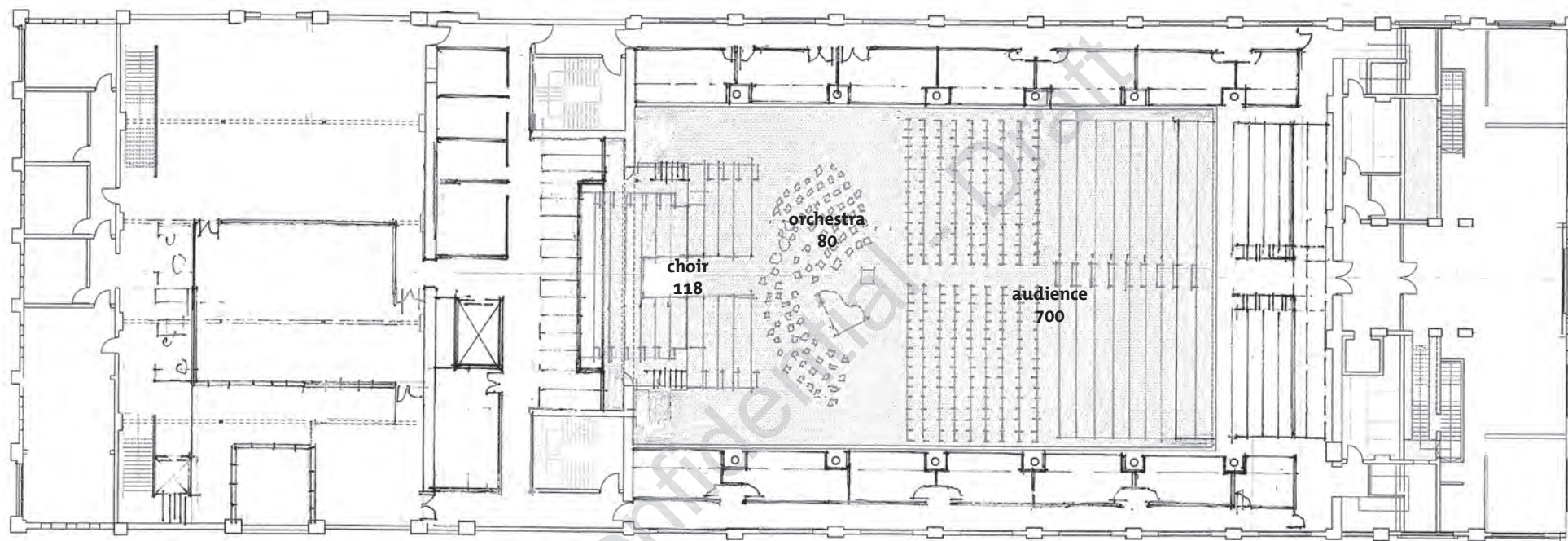
HOBART CITY HALL
MASTERPLAN FIRST
FLOOR PLAN



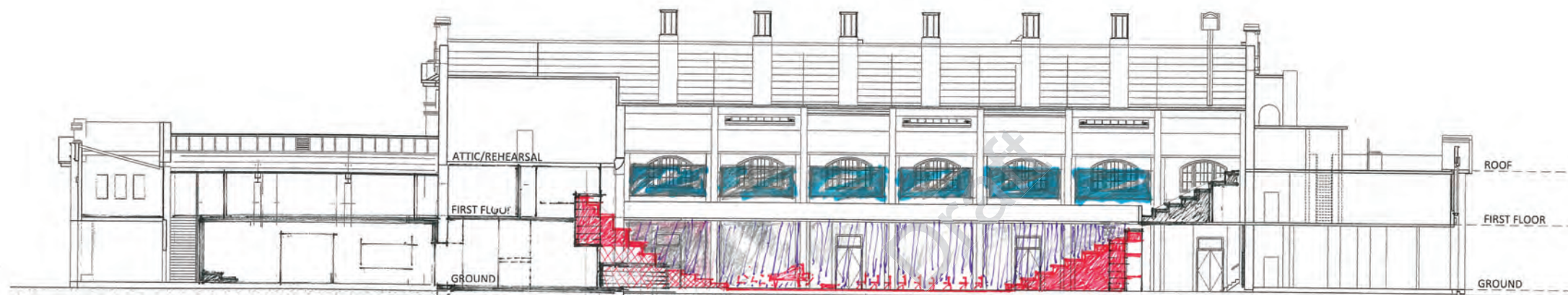
HOBART CITY HALL
MASTERPLAN GROUND
FLOOR PLAN



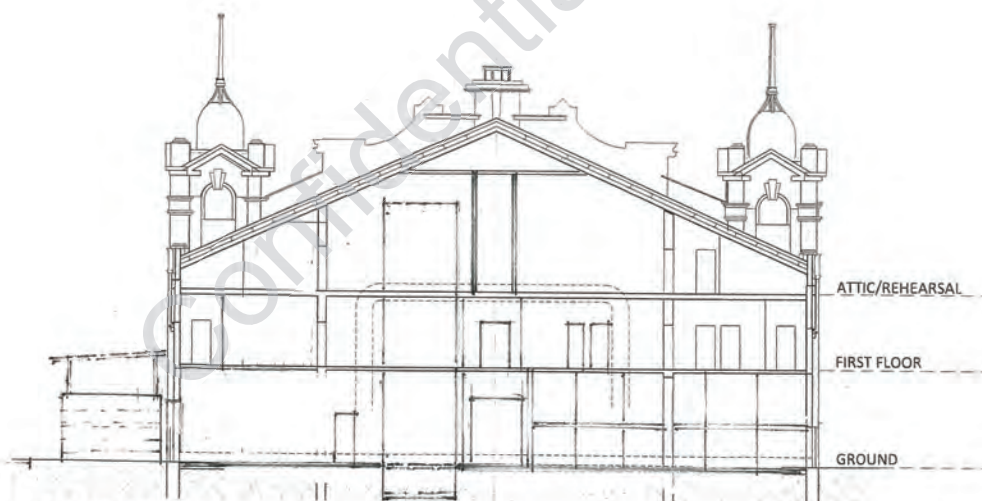
HOBART CITY HALL
MASTERPLAN ROOF
AND ATTIC



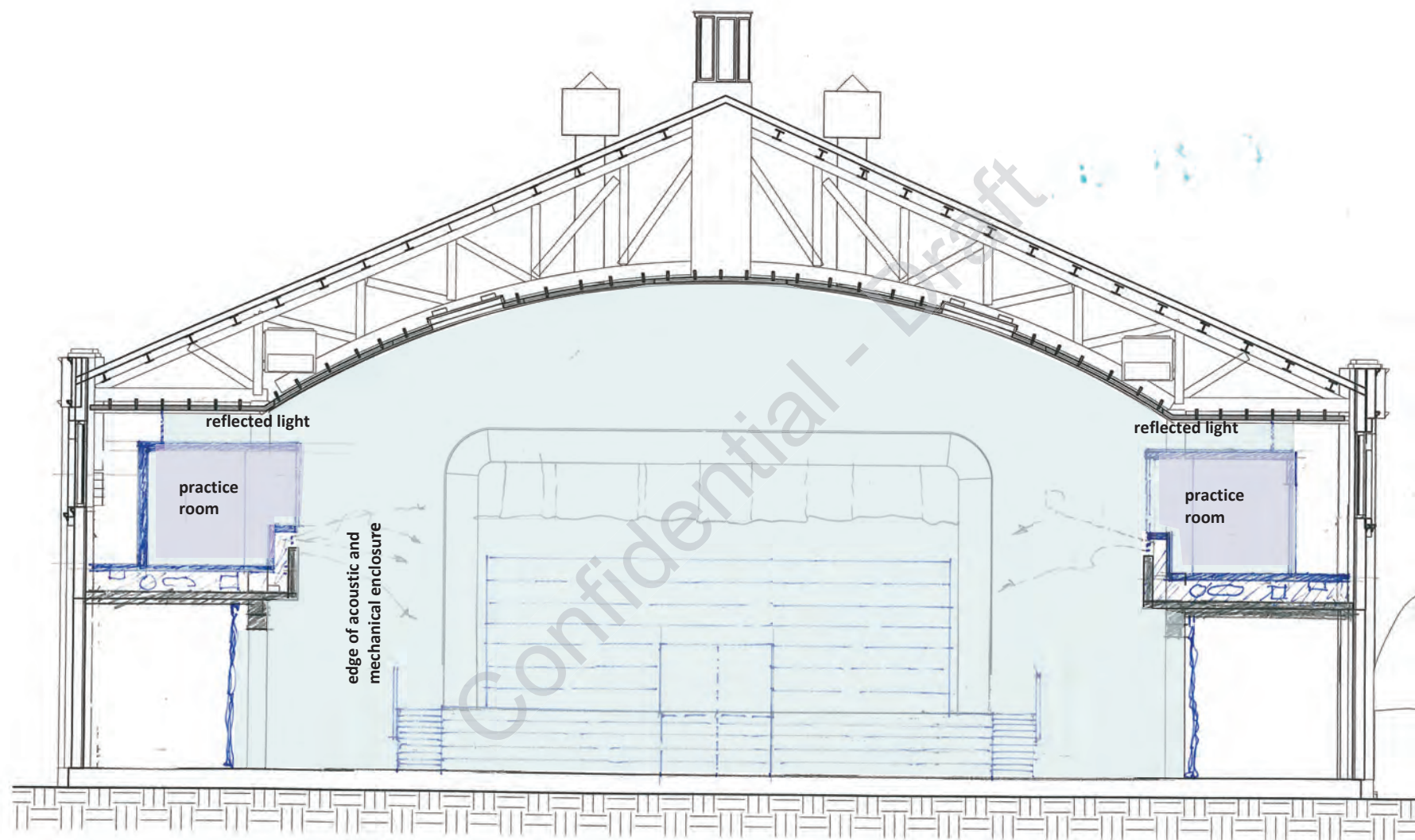
HOBART CITY HALL
MASTERPLAN FIRST
FLOOR SEATING PLAN



LONGITUDINAL SECTION

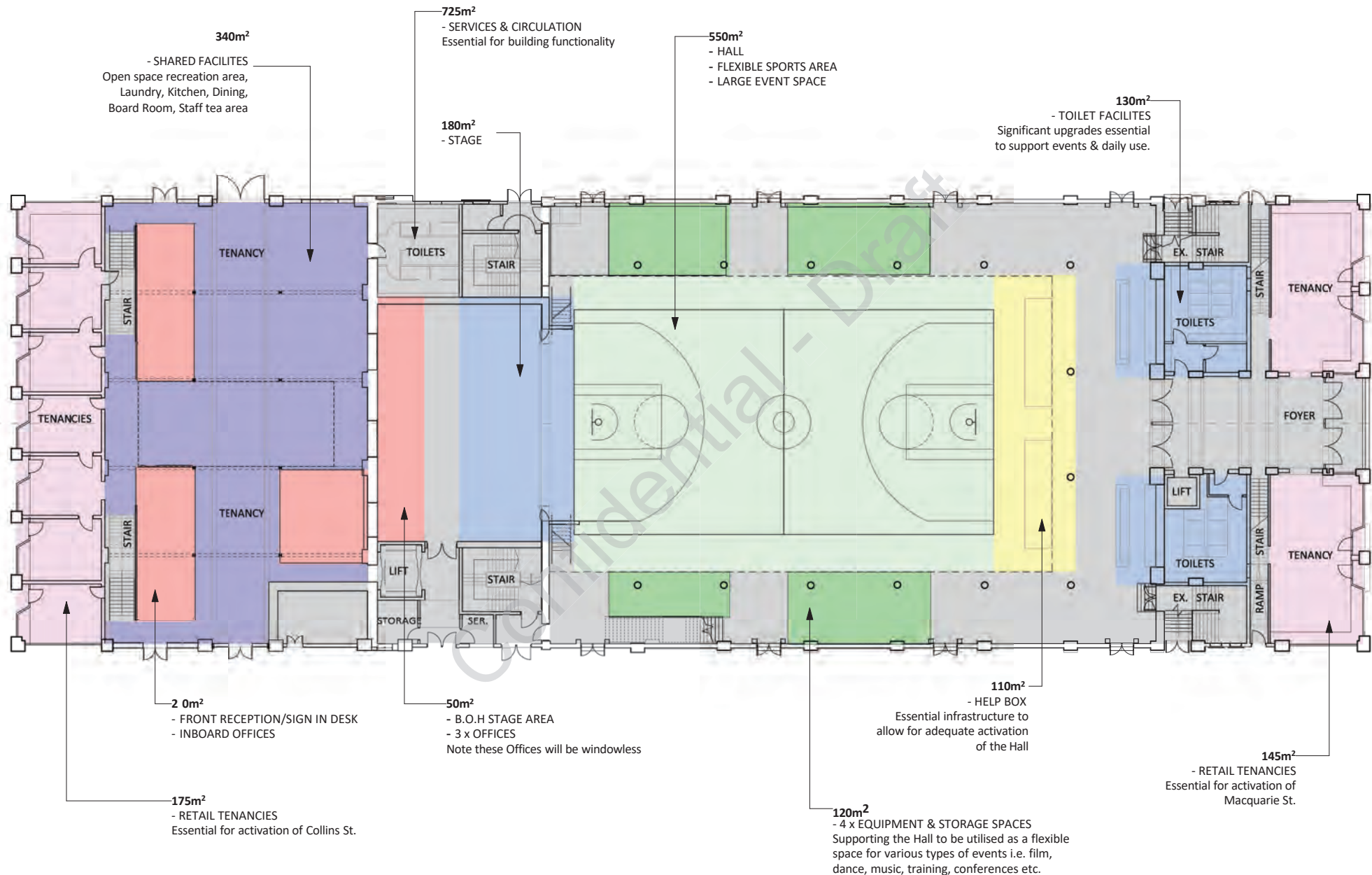


CROSS SECTION



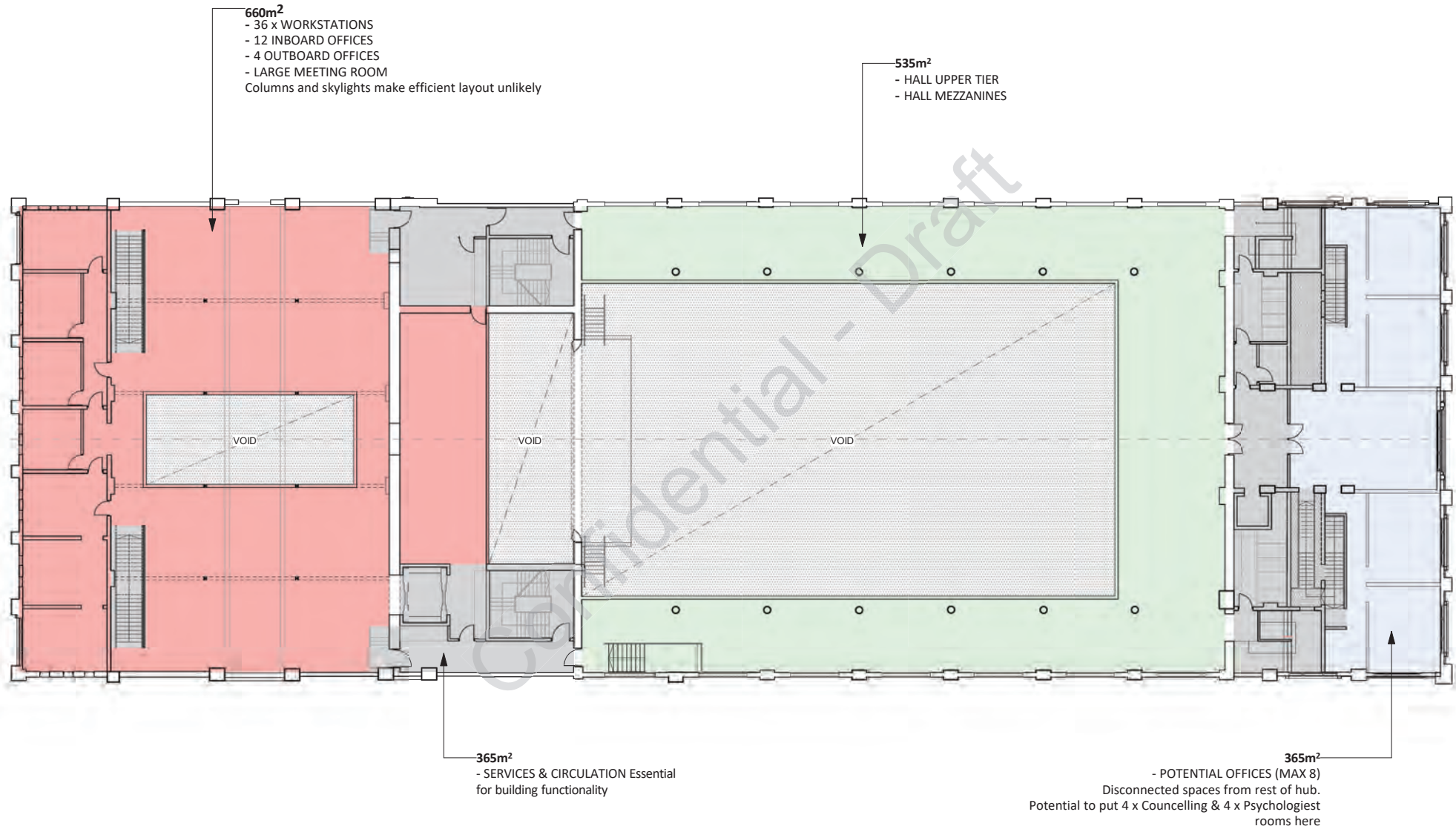
HOBART CITY HALL
MASTERPLAN
CONCERT SEATING
SECTION

YOUTH HUB CONCEPT DRAWING SET

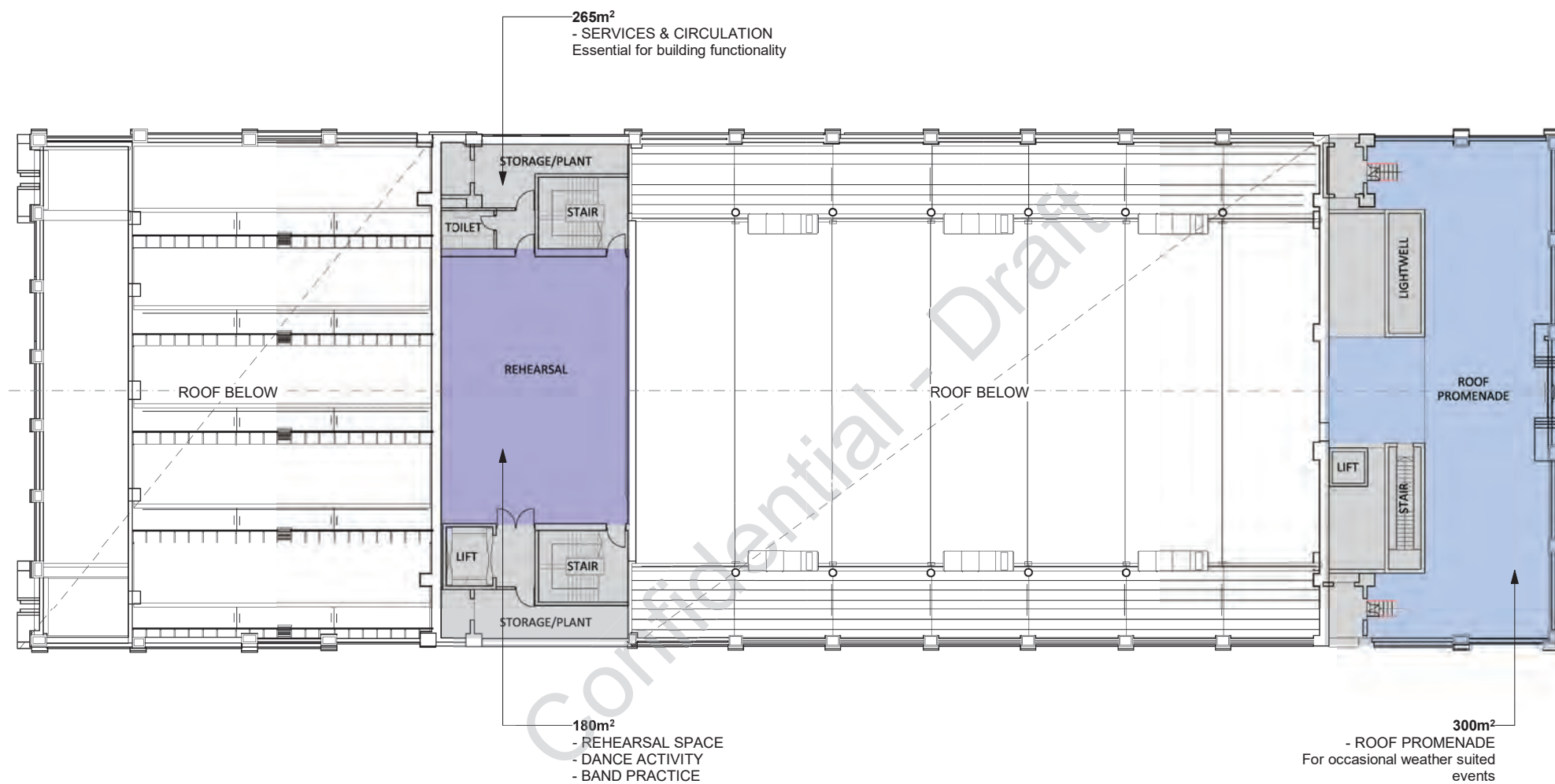


GROUND FLOOR PLAN





YOUTH HUB - LEVEL 1
FLOOR PLAN



YOUTH HUB - ROOF PLAN

YOUTH HUB CONCEPT DRAWING SET

MEASURING THE CRITICAL FACTOR: GFA AVAILABLE V.S. GFA REQUIRED FOR PRIVATE OFFICES, MEETING ROOMS, TREATMENT ROOMS, COUNSELLING / INTERVENTION ROOMS, WORKSTATIONS & SUPPORT ROOMS

HOBART CITY HALL



GROUND GFA AVAILABLE FOR OFFICES & WORKSTATIONS 170m²



LEVEL 1 GFA AVAILABLE FOR OFFICES & WORKSTATIONS 660m²

YOUTH HUB - AREA DIAGRAMMING



TOTAL GFA AVAILABLE
830m²

YOUTH HUB BRIEF

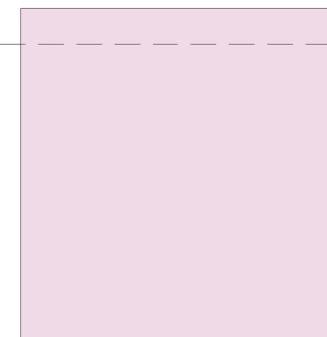


OPTION A

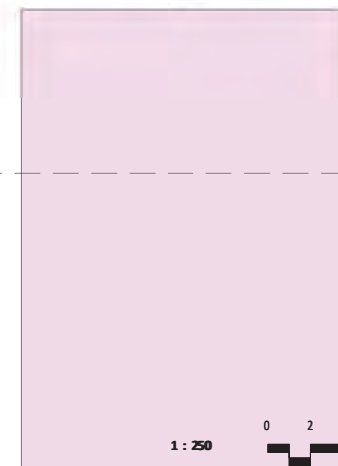
- 32 x OFFICES
- 39 x WORKSTATIONS
- REQUIRES APPROX 890m² OF GFA

OPTION B

- 41 OFFICES
- 72 WORKSTATIONS
- REQUIRES APPROX 1290m² OF GFA



TOTAL GFA REQUIRED FOR OPTION A 890m²



TOTAL GFA REQUIRED FOR OPTION B 1290m²



Your Say Hobart

The RICH (Re-Imagining City Hall) Hobart Project



Visitors Summary

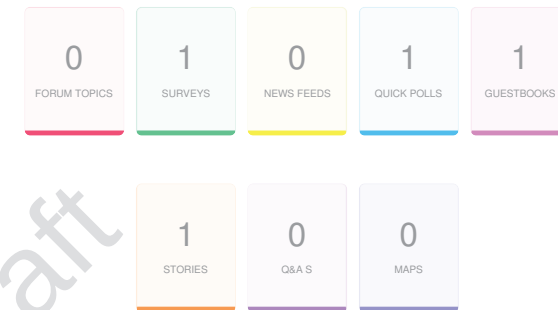


Highlights

TOTAL VISITS	291	MAX VISITORS PER DAY	94
NEW REGISTRATIONS	2		
ENGAGED VISITORS	31	INFORMED VISITORS	79
		AWARE VISITORS	238

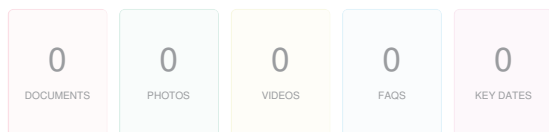
Aware Participants	238	Engaged Participants	31		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	238				
Informed Participants	79	Contributed on Forums	0	0	0
Informed Actions Performed	Participants	Participated in Surveys	3	1	0
		Contributed to Newsfeeds	0	0	0
Viewed a video	0	Participated in Quick Polls	21	5	0
Viewed a photo	0	Posted on Guestbooks	11	0	0
Downloaded a document	0	Contributed to Stories	9	1	0
Visited the Key Dates page	8	Asked Questions	0	0	0
Visited an FAQ list Page	0	Placed Pins on Places	0	0	0
Visited Instagram Page	0	Contributed to Ideas	0	0	0
Visited Multiple Project Pages	44				
Contributed to a tool (engaged)	31				

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Story Telling Tool	Pleasantries	Accepted	11	1	0	0
Story Telling Tool	BOXING STADIUM	Accepted	0	1	0	0
Story Telling Tool	I love City Hall	Accepted	0	1	0	0
Story Telling Tool	Holidaying at home in Hobart	Accepted	0	1	0	0
Story Telling Tool	A Poor Venue	Accepted	0	1	0	0
Story Telling Tool	Too many memories	Accepted	0	1	0	0
Story Telling Tool	The Auntie Jack Show	Accepted	0	1	0	0
Story Telling Tool	Exhibitions	Accepted	0	1	0	0
Story Telling Tool	previous use of site	Accepted	0	1	0	0
Story Telling Tool	Marriage Equality rally in 2015	NewlyAdded	0	0	1	0
Guest Book	Guest Book	Published	60	11	0	0
Survey Tool	Stay informed	Published	5	3	1	0
Quick Poll	How important is City Hall as a venue for Hobart's commun...	Published	26	21	5	0

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Key Dates	Key Date	8	9

STORY TELLING TOOL

Pleasantries

author: Robert Thompson

My pleasantries are at the Hobart City Hall with a number of performances with Southern Gospel Choir and volunteer management of the Festival of Voices cabaret nights. Site needs extensive renovation and safety measures for use of mezzanine seating, toilets and stage..

VISITORS	11	CONTRIBUTORS	1	CONTRIBUTIONS	1
----------	----	--------------	---	---------------	---

No Responses

BOXING STADIUM

author: Trevor

The City Hall has a rich history, including as a boxing stadium. In the 1930s (not in my time), the building would be packed to the rafters (say a crowd of 3000) to watch boxing bouts.

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
----------	---	--------------	---	---------------	---

No Responses

I love City Hall

author: msteadman

I organised several Environmental Home Expos in the City Hall. They were great events and I enjoyed working with the HCC staff. I've been to lots of significant community events in the Hall - Gay Marriage rallies, symphony concerts ...

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
----------	---	--------------	---	---------------	---

No Responses

Holidaying at home in Hobart

author: TOLEARY

Every year we listen as our friends plan trips for the July school-holidays to escape the winter cold of Hobart. We choose to stay in Hobart. We wouldn't miss the Festival of Voices. For 10 years we have been involved with the FOV. FOV has provided our two daughters with the most marvellous opportunities to work and sing with some amazing national and international choral directors. They have performed several choral works in City Hall and so this beautiful space has become an integral part of their childhood and our family memories. Now the girls have grown to adulthood we have the opportunity of attending Voice-Box in the City Hall as audience members. Last year we thought about how much we would spend on a holiday in warmer climes and decided that we would stay in Hobart and spend our holiday money here. We decided that we could dine out and attend FOV events. We were not disappointed. We totally loved the performances and the cabaret atmosphere that was generated in City Hall. All of us would love to see more live events staged this way throughout the year. City Hall could be such a jewel in Hobart's Crown.

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
----------	---	--------------	---	---------------	---

No Responses

A Poor Venue

author: Evan Hadkins

I've been to a couple of concerts and a workshop day in City Hall. The acoustics are fairly poor. It is entirely unsuitable as a space for workshops. Heating and cooling non-existent - a bit of an issue in Hobart (esp. the lack of heating). A space for community to use in a variety of ways would be excellent. Evan

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
----------	---	--------------	---	---------------	---

No Responses

Too many memories

author: Brita

over the years I have been to so many events at the City Hall ... too many to mention. I have been to many great concerts, loved going to the Antiques Fair over many years, and been to some of the Ten Days on the Island and other Festival Events. So many things happen there ... I seem to go a few times each year.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
------------	----------------	-----------------

No Responses

The Auntie Jack Show

author: Roger McLennan

The Auntie Jack show live in the City Hall sometime in 1974 as part of a national tour. Best show I've seen there.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
------------	----------------	-----------------

No Responses

Exhibitions

author: tarfin

Back in the nineteen-fifties the City Hall was the venue of several Careers and Hobbies exhibitions. On display was everything from the wood-working, model railway, model car racing on control wires like a kite, flower arranging, stamp collecting, the Armed Forces, Emergency Services, car maintenance, pictorial arts, hairdressing, photography, cooking and building activities. Most displays had practical demonstrations as well as pictorial records. The exhibitions ran for a weekend every year. There were also Dance Competitions, orchestral concerts, social dances for various age groups, conferences, music recitals, pop-music performances, election tally-room nights, antique fairs and more.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
------------	----------------	-----------------

No Responses

previous use of site

author: Eliza

This is not a personal memory, but a bit of historical knowledge that may provide some kind of inspiration for imaginative uses for today's building. In 1883, the previous building (known as New Market - there's a photo by TJ Nevin) was used among other things for the Juvenile Exhibition. This was not confined to young people's work only, but had an emphasis on it, and a major purpose was to encourage young people in their work. 'Craftsmanship' back then was seen as a much wider thing than today's 'crafts'. It referred to almost any job, such as being a good tram driver through to a good machinist, and of course also included those trades that required specific artisan skills, such as clock-making. It was an era when going on an apprenticeship and doing well in it was a major path to upwards mobility - and a great loss it is to us, today, that this pride in one's work, of any kind, is lost. The exhibition also included domestic skills, from sewing to gardening, as well as displays from local shops and industries. It therefore had a wide appeal and one wonders if this idea - local pride in local work - could be used again to stimulate something good for Hobartians? I'm not just thinking of exhibitions - although a re-creation of such, in a modern context, could be fascinating too - but also in ongoing stuff like workshops, skills training, the encouragement of more engagement with the workings of Hobart's shops and industries, maybe even the granting of apprenticeships and fostering of new small businesses, a practical drawing-in of our shops and workshops into the life of our community (there are many small workshops in areas like Moonah - who ever thinks about them unless they have business with them?). It would surely appeal to many things we acknowledge today - the alienation of the young, the loss of 'the local', a general lack of pride in the abilities of the everyday person. Could our City Hall be made to really live up to its name by becoming a hub for such things?

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
------------	----------------	-----------------

No Responses

Marriage Equality rally in 2015

author: Holly E

This was my first ever rally, and when Rodney Croome took the stage I cried along with everyone else. It was beautiful. I still have the poster I held up on the wall at work :)

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
------------	----------------	-----------------

No Responses

Guest Book

VISITORS 60	CONTRIBUTORS 11	CONTRIBUTIONS 12
-------------	-----------------	------------------

07 November 18	Chris H		It's minimal usage suggests that low income housing, or emergency housing, would serve better social purpose if the building lends itself to internal refurbishing for this purpose.
AGREES	DISAGREES	REPLIES	
0	0	0	

07 November 18	TOLEARY		Community groups need a place to hold events within the city. City Hall is ideally placed to become a venue that schools and community groups could use to for theatrical and musical performances, end of year assemblies etc. The number of venues available for hire within the Hobart area for this type of purpose are quite limited and very expensive. The Hall would require to be upgraded to include some sound, lighting and audiovisual aids so that each user is not required to install temporary systems at added cost.
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18	Joswim		I grew up in Launceston and have such wonderful memories of the Christmas Fair at the Albert Hall every year. It was a huge go-to event, where charities could show case and sell their items, run raffles, sell cakes, toys, etc... there were lucky dips for children, all sorts of wonderful treasures to be found. Stalls from both businesses and charities, something for everyone. It went for 3 or 4 days and was such a boost for the charities (who paid a peppercorn rent) and for the businesses (who paid more!). They had Santa photos and occasionally bands playing. It was something we looked forward to all year. Entry was free. Something like that would be wonderful, bringing the community together for Christmas, helping the charities raise money and giving businesses the opportunity to showcase their wares as potential Christmas presents.
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18	Joswim		more free events and displays
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18	Merran		Agree with Toleary. Hobart public primary schools are full to bursting. Perhaps a collaboration with the Department of Education? It's also very close to the University's Herdberg, seems like an opportunity to leverage greater support for creativity.
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			A part-time live music and event venue would be nice. Something like the Enmore Theatre in Sydney.
Bumblebee			
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			While I have been to many different types of events at the City Hall, the Hall was not the most suitable type of venue for some of them. I realise there would be a huge cost in making the Hall more adaptable, I think that it would mean that it could be used for more, different events. It is such a great space, it is a pity it is not used more often. I think Hobart is seriously short on really top quality performance spaces (especially with the Theatre Royal being closed for renovation). So ... I think it would be best if the re-thinking made it into a top-class venue for visiting and local plays, concerts, opera, dances etc. We may be able to attract more touring concerts etc if we had another good venue. I am not really in favour of it becoming a small community-type hall, as I think this would lead to it gradually continuing the decline it is in at the moment. It is too valuable and beautiful space and needs to be a major player with a focused role in the Hobart and Tasmanian cultural community, complementing the others in the immediate area ... TMAG, Theatre Royal, the TSO concert Hall. The City Hall has the scale, beauty and Heritage to become part of a "Hub" of culture and entertainment in Hobart.
Brita			
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			Would be great to see it used for live music through upgraded acoustics and seating and if possible theatre/dance by modifying stage and giving Hobart another mid sized venue
hamenw			
AGREES	DISAGREES	REPLIES	
0	0	0	

11 November 18			I think the City Hall should have the capability of being a cinema theatre and regularly program the screening of non mainstream/local movies and documentaries and other audiovisual productions. There could be a fixed day of the week or the month (frequency to be discussed in detail by expert advisors, external consultants and council community development and arts & events staff, in consultation with the community) allocated to the screening of films either for free or for an affordable ticket price. I am an expert in this field and can provide further advice/insight as to how to implement such a thing.
rafamolina			
AGREES	DISAGREES	REPLIES	
0	0	0	

11 November 18			I think the City Hall should be as unashamedly 'Regal' as it is affordable (and maybe even elements that aren't affordable). It should be adaptable, and reflect a uniquely Australian sentiment with strong Tasmanian environmental and historical elements. It should not give way to contemporary / trendy sentiment but reflect a timeless vitality. Could it capture an early European history that included the French, Dutch and English noting some of that early European effort in our waters came from the visions of the French King Louis XVI / Napoleon / King George III and thus the exploration spirit of Tasman / Cook / Bligh / Flinders / Peron / Baudin / D'Entrecasteaux. Could it also come to terms with the First Nation People / Black War / dispossession / genocide? And then the pioneering spirit of the mining and pastoral industries where our fine wool in particular is still testimony to the pioneering effort made by Eliza Forlong. I appreciate that some of these are not Hobart specific but shouldn't the capital city of Tasmania resonate with the State's history.
Peter Martin			
AGREES	DISAGREES	REPLIES	
0	0	0	

12 November 18			The City Hall should be just that. A facility for holding events in the City that are too big for other venues and that are not suitable for outdoors. Such a venue is very hard to come by in the middle of the City. Its location makes it an ideal alternative to the Domain for ANZAC DAY in times of poor weather [it has been used as such several times]. Some of Dark Mofo, Wooden Boat Festival, et al could easily be a candidate for use . The upstairs seating needs replacing. The on-stage facilities need updating - improving. Catering facilities need updating and moving the Youth Center from the area that faces Collins Street might be a good way of getting the extra space required. The idea of subdividing the area for housing or any other purpose is totally against the City ideals. We need venues for events that bring us together.
tarfin			
AGREES	DISAGREES	REPLIES	
0	0	0	

14 November 18			I agree with the many suggestions, ideas, comments already posted. In particular it is an ideal location for community events. One option is that it could be used during Wooden Boat Festival and other similar events eg, Antarctic Festival. The proximity of the Argyle car park will help manage parking during events. Perhaps on these occasions the open hours for the car park could be extended. I feel very strong against any thought for the building to be demolished.
Hobart			
AGREES	DISAGREES	REPLIES	
0	0	0	

ENGAGEMENT TOOL: SURVEY TOOL

Stay informed

VISITORS	5	CONTRIBUTORS	4	CONTRIBUTIONS	4
----------	---	--------------	---	---------------	---

No Graphs to show

Pro Tip:

The following types of questions are shown here as graphs.

Dropdown Type Question

Checkbox Type Question

Radio Type Question

Region Type Question

Number Type Question

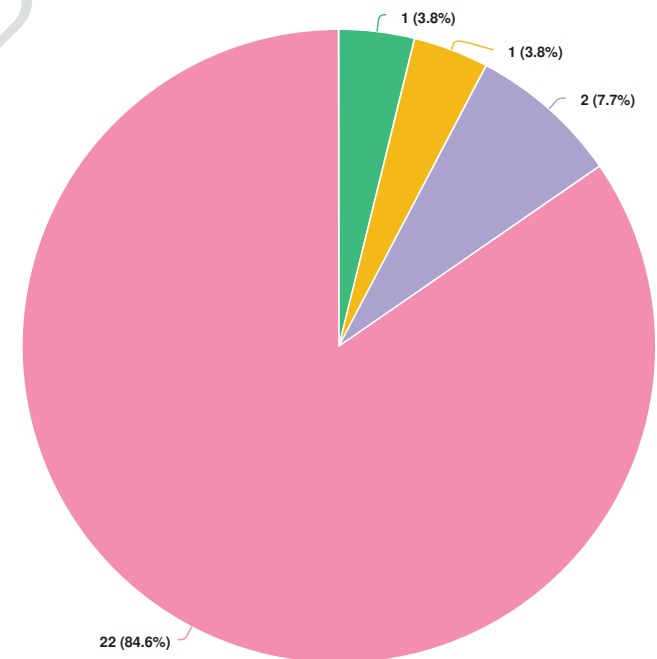
Text based responses are not shown in this report.

ENGAGEMENT TOOL: QUICK POLL

How important is City Hall as a venue for Hobart's community? (rate between 1 - 5 with 1 being low and 5 being high)

VISITORS	26	CONTRIBUTORS	26	CONTRIBUTIONS	26
----------	----	--------------	----	---------------	----

How important is City Hall as a venue for Hobart's community? (rate between 1 - 5 with 1 being low and 5 being high)



Question options

1 2 4 5

(26 responses, 0 skipped)

PROMPTING RICH PROPOSALS

COMMUNITY ENGAGEMENT PROMPTS

Physicalities

- Adjust Market Place and yield a covered crush area?
- Make the gallery level and form a ring or circuit for all-weather use, exercise, display, promenading?
- Make the stage movable to encourage different configurations and yield storage space?
- Reinstate the original entry sequence and foyer?
- Reinstate the glazed corners and shopfronts at ground level?
- Create acoustic and climate managed shell inside the double height space and utilise perimeter for service and circulation?

Purposes

- Museum of Hobart?
- Indoor sports?
- New dance hub?
- Scratch Theatre capital of Australia?
- Venue to revive tea dancing?
- A multi-faith site?

Symbols

- Every other venue's second home?... The fringe version of everything?
- The central heart building of the city is Off-The-Grid.... together the community generates power and benefits the environment?
- TMAG for Tasmania, HCH for Hobart?
- Permanent base for annual festivals?
- Not one thing but many things big and small?
- Salamanca at one end, HCH at the other?
- A memorial; Hobart's centre of memory and prediction?

Finances

- Partner with energy industry?
- Public bond?
- Joint venture with Government?
- Independent board and curator?
- Commonwealth starter grant?

In optimising City Hall as a venue and enhancing and maintaining its cultural and civic importance, our team anticipates that the Masterplan should enable:

- Acknowledgement that in conception and in its history, the hall is a multi-purpose venue requiring consideration of **what scales and types of activity are a match** for current conditions.
- A distinctive purpose and identity which assists in dealing with a continuing misunderstanding between the town hall and the city hall.
- Examination of the utilisation of **Market Place as a service flank** since traffic volumes are manageable and the city has become familiar with it as a street with restricted access for vehicular traffic.
- Respond to the profound acoustic load on the site generated from major traffic activity on three sides. Either the use of the building or the acoustic insulation of the building will have to be matched to appropriate forms of occupation.
- A solution which copes with the eccentric condition of the existing stage; which is too high above the existing main floor for comfortable viewing, slopes **downwards** towards the audience (which limits its usefulness), and lacks rear-of-stage area or facility.
- A solution to rigging and above stage **access** which can be viably operated to an acceptable **level** under current workplace standards.
- Acoustic separation between **performance** activity and adjoining spaces.
- Resolution of **inclusion of mezzanine viewing spaces** which are potentially too high for audience inclusion in performance.
- Choice of **options** for utilisation of back-of-house spaces geared for **performance**.
- Realistic assessment of facilities in the vicinity that may better serve certain types of live performance so as to reveal both niche use and appropriate size of events at the site.
- Reveal what slight or thematic adjustments can be made for pedestrians to comfortably approach the site and make the site experienced better connected to its vicinity and associated array of activities and places.

- Detail ways in which the site can vitally support or offset the demands and potentials of nearby or associated facilities.
- Resolution of vertical circulation which needs not only to be brought to standard but give simple, **appealing access to mezzanine level** and the under-utilised but potentially very memorable roof deck which overlooks the harbour.
- **Offer concepts for storage** of equipment, display material or furniture in support of new uses at the site.
- Resolution of **loading access** to safely and efficiently enable **installations** for inventions/fairs/performances/events.
- Clarify how a revitalised, multi-use facility can be signed and evident from the exterior.
- Clearly **identify** roles for existing stakeholders and custodians in the future development and operation of the site.
- Clarify potential for permanent on-site staffing to enable **cost-effective curation and management of a revitalised facility**.
- Deliver a conceptual solution or direction for efficient heating of the site and its various array of spaces.
- Clarify how ultimate directions and concepts can be achieved in stages.
- Plan to facilitate safe and comfortable crowd space for patrons awaiting or exiting large events.
- Advice on long-term building services, which may include introduction of larger toilet facilities and plant spaces.
- Provide strategic feasibility study of various business models, tenancy/hire scenarios and potential revenue streams to plan for the above through partial or full financial self sufficiency.
- Strategic plan to cope with flooding by preferencing or combining a) external infrastructural protection or b) acceptance of occasional flooding in a building made resilient.

PROMPT A - IMPROVED BUSINESS AS USUAL

COMMUNITY ENGAGEMENT PROMPTS

Description

- The City Hall complex ticks along quietly, much loved but under-utilised.
- Declining attendance in recent years has accorded with a decline in profit to a point where costs of running the Hall are in excess of what it yields. There is neither community complaint about this circumstance or any active momentum to upgrade the site's functionality. Given this stasis, the situation can be relatively cheaply persisted with, awaiting circumstantial and contextual changes that will become apparent over the next 5 years.
- In the absence of political or evidently public interest in reintroducing the Hall site into Hobart civic life, there are some useful, low key moves that can make use of a waiting period in a relatively cheap and useful way. In Option 1, a three, four or five year period could be used to; a) raise the profile of the Hall prior to significantly investing in it; b) conduct repairs; c) seek an alternative Evacuation Centre; d) refresh or replace the Conservation Management Plan (CMP) to be well in advance of eventual building compliance works.
- Under this option, no funding should be directed towards the stage area since it is rarely used. Access to any upper levels would remain restricted as an annual maintenance budget should be carefully directed so that disrepair in the current complex does not cause expensive or irreparable damage.
- Option 2 can be treated as a stage and can be shortened.

Operational Works

- Installation of a new and strengthened floor is nearly complete.
- Fire compartmentation should be attempted, lintels and structural movement stabilised, missing grills, window panels etc replaced, rainwater collection system replaced, thresholds made safe and defensive water seals installed, side wing mezzanine seats removed, continued removal of non-heritage /non-functional items such as fans and sundry appliances removed.

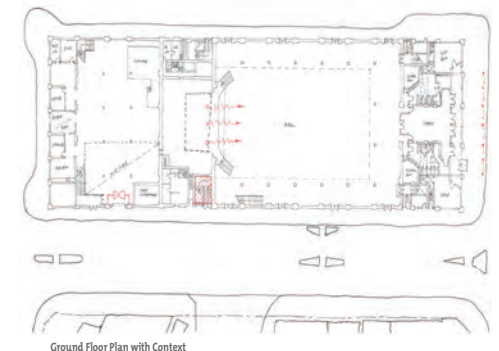
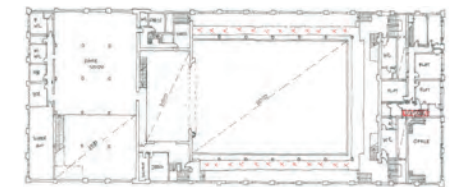
- The building should be fully and correctly documented.
- Minimum requirements for an Evacuation Centre revisited and tested
- Flood mitigation strategies persisted with
- Opportunities to increase electrical efficiency and solar generation pursued.
- Occasions requiring the heating system to be solar generation pursued.
- Occasions requiring the heating system to be operated should be minimised.
- Some form of subtle but minor work on Macquarie Street footpath to assist with safety of attendees in that cramped location.

Governance and Funding

- Persist under Hall-For-Hire model (current Hall Keeper gives excellent service within job remit).
- Establish an annual rolling budget (Consultant team to assist) and authorise for three year minimum term i.e. sporadic spending is expensive and inefficient.
- Review funding and governance as part of a civic reflection in light of the State Government's audit of cultural facilities available early 2019.
- (To be confirmed with HCC) invite YouthARC to have involvement and co-custody of other spaces in the site).
- Ensure a single line of reporting/authority for the various components of the site at a single point within City of Hobart's administration.

Cultural Potential

- The state of the building's compliance limits invitations that can be made to the community eg toilet facilities, storage facilities have pragmatic elements,. Specific effort to interest conference organisers in the Hall as a 'bare walls site' might encourage experimental and imaginative temporary fitouts of either the hall space or roof terrace; some publicity of these results would be positive.



PROMPT B - CONSERVE AND ENABLE

COMMUNITY ENGAGEMENT PROMPTS

Description

- Option 2 places City of Hobart in a leadership position which takes a bet on community sentiment. The Masterplan consultancy exercise has revealed a depth of community interest in the site that can be validated by reference to the lack of alternatives ie there are many events, communities, programs, and uses with nowhere else to go. The issue for the Hall is not demand, it is functionality, approachability and visibility.
- This option seeks to overlap necessary and appropriate conservation work with achieving useful, functional changes.
- This Option seeks to be ready to anticipate contextual changes in the city generally and in this portion of the city particularly. The next two years will furnish the vitality of a nearby conservatorium, an increase in the number of tourists within 400m of the site, and an increase in the resident student population within the CBD. There will not only be a change in vibe, there will literally be a need for 'a place to go,' be it for structured events or in simple support of how a metropolis works...with its need of public places.
- It seeks to overlap changes in the fabric of the Hall with changes in the way the Hall operates since the hall-for-hire model is outmoded and culturally passive. It waits for people to approach the Hall, rather than have the Hall make approaches to people.
- It envisages a resident organisation and a Curator/Manager to have charge over the whole site and be accountable to a dedicated Board rather than a Council Department.

Operational Works

- The Collins Street facade is returned to its original form to provide transparency, to provide amenity to Collins Street and to provide a home not only to YouthARC but to other tenancies.
- The Macquarie Street facade is returned to a version of the original, stripped of the 1970s remodelling and providing more room and amenity against the busy footpath.
- It envisages a temporary and heralding block in

the existing hall space to provide simple storage and amenity in a manner that massively changes the functionality of the Hall and predicts adjustments to its format in the future.

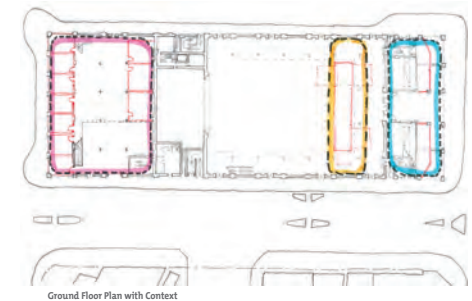
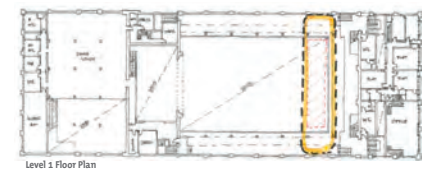
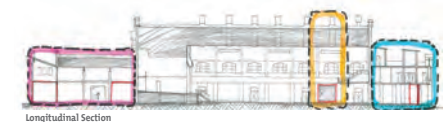
- Like Option 1, Option 2 can work as a stage, though it would be plagued with compliance issues as they relate to access (the central issue is in provision of lifts; a more ambitious version includes lifts, a less ambitious version tries to avoid them). Any scenario that tries to avoid complying and reasonable toilet provision by deferring them to Option 2 would be troubled but possible.
- Ideally, an adjustable, top-hung, light-weight electrical heating system would be included in this option so as to profoundly assist with amenity, remove the expense and dangers associated with the existing heating system.
- Requires an investigation of compliance issues surrounding the upper floor of the Macquarie Street end ie detailed investigation and modelling may enable these existing rooms to be rented to tenants.

Governance and Funding

- Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.
- There are formal registration procedures to be followed in relation to establishing a company.
- The actual management of running a Company Limited by Guarantee carries a range of legal and fiduciary duties imposed on the Directors of the Company, which include maintaining accurate minutes of meetings, maintaining accurate financial records and submitting annual reports to the regulators, including audited financial statements.
- Currently there is no Venue Manager for City Hall so this appointment would have to be made first for incorporation to be considered.
- In the current situation an Advisory Committee could be established to consider many of the issues facing the future governance, operational and financial management of City Hall.

Cultural Potential

- The ability to make small functional changes that can have relatively large cultural benefits is conditioned by the necessity of the Hall to function as an Evacuation Centre. A truly complying Evacuation Centre has its own demands and its own obligations to become available at short notice to an extent that impinges on the cultural scope of a simply and insightfully adjusted site.
- A range of minor adjustments can be instigated by the Curator/Manager and can be used to refine performance and increase scope. The cultural potential is weighted heavily with how the site is operated rather than how the site is physically improved.
- A range of temporary adjustments would enable persistence without use of the stage. While the stage has significant presence in the space and in memory, it is an impediment to the enjoyment and flexibility of the Hall and is already rarely used.



PROMPT C - INSTITUTE RICH

COMMUNITY ENGAGEMENT PROMPTS

Description

- Option 3 most fully responds to latent demand but also facilitates other experiences and places that would be expected in a metropolitan situation such as Hobart's.
- The paradoxical issue of the existing unsuitable stage is emphatically resolved by utilising the volume to assist with functionality that the auditorium requires; mobility in staging points, places for storage, clarity of loading, correction of scale and anticipation of new and convincing sight lines.
- Option 3 is a strategy that makes some significant changes in small parts of the complex to enable big changes in the experience and amenity of the whole complex.
- Key to changing both the perception and functionality of the site is the yielding of public curtilage at the scale of attendance ie 1500 people inside the Hall need a place to gather outside the Hall. The conversion of Market Place into an 'apron that is mostly for people and only partially for cars generates the '3rd place' that is so often critical to performance and public venues.
- Rather than try and disturb the originating ideas of the building by threading it with internal circulation, the autonomy of separate parts is preserved by giving Market Place the role of connector.

Operational Works

- The Collins Street facade is returned to its It is envisaged that for Option 3 to have authentic credibility it would operate as a net positive energy site. Opportunity for solar collection is massive and can be co-ordinated with battery and water storage in the central ex-stage zone.
- The central ex-stage zone has the potential to be partially extended through the roof plane in order to accommodate a brief for storage, plant, platform lift and back of house.

Governance and Funding

- The refinement and delivery of this option requires the investment of a small group and leader to act as client. Option 3 relies on involving key commissioners and operatives

prior to redevelopment rather than observe the poorly predated pater of developing first and subsequently trying to acquire talented management.

- Company Limited by Guarantee is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager would have a seat and a vote on the Board.
- Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model.
- Other strengths identified were that the organisation was not bound by the Local Government Act which enables the organisation to maximise commercial opportunities (ie purchasing, sponsorship and acquisitions).
- Another advantage of this model is that it is not bound by Council's internal management procedures so can be more agile as an organisation with decisions being made more speedily.

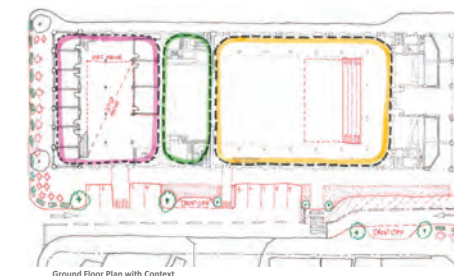
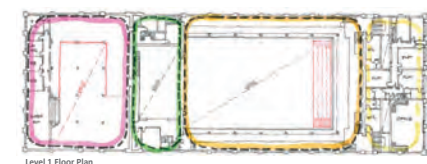
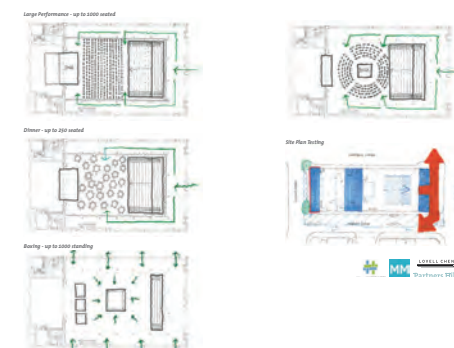
Pillar Match

- Sense of place;** matched with Market Place, the community can experience a place, not just an object
- Community inclusion, participation and belonging;** by reflecting the results of community engagement the HCH is kept as a facility that serves broadly, it remains a people's place, not a specific cultural experiment.
- Creativity and culture;** not only a creative approach but a place that facilitates people gathering creatively.
- City economies;** by offering extensive new facilities the site can generate income to return on investment (in accord with the Hall's original 1915 Charter).
- Movement and connectivity;** becomes not just sorted for the Hall itself but for the district around it that it serves.
- Natural Environment** is made more apparent as the Hall complex becomes more porous

- Built environment;** an environment is made, not just a building.
- Governance and civic involvement; HCH is run as a corporate / civic / government hybrid, it moves on from being a government only asset.

Vision Match

- Hobart breathes;** with its increase in porosity, HCH is less isolated, it takes in what is around it.
- Connections between nature, history, culture, businesses and each other are the heart of our city;** and are demonstrated at the scale of a single project, it is as if HCH becomes a miniature city.
- We are brave and caring;** we reflect this in how we make a bold and ingenious scheme that facilitates everyone.
- We resist mediocrity and sameness;** by making a scheme around the scheme. A better context makes for a better treasure.
- As we grow, we remember what makes this place special;** as we adapt HCH we acknowledge its wonderful site by making more of the site.
- We walk in the fresh air between all the best things in life;** just as we walk past the Hall and enjoy what it is even without going inside.



COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.1	YouthARC is used as a venue i.e. for birthday parties. Age bracket 14-18 likes routine (average of 50 drop ins a day).	Description	Positive	YouthARC's contribution to the city is longstand-ing and of great value.	YouthARC's service must be maintained. Opportunities on other sites or partnerships with other providers could improve service even further.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.2	YouthARC's Rock Challenge – 225 attend.	Description	Positive	Parties of 225+ is part of YouthARC's activity.	As above.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.3	Parties for 13-15 year olds 5-7:30pm. Parents are able to go out.	Description	Positive	Noted.	Vital component of any YouthARC brief i.e. proximate to bus stop.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.4	Dance studio is vacant until 3pm.	Description	Neutral	Noted	Potential for multi-use if managed appropriately eg DRILL.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.5	YouthARC is already curating sub-tenants and activation.	Description	Positive	Contribution noted.	Emphasizes the need for curation at the Hall generally to facilitate activa-tion.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.6	What it means to Hobart.	Description	Positive	Multiple associations from both a memory and amenity point of view.	Strong mandate again endorsed, redevelopment options should persist with rather than abandon the Hall.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.7	1. The building is really important. 2. It really is threatened so we must start restoring. 3. While we are at it let's make it usable.	Description	Positive	Noted	The options embody a staged approach. Required tasks are clear.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.8	Dame Melba, go to see a band, Miss Tasmania Quest, PW1 is priced out of the range; too often places are 'hushed' up; in a market the size of 200K+ diversity likely to be important.	Description	Positive	Most available venues lack amenity which increases costs for performance.	PW1 has several difficulties; ceiling too low, bump-in inefficient etc.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.9	How to match something to a small city that has a big hall.	Suggestion	Neutral	A distinction to be acknowledged in a positive rather than a negative way.	Participation costs must be kept low and breadth of use kept wide.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.10	Niche that City Hall fills – large scale, flat floor, flexible space, affordable. Theatre Royal – proscenium arch with 700 seats, redeveloped is full service – resident tech, front of house.	Description	Positive	Acknowledges that different spatial types and that different spatial scales suit differing types of performance.	Hobart's cultural life is limited by having one high ceilinged, flat floor site and one actual theatre. Irrespective of RICH, more venues are required.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.11	Roof deck not currently publicly accessible. People are interested in its potential though.	Description	Negative Positive	Acknowledged.	Development of the roof-deck would require major works and is included in one of the options.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.12	Possible rooftop accessibility for general community.	Suggestion	Positive	Noted.	Expensive to provide and supervise and therefore inter-related with selected business model.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.13	Mathers House precinct – proves the value of precinct vibe.	Description	Positive	Suits demographic and scale of site.	Hobart City Hall has a broader demographic and challenging spatial condi-tions.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.14	Festival of voices 1284 – now multi-evening	Description	Positive	Longterm subscription and commitment to cultural calendar and profoundly expensive eg \$120K/night setup costs. Requires comfort and sight-lines to succeed	Emphasizes need for adaptable infrastructure for events based fixtures and furniture
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.15	Interactive green center. Keeps it in the hands of the city/people.	Suggestion	Positive	Due to buildings solid and restricted curtilage interactive green space may only be possible as front to TMAG and HCH	Parking would need to be repurposed as civic space fronting both build-ings
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.16	Brand of the City Hall. Not associated with anything very much, has memories but is not known for anything – name, program or partner could help this. Prize of the city, belonging to all but not known for anything.	Description	Neutral	Agree. There is a nostalgic fondness for the building, however evidence suggests that his-torically this has not always been the case. The buildings value could be revitalized by addressing its amenity, curatorial and compliance deficits so that civic events and partners are better support-ed	Changes to the management structure would enable an independent committee or board to ascertain how the Hall would be utilized, pro-grammed and marketed. Branding could better communicate the antici-pated value of the Hall and the amenity that could be offered for tenants, partners and the community with upgrade and potential redevelopment
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.17	Don't have many public rooms for cultural groups to use.	Description	Negative	This is also reflected in the city's lack of library facilities.	The RICH exercise has revealed the demand for cultural sites within the city that are beyond the remit of Hobart City Hall. Such sites require appropriate custodianship

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.18	Future of tenancies- could these spaces be opened up for other community groups?	Suggestion	Positive	Noted	Noted
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.19	Carriageworks – not just about the venue; build a venue and they will come, not necessarily going to work. Needs a programmer, presenters etc. In all of team precedents – curatorial bravery, take risks – local government not good at doing. Have a separate body building more innovation, holding onto community outcomes with commercial savvy. Finding the fit with the program. Universities not good at that either – good at building things but not necessarily activating them.	Suggestion	Neutral	Noted, new venues have been built in other jurisdictions on the assumption that the building will attract patronage. What is typically found is that this is not the case and instead patronage and interest in a venue needs to be built prior to the venue being built	The Theatre Royal is only actual theatre in Hobart and regrettably cannot accommodate ranges of theatre. Hobart City Hall not suitable for conversion into a theatre. A new theatre is required
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.20	Actual makers?	Suggestion	Neutral	Latent supply of musicians, technicians, entertainment and comedy acts revealed	As a setting to facilitate and co-ordinate local productions, the Hall needs a suite of sub-spaces
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.21	Hotel increase is boosting conference market for large groups for 2020. Will change a lot of demand for boutique infrastructure.	Suggestion	Positive	Acknowledged, especially most hotels are of non-boutique 3 star type in Hobart	Resulting spaces need to be authentically Tasmanian and not a generic hotel style
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.22	'Architecture' is valued by visitors and it distinguishes from other venues	Description	Positive	Alternate interventions required to make it attractive. By visitation standards the Hall is very dull	Programming and curatorship is required so that the Hall changes from a typically closed to a typically open and inviting status. Walk in from the street should be the default state
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.23	Site inspection experience for hirers needs to be appealing – hearing about history 'story' , helpful attitude	Suggestion	Positive	People contemplating hiring the Hall visit months in advance	The Hall needs to facilitate hirers by providing full-time curatorial staff
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.24	Do nothing – put everything in to making it friendly and easy to use. Bookings going down – is that because other venues sucking them up, is that because the things the hall is offering is too difficult to use, few people can see it being a disadvantage to have cooking area.	Suggestion	Neutral	There seems to be little community complaint about the current circumstance of the Hall. However decline in bookings doesn't appear as a consequence of demand. Instead inherent amen-ity and management issues makes the venue less desirable for events	Masterplan concepts suggests a <i>Business As Usual</i> approach with a small amount of meaningful improvements undertaken now in readiness for future improvements or redevelopment
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.25	Model of the community hall.	Suggestion	Positive	Its been a community hall and should continue to fulfill this requirement	Suggests flexibility
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.26	Think that it needs to be many things. Needs to work for local community firstly. Strength in being a hub. City Hall as a tourism hub – activated all the time. All the various agencies in there that are currently dispersed. Same potential idea could happen for a cultural or arts space.	Suggestion	Positive	Maintaining the Halls multi-functionality whilst also supporting the community identified as positive	Continual activation requires interactive frontages and variety of spaces that support a variety of community and stakeholder groups. Cultural and arts space would require the issues of flooding and heating to be fixed
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.27	Museum of Hobart idea intriguing but would want to be careful about putting any collection based entity in there because it just flooded. Older TMAG masterplans look at the Rivulet.	Suggestion	Neutral	Flooding an issue not just for museum but also as an emergency shelter	RICH concepts look to address this issue with civil works as flood mitigation measures
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.28	Narrative – vital	Suggestion	Positive	Agree. Developing the narrative early of how the Hall could be re-imagined to host a variety of events whilst maintaining its civic function, would aid momentum and community/stake-holder support for upgrade and redevelopment	

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.29	5 years of the resident thinker.	Suggestion	Positive	Applies to Masterplan Concept Opt 1 raising the profile of the Hall	Very value efficient low capital investment. Would warrant making compartment compliant
PRACTICALITIES MAKE A DIFFERENCE	2.1	Size of venue both a positive for large events and a negative for smaller events.	Description	Neutral	There is demand for both large and smaller event capacities in Hobart generally.	Look for a solution that will maintain the amenity of size for hosting large events in the main auditorium but provide smaller spaces that can be hired out. Need to determine the nature of the demand for smaller spaces - i.e. is it for performance, community meetings, private dinners/events.
PRACTICALITIES MAKE A DIFFERENCE	2.2	3 phase power supply adequate for all events however there is no emergency generator.	Description	Neutral	Noted	Future development should include an emergency generator. Look at how this could be incorporated with off-the-grid initiatives.
PRACTICALITIES MAKE A DIFFERENCE	2.3	Limited storage in building.	Description	Negative	A chronic problem since the building's inception.	Storage vital to any form of development, however minimal.
PRACTICALITIES MAKE A DIFFERENCE	2.4	No commercial kitchen for functions serving food.	Description	Negative	This adds an extra level of difficulty with logistics of organizing dinners and receptions at the venue. Of particular value to groups with migrant backgrounds.	Evaluate possibility of including commercial kitchen in the facility. Could this could be satisfied by providing space for a cafe that could also cater for events on demand.
PRACTICALITIES MAKE A DIFFERENCE	2.5	Need for adequate heating and cooling.	Description	Negative	Accepted as a contemporary minimum standard. Currently heating system is ineffective and dangerous.	Look at how heating and cooling options can be integrated in an energy and cost efficient manner, utilizing renewable resources. City Hall could be an exemplar of a comfortable space operating year round.
PRACTICALITIES MAKE A DIFFERENCE	2.6	Extra capacity suits existing dance space (noise between dance studio and YouthARC).	Description	Positive	Noted	Capacity to offer a dance studio in the district vital.
PRACTICALITIES MAKE A DIFFERENCE	2.7	Top level dance bleeds more than YouthARC.	Description	Negative	Noted	Requires physical and managerial attention.
PRACTICALITIES MAKE A DIFFERENCE	2.8	Fire threat is a reality.	Description	Negative	Noted. Recent work by Council has reduced threat.	Any form of development, however minor, must comprehensively address fire and other legal requirements.
PRACTICALITIES MAKE A DIFFERENCE	2.9	YouthARC Hobart, Corporate Services - 3 parts of council, 3 sets of keys, 3 pieces of management.	Description	Negative	Noted; situation very unhelpful.	Requires total overhaul as part of new management/governance/curatorship.
PRACTICALITIES MAKE A DIFFERENCE	2.10	Storage: blankets, beds, chairs.	Suggestion	Negative	Noted	Included along with other necessary storage demands.
PRACTICALITIES MAKE A DIFFERENCE	2.11	Ease of use – does that need to justify storage.	Suggestion	Negative	Storage is vital to make the Hall straight forward to use and to avoid damage to the Hall itself and damage to the equipment that is constantly being dragged in and out.	Convention needs to be observed and storage provided for; chairs, tables, lectern, projection equipment etc as is typical throughout the world.
PRACTICALITIES MAKE A DIFFERENCE	2.12	HEATING.	Description	Negative	Significant issue for many clients and patrons.	Recommend high-tech infrared heating system.
PRACTICALITIES MAKE A DIFFERENCE	2.13	It is currently so non-compliant it is a risk and needs to be fixed before sued or building leaks.	Description	Negative	Noted	Repair is suggested rather than closure.
PRACTICALITIES MAKE A DIFFERENCE	2.14	Acoustics.	Description	Negative	Noted by many as essential.	Needs to be approached both technically and strategically.
PRACTICALITIES MAKE A DIFFERENCE	2.15	Needs to be easy to use. At the moment have a place that can be used for gigs but have to have everything there. Can't even have a meeting without hiring chairs.	Description	Negative	Widely acknowledged throughout the consultation process.	Storage and custodianship can directly address these straight-forward and well-understood pragmatic issues.
PRACTICALITIES MAKE A DIFFERENCE	2.16	Visually not great on flat floor. Scale of the show is bigger than what can fit on the stage.	Description	Negative	The scale of the floor in relation to the stage, the height of the stage and site line impediments are an innate feature of the design.	Adjustment of scale and improved sight lines noted in options.
PRACTICALITIES MAKE A DIFFERENCE	2.17	Don't put storage on a street or edge.	Suggestion	Neutral	Acknowledged	Acknowledged

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
PRACTICALITIES MAKE A DIFFERENCE	2.18	For standing audiences the stage height is not an issue.	Description	Negative	This point is contested. Very few events are for standing audiences.	Adjustable stage heights and locations critical to utilization.
PRACTICALITIES MAKE A DIFFERENCE	2.19	Safety aspect of road/concerts finishing/out-spill. Patron security/counter-terrorism/need to consolidate entries and exits etc. Macquarie Street edge better if use bricked in ends. The gem civic space is a toilet.	Description	Negative	Acknowledged; Macquarie Street frontage dangerous and poorly utilized.	Imperative that ground level spaces be liberated.
PRACTICALITIES MAKE A DIFFERENCE	2.20	Hydroelectric energy advance people, we have the right climate – we need heating rather than cooling.	Suggestion	Positive	Acknowledged	Cooling capacity should be incorporated to enable usage irrespective of the weather.
PRACTICALITIES MAKE A DIFFERENCE	2.21	Should the venue provide a minimum range of technical equipment (lighting, sound and rigging) to support hirers who do not have equipment.	Suggestion	Neutral	Noted above.	Noted above.
PRACTICALITIES MAKE A DIFFERENCE	2.22	Possible lift to balcony and roof.	Suggestion	Positive	Noted above.	Noted above.
PRACTICALITIES MAKE A DIFFERENCE	2.23	Catering – don't bring food in	Suggestion	Positive	Many community and ethnic groups are for flexi-ble and longstay uses	Cooking together gives cultural depth and is safer than non-professional brining in of food and also supports formal dinners
PRACTICALITIES MAKE A DIFFERENCE	2.24	Flat floor = flexible	Description	Positive	The flat floor does offer opportunity for various event options	Flat floor replaced during masterplan consultation. Restricted extent for loading as recommended by RICH and co-location with large storage will limit floor damage.
PRACTICALITIES MAKE A DIFFERENCE	2.25	Interventions/fragments – what string of them could make a difference? Perhaps better recommended given failure of 'big scheme' masterplanning	Suggestion	Neutral	Interventions could be incremental whilst momentum to upgrade the Hall and investment and/or key tenants are found	Concepts outlined by RICH Masterplan can be carried out in separate or combined stages
PRACTICALITIES MAKE A DIFFERENCE	2.26	Free carparking as part of an offer	Suggestion	Positive	Carparking issue serially raised as Hobart Public Transport is nascent	Prompts city-wide rising demand for city transport. Negotiating with adjacent multi-storey carpark owner could facilitate public availability to utilise facility
PRACTICALITIES MAKE A DIFFERENCE	2.27	Portable seating at PW1 (tiered seating) would be ideal	Suggestion	Positive	Noted	Pull out seating be made available in high quality version.
PRACTICALITIES MAKE A DIFFERENCE	2.28	Tiered seating that slid out of proscenium. Space underneath for storage. Need to agree that what we take away makes sense.	Suggestion	Positive	Noted	As above
PRACTICALITIES MAKE A DIFFERENCE	2.29	Buy the curtains!	Suggestion	Positive	Noted, many essential pragmatic furnishings and fittings required	Curtains enable the lower perimeter to be closed off. This demonstrates innate proportional problems
PRACTICALITIES MAKE A DIFFERENCE	2.30	Suspicious of grand architectural plans to make it totally flexible, price many groups out of the market i.e. PW1. Left wing theatre, improvised venues.	Description	Negative	Amenity can be achieved very inexpensively if the size and format of the venue is appropriately organised. PW1 is not a theatre, it is a partially converted warehouse.	Acknowledgment of amenity can inexpensively make the site more flexible and better value for both performers and proprietor.
PRACTICALITIES MAKE A DIFFERENCE	2.31	OHS + building survey.	Description	Neutral	Council continues with this work, although on a limited budget.	This work must be co-ordinated and completed.
PRACTICALITIES MAKE A DIFFERENCE	2.32	Seismic?	Description	Negative	Noted.	It is now industry practice to seismically protect buildings as part of renovation works.
PRACTICALITIES MAKE A DIFFERENCE	2.33	Example for solution for Rivulet - Mississippi Lawrence Halprin	Suggestion	Positive	Civic spaces could be created that both redirect flooding whilst improving amenity by creating urban structures	Requires major civil works and co-ordination and redirects effort and funding away from Hall
PRACTICALITIES MAKE A DIFFERENCE	2.34	Non-amplified; acoustic a great site for it.	Description	Positive	Differing opinions were expressed.	Choice of amplified or non-amplified must be maintained.

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
PRACTICALITIES MAKE A DIFFERENCE	2.35	From a business perspective City Hall can be a different price point. PW1 is a large space but price can be prohibitive. Different scale – 7,000 people.	Suggestion	Positive	Noted, however even sites for several thousand people require appropriate ceiling heights and sight lines.	Price point is also related to level of subscription. i.e. price-point is related to whether the Hall is booked nearly every night or once a fortnight. Diversity and custodianship required.
PRACTICALITIES MAKE A DIFFERENCE	2.36	Precinct in a traffic nightmare. No evidence that making a cultural precinct makes more culture.	Description	Negative	Evidentially, this is correct.	The RICH exercise has revealed a latent cultural demand in Hobart. Without an increase in CBD resident population, cultural development will be limited.
PRACTICALITIES MAKE A DIFFERENCE	2.37	Community groups (i.e. Nepalese) 500-600 max, like to be able to decorate, need to be able to safely cook	Suggestion	Positive	Noted	Noted
PRACTICALITIES MAKE A DIFFERENCE	2.38	'Run your own bar,' 'run your own food,' 'don't lug your own kit'	Suggestion	Positive	Noted	Masterplanning concepts recommend provision for improved kitchen and bar facilities for the serving of food and drink for large and small scaled events as part of the base buildings offer
PRACTICALITIES MAKE A DIFFERENCE	2.39	Most critical thing will be who runs it.	Suggestion	Neutral	The current Halltaker does a fantastic job but there is currently no dedicated role for a Venue Manager with technical experience to support producers and curate events	The governance and management structure needs to be re-evaluated as the "hall for hire" model is antiquated and does not represent best practice
PRACTICALITIES MAKE A DIFFERENCE	2.40	Governance	Suggestion	Neutral	The current Hall for Hire model is outdated and a new governance/management is model required	RICH offers alternatives that envision various levels of independence. Improved efficiency would result from having a committee or residential company that manages the Hall and its corporate affairs
PRACTICALITIES MAKE A DIFFERENCE	2.41	Role of place could be stability of usefulness	Suggestion	Neutral	The need for the city to have a hall with continuous availability was repeatedly emphasized and valued	Civic functions must be preserved in any enhancement project
PRACTICALITIES MAKE A DIFFERENCE	2.42	A roof deck would be amazing	Suggestion	Positive		Provision for equitable access would require a lift to be installed and this is addressed in one of the RICH Concepts
PRACTICALITIES MAKE A DIFFERENCE	2.43	Flat fee preferred by hirers, rather than per table or head price	Description	Neutral		
PRACTICALITIES MAKE A DIFFERENCE	2.44	For emergency need water, power and batteries. Kitchen overlaps with emergency. Of the things we have to do we can make secondary benefits.	Description	Neutral	Noted, however non-compliant, flood prone premises unsuitable	Thorough and compelling haven likely to be developed at showgrounds
PRACTICALITIES MAKE A DIFFERENCE	2.45	Timetable component	Description	Positive	Timing and funding interlinked	The first priority, as outlined in this report, is to raise the profile of the Hall
PRACTICALITIES MAKE A DIFFERENCE	2.46	Rooftop – access for everyone? Lack of places in Hobart.	Suggestion	Positive	A rooftop terrace has been identified as being positive but would require additional infrastructure for equitable access and to support its occupation and surveillance would need to be tied to a business model	RICH concepts identify the potential of a rooftop terrace with activation via adjoining tenancies or bar/cafe spaces. A publicly accessible lift would be required to provide equitable access along with fire escape stairs. This would have a significant capital cost
PRACTICALITIES MAKE A DIFFERENCE	2.47	Take over more of Market Place can make a lift tower in the street – use as a marker, take people up to Mezzanine level. Fun to see people doing things/set up a corporate dinner, no way these things would have to be secret if they were separate. Then pipe them up to roof terrace.	Suggestion	Positive	Logical and functional from planning point of view	Local heritage authorities resistant to any visible interventions even in adjoining space
PRACTICALITIES MAKE A DIFFERENCE	2.48	Peppercorn rent the tenant may pay for the capital works	Suggestion	Positive	Identified as possible model to enable capital works as part of agreement with a larger resident	Anchor Tenant Option recommends a partnership arrangement; whereby an organisation, such as an orchestra on long peppercorn lease, capitalizes and then operates the site subject to terms that conserve public use of the Hall
PRACTICALITIES MAKE A DIFFERENCE	2.49	Concert Hall currently negotiating lease.	Description	Positive		

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
PRACTICALITIES MAKE A DIFFERENCE	2.50	Hire costs may be prohibitive for some community groups	Suggestion	Negative		
PRACTICALITIES MAKE A DIFFERENCE	2.51	Possibility of tiered retractable seating	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.52	Enables reconfigurable performance or presentation space. Could overcome difficulty of stage	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.53	Closure of Macquarie St entrance	Suggestion	Positive	Entrance has significant heritage value restoration would improve	Footpath works and alternate entry required for safety as envisioned in curtilage (Civil Works Option)
PRACTICALITIES MAKE A DIFFERENCE	2.54	Projections, signage, market place to activate	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.55	Re-branding of City Hall to communicate both location and programs to broader audience and improve overall community awareness e.g. Palawa Place	Suggestion	Positive	Widely agreed by stakeholders	Dependent on curatorship and management model
PRACTICALITIES MAKE A DIFFERENCE	2.56	Seating/flexibility comes with cost	Suggestion	Neutral	Flexible seating supports various scaled events. Even though it has a higher upfront cost many event organizers have stated that lack of on-site seating and inherent view line and amenity issues as limiting the venues attractiveness as a venue	Good quality options for flexible seating are available that offer retractable configurations and terracing for compactness and seeing. Adequate storage required when not in use
PRACTICALITIES MAKE A DIFFERENCE	2.57	1200 easily fills – 2000 easy/desirable and suits profitability/looks full	Suggestion	Positive	Noted	Whilst larger events may look fuller they are harder to break even. Where-as smaller events can be run with less resources and can easily be put on
PRACTICALITIES MAKE A DIFFERENCE	2.58	Stop use of stage, stop use of mezz	Suggestion	Neutral	Stage and mezzanine has inherent issues which are problematic and can't be corrected due to heritage constraints	Whilst the stage is not functional its heritage value restricts modification or removal. Suggests events are reorientated around mobile stages. The mezzanine has sizable and usable floor area
PRACTICALITIES MAKE A DIFFERENCE	2.59	Overall long time frame	Suggestion	Positive	This is anticipated. Currently there is not the financial means to undertake major restoration or redevelopment. Therefore RICH options can be staged	Masterplan recommends undertaking a minor amount of improvements initially to deal with the issues of compliance and attain a minimum level of amenity. The masterplan suggests that this is a preparedness phase that could be utilized to lift the profile of the Hall to gather support for redevelopment
PRACTICALITIES MAKE A DIFFERENCE	2.60	Remember if it is managed it can be a rehearsal space some of the time	Suggestion	Positive	Hall is better suited to rehearsal space that performance space in its current configuration	Managing multi-functionality and various groups adds to argument that alternate management structure is required and curatorial staff required
PRACTICALITIES MAKE A DIFFERENCE	2.61	YouthARC – needs a space big enough, generosity of choices, exclusive use/ownership	Suggestion	Positive	Noted and agreed. YourthARC contribution highly valued	YouthARC has an excellent address, deserves better space and needs out-door space. Would benefit with co-locating with other services. Imperative to remain in range of bus stops
PRACTICALITIES MAKE A DIFFERENCE	2.62	A huge volume but no crush space – unless you are in the Hall, where are you? Entering into Macquarie Street at this point is dangerous.	Description	Negative	Safety and spill out space onto curtilage needs to be addressed	RICH Civic Upgrade option recommends that the curtilage to Market Pl is increased to improve safety and enable spill space to the Hall. Footpath upgrades to Macquarie St recommend removal of trip hazards entering the Hall and safety barriers to fast moving traffic
PRACTICALITIES MAKE A DIFFERENCE	2.63	Redirect the rivulet. Make a big riverbed that people want to hang out in and then sometimes it has water in it. If you did the sublime version here it would incite interest all the way up.	Suggestion	Positive	Noted and generally agreed. Expensive and requires support from multiple authorities	Risk of not benefiting Hall itself
PRACTICALITIES MAKE A DIFFERENCE	2.64	External access to rooftop bar. Herald itself from afar.	Suggestion	Positive	Activated rooftop terrace seen as ideal location to many. Contingent upon business case and infrastructure	

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
PRACTICALITIES MAKE A DIFFERENCE	2.65	Host city functions – rooftop restaurant/kitchen. Discussion of pitching to the market. Ground floor \$9, upper floor \$48. Big kitchen to do dinners for the events.	Suggestion	Positive	Rooftop terrace has potential as publicly accessible area supported by eateries and bars. Prime location not afforded to many buildings in Hobart. Suggests higher returns on investment if supported by rentable floor space to off-set large capital expense	Equitable access and fire escape would need to be resolved. Requires vertical lifting and fire separation due to code requirements resulting from public classification
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.1	Creating smaller performances in the main hall presents production issues, both in terms of creating the smaller space, providing adequate seating for the smaller audience and managing the acoustics because of the high ceiling.	Description	Negative	A solution would need to provide either a permanent smaller space for smaller performances or allow intervention in the larger space to temporarily effect the amenity.	Need for jointly usable spaces emphasizes necessity of appropriate management/governance.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.2	Height of venue is no good for rigging lighting at various heights and for “big sound.”	Description	Negative	Noted	Do not break up the height of the main space.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.3	Acoustics good for choirs.	Description	Positive	Noted	Soundproofing essential to any future plan. Evidence indicates choirs are well subscribed and of significant cultural value. Support of choirs is ideal and inexpensive.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.4	Seating for all seated events not suitable.	Description	Negative	Noted by several parties.	Industry participants reiterate, comfortable seating critical to venue success.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.5	Lack of proper dressing rooms and green room.	Description	Negative	This lack of amenity means it is currently not an attractive location for performances.	Include dressing room and green room
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.6	Need for proper theatre seating similar to other entertainment venues.	Description	Negative	As noted above.	Pull out seating is available in high quality versions.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.7	Need for adequate front of house facilities and more internal and external gathering space for audiences.	Description	Negative	Noted by many groups.	Options address this issue with treatment of the building’s entire periphery.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.8	Need for improved disability access.	Description	Negative	Noted.	Equitable access is one of many issues requiring legal upgrade.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.9	Front of house is easier than back of house – HCH has no back door, no loading dock.	Description	Negative	Widely reported and acknowledged.	Options address this difficulty which has persisted since initial inception. Floor strengthening has been included as part of reflooring works conducted during the masterplan period.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.10	DRILL STOMPING	Description	Negative	A temporary arrangement has been made.	Dance is perhaps under-rated in Hobart and lacks venues.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.11	TAS DANCE but no place in Hobart	Description	Negative	As above.	As above.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.12	Stage is a big impediment in every way. Wrong height, no fly tower. Stage is unusually high. Rake.	Description	Negative	The stage is rarely used. Although it is impractical, it has a high heritage value.	A redeveloped Hall must utilise many aides to performance however the Hall must be acknowledged as a Hall. It is not a theatre and was not designed to be a theatre and is not used as a theatre.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.13	City Hall is not a theatre but can make a theatrical experience in any type of space.	Description	Positive	The Hall is suited to types of theatre not requiring fly towers, wings etc.	Different theatre types require different types of theatre. Hobart is under-resourced in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.14	Desperate shortage rehearsal spaces.	Description	Negative	Widely acknowledged; Hedberg may increase this pressure.	Hobart City Hall well-placed to serve this community demand if amenity and management are suitable.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.15	The Odeon is 1200 standing. Expensive. Seating 900. Production for upstairs downstairs \$12K then venue hire on top of that. Needs a rebuild for every show. Labour intensive getting gear in and out. City Hall easier.	Description	Negative	Acknowledged; Odeon is a converted cinema.	City Hall usage can be made even easier if gear can be stored within its huge area., thus making it even cheaper and more efficient to use.

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.16	Mac2 – 1100 without permit 3000 with permit. 300-500 standing is a gap in the market. Need to fill a space with stuff, then transport that stuff.	Description	Negative	Acknowledged; Mac2 barely qualifies as a performance site, however it indicates that the market is so keen, it will tolerate conditions.	The ultimate capacity of the venue must be matched with plans and capacities for other venues.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.17	Not a theatre – no storage, only some people can use the stage, the stage has no useful wings or back.	Description	Negative	Noted above.	Noted above.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.18	Entrance experience is 'deeply depressing,' no sense of excitement. Should be some energy re: what the arrival experience is. It has been successfully transformed into things for a couple of weeks at a time i.e. Dark Mofo club.	Description	Negative	That is widely noted and acknowledged.	The option to develop Market Place has potential in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.19	Height of venue not good for smaller more intimate productions or activities. Any creation of multiple spaces could also require some form of roofing structure over a designated performance area. For example, an in-the-round stage area could easily be created in the center of the hall with tiered banks of seating on four sides, two sides, three sides or one side.	Description	Negative	Acknowledged and noted.	The options address this issue.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.20	It was pointed out that Theatre Royal will soon have new flexible theatre space for 100. This needs to be considered in relation to the provision of multi-flexible smaller spaces in the main hall.	Description	Negative	Acknowledged, although it is unclear how available this space will be to the public.	Theatre spaces will create more demand for rehearsal spaces. Hobart City Hall, if appropriately managed, can be supportive in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.21	Should there be a resident technical officer who has extensive production knowledge for the Hall?	Suggestion	Neutral	The usefulness of such a person is related to the number of events per day and the extent to which production equipment is available within the Hall.	It is suggested that production equipment be stored and utilized within the Hall and managed as part of the custodianship responsibilities under new governance procedures.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.22	Should there be a permanent Venue Manager?	Suggestion	Neutral	There is. They do an excellent job.	Hobart City Hall needs to move beyond the 'hall for hire' model.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.23	Need a 300 seat theatre – no wings? In-the-round?	Suggestion	Neutral	Some types of performances may be suitable for the Hall to assist its viability. But not in its current configuration	Suggests additional infrastructure required such as retractable tiered seating, green rooms and back of house facilities
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.24	Music ecosystem requirements eg Fort Collins music district (performance, rehearsal, production)	Description	Neutral	Many latent music/choir/musical groups without base facilities. Choirs and Tea Dances in other capital cities are proliferating	Both local and international literature recommend supporting community singing and performance. It is imperative that any future inversions support this.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.25	No rehearsal in Hobart City	Description	Negative	Hedberg does not assist in this regard. Amateur groups also keen. Current Hall as a venue is too big and under serviced	Reinforces need for curatorial co-ordination. Needs capacity for sub-divided space and multi-occupation whereby two groups can rehearse at one time
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.26	Need rigging points for lighting.	Description	Neutral	Noted. Rigging points should enable various seating and stage and lectern configurations considering stage deficits	Interchangeability of the stage and seating positions suggests mobile rigging structures and their storage as part of the buildings offer
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.27	Business community want a 2000 seat facility.	Suggestion	Positive	Noted	As previously noted the city requires a 1500+ venue with good operability and sight-lines
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.28	Venue standards – round tables, chairs or covered chairs, mike/av/lectern/projection	Suggestion	Positive	Noted	Convention needs to be observed and storage provided for; chairs, tables, lectern, projection equipment etc as is typical throughout the world
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.29	Potential Anchor Tenant - \$500K lease. Includes 30 uses of the hall.	Suggestion	Positive	Orchestra, like the TSO would still require existing concert hall although more casual events at HCH could be facilitated with upgrades	Diversion of huge leasing costs towards HCH repair invites consideration

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.30	Pursue strategic opportunities with other cultural facilities as part of overall City Hall Masterplan	Suggestion	Positive	Conducted	Refer Options
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.31	Creative festival for music; other arts; drama; a 'music store?'	Suggestion	Positive	Local enthusiasm for local music evident and repeatedly endorsed	Any retail venture requires intensive subscription. Existing venue may be too large. Note - success of Sala Beckett boutique performance spaces in Barcelona as reference in RICH discussion paper
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.32	Cabaret possibilities	Suggestion	Positive	Refer above	Refer above
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.33	MAC2 – no placemaking for most shows	Description	Negative	MAC2 suffers from poor separation between loading and public spaces, it has a flat floor and the ceiling is too low. During consultation many reiterate interest in Hobart having appropriate venues. Gigs don't bother to include Hobart on national tours	The potential for a raked floor, multi-purpose venue with easy bump in and bump out would more easily enable an increase in touring performances and enable one night only performances to be viable. Touring performances would be better accommodated at Macquarie Point.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.34	At PW1 – not too low, noise from Spiegelent so no shows at same time.	Description	Negative	Refer above	PW1 is a shed and not a properly designed venue, just as Hobart City Hall is a hall and not a venue
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.35	'A subscription season – and idea for a council venue.'	Suggestion	Positive	Seasons, subscriptions and programs have lots of interest as expected in a city of this size and demonstrated nationally	Emphasizes curatorial approach and independence from Council
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.36	Hobart for Playhouse is too small; Peacock – certain style, 150 seats, Theatre Royal –greater, will be better.	Description	Negative	Evidently and statistically, Hobart is under served. Most venues are recycled picture theaters without fly towers, side wings and back of house	A large permanent resident has the advantage of not only occupying and activating the venue but also has the ability to act as the Halls custodian and manager
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.37	Interest in concerts. Mainly popular music. CH identified for minimum 1200 people. Want to lift occupancy up to 2000. Space at Macquarie Point can get up to 1500. Then next space is Mac2 is 3000 but cost of doing concert is prohibitive unless guaranteed over 2500. City Hall, less than 1000 people in room for standing concert it looks empty. Complaints about concert acoustics. Ability for audio battens to be put up either permanently or windows or back of the hall temporarily and store.	Description	Neutral	Mitigation measures to prevent noise leakage for concerts difficult with heritage restrictions. Temporary devices require storage	To avoid community complaint the acoustics would need to be resolved for concerts. To accommodate large events safely the Halls curtilage would also need to be improved
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.38	Reconciliation of creative/cultural/commercial	Suggestion	Positive	Sentiment expressed in many forums, including original 20th Century Hall brief	Requires curatorial approach
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.39	Avalon and Odeon (actually made as cinemas and have stress for dance and theatre)	Description	Negative		
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.40	Is it a theatre or an event space? If it's too big for Theatre Royal it won't happen... City Hall steps in.	Description	Neutral	Sensitivity of venue size and purpose repeatedly endorsed	Since original construction Hobart City Hall has not served as a theatre. Suitability for events should be emphasized
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.41	Up to 100, occasionally 200 max – corporate/ incentive Market 'special identity space' is a growth area	Suggestion	Positive	Corporates pay well for unusual locations to incorporate in conference there is good data to inform spatial types and sizes	Memorable spaces, terraces and rooms are good return on investment
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.42	500 sit down dinners (Grand Chancellor or Wrest Pt)	Suggestion	Positive	There is a market at this scale	Can only be realistically offered if conditions are comfortable and there is a proper warm up kitchen
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.43	300-500 plenty; 800ish strong	Suggestion	Neutral	Smaller conference groups pay higher premiums	As above noting profound storage ie tables and chairs stored on site
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.44	Unique spaces for corporates i.e. if it is tailored to them it is an incentive	Suggestion	Positive	Corporates will invest in modifying for an event ie marquees, lighting etc	For offer to be viable it would need to deal with the current non-compliant and legal issues of the Hall ie Eastern Terrace would need lift and toilets etc

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.45	Needs to exhibit life to attract attention eg meat market	Suggestion	Positive	Noted. Hence need transparency and adjustment to occupiable territory for ground plane	Meat Markets require independent management and curation
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.46	No dance space	Description	Neutral	Noted, ballet, dance, rock gigs have differing requirements	Not realistic for Hall to continue as being all things for all people ie viable ballet needs sprung floors, dance studio needs acoustic, rock gigs need viable scale
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.47	Big in Tas Pro Am musical theatre	Description	Neutral	Noted, however requires theaters	HCH is not equipped and never was a theatre
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.48	Colleges etc are putting up smaller 'theaters'	Description	Neutral	Effectively these are multi-purpose venues not theaters	It would benefit the Hall to be treated as a serious ceremonial site rather than compete with contemporary college activities
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.49	Bigger than 1500 is a market	Suggestion	Positive	Noted, however the Hall is stretched to accommodate 1500 and cannot offer amenities or sight-lines	As noted previously the city requires a 1500+ venue with good operability and sight-lines
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.50	Potential Anchor Tenant - \$500K lease. Includes 30 uses of the hall.	Suggestion	Positive	Orchestral like TSO would still require existing concert hall although more casual events at HCH could be facilitated with upgrades	Diversion of huge leasing costs towards HCH repair invites consideration
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.51	Meat Market – capacity to adjust. Market to fashion parade to conference space.	Suggestion	Positive	Capacity to adjust can be designed for although requires significant investment	Caution to be exercised, density of population compared to the capacity of the Hall as a venue have underpinning importance
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.52	Food space – make a venue livelier?	Suggestion	Positive	Permanent food spaces would require adjust-ment to the street-frontage to enable better retail connectivity, this would be difficult given the heritage constraints applied to the Hall but could be more easily integrated along the Collins and Macquarie St frontage with restored facades	Permanent food spaces, as compared to part-time food markets, require a high level of servicing infrastructure
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.53	T MAG – Children's festival, would be interested in flowing into City Hall	Suggestion	Positive	Noted, ideal	Generous safe space required adjacent Hall to facilitate desirable flow
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.54	Theatre in the round proposals from festivals	Suggestion	Positive	Noted. Can be accommodated with flexible tiered seating and performance space within centre of Hall	Associated greenroom, storage, tiered seating required
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.55	Changed usage of balconies and existing tiers - possible removable of tiers and creation of exhibition spaces	Suggestion	Positive	Noted, but dimensions, access and heritage is-sues make proposal unsuitable	Utilization of tiers and mezzanine difficult although potentially large floor areas available
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.56	Many more venues are appearing, what does this mean/competition?	Suggestion	Neutral	Analysis indicates the contrary in comparative terms	Demand for Hall, partly due to lack of competition
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.57	Hedberg – recital, salon, concert	Description	Neutral	On analysis Hedberg facilities limited	HCH could be supportive
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.58	Casula – curated. Exhibition and performance.	Description	Neutral	Noted in discussion paper, benefits from large catchment	Emphasizes role curatorship can play
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.59	Brisbane Powerhouse – spectacular site and variability of offer. Anyone can go there at any time.	Suggestion	Positive	Success of venue is devised by incorporating a large central room within the heritage fabric which is multi functional (reception, bar, im-promptu performance) and is intrinsically acces-sible and public. This room sits between more formal but flexible theaters	Easily adaptable theatre space supported by simple acoustic and rigging box inserted into existing fabric. Key to adaptability is quality retractable terraced seating that can be adjusted to optimal performance capacity and associated storage
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.60	Battersea – earnest restored venue that burnt and they kept it as a burnt offering. Used to have 4 venues and now 24.	Suggestion	Positive	Quality of performance space is based upon the intimacy between audience and performer not the surrounding building fabric	Smaller sized venues can be operated more efficiently and therefore more frequently as small support staff requirement and easier mobilization. Look for solutions that maintain size and amenity of large events within Hall whilst also incorporating smaller spaces for more intimate lower cost events

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.61	How big?	Suggestion	Neutral	Big events have big overheads and need mini-mum audience numbers to break even	Event size less important than providing spatial diversity to encourage events that are viable
HERITAGE INTERPRETATIONS ARE BROAD	4.1	Can digital art be projected in a public way?	Suggestion	Positive	Yes	Could be key to raising profile of City Hall in initiating stage.
HERITAGE INTERPRETATIONS ARE BROAD	4.2	We can't continue to spend money on contravening the CMP.	Description	Neutral	Noted	The CMP is also overdue for review.
HERITAGE INTERPRETATIONS ARE BROAD	4.3	Toilets and recent Youth ARC against CMP.	Description	Negative	As above.	As above.
HERITAGE INTERPRETATIONS ARE BROAD	4.4	CMP sitting around being ignored for 16 years.	Description	Negative	As above.	As above.
HERITAGE INTERPRETATIONS ARE BROAD	4.5	Hawthorn in Melbourne. Exquisitely restored. Hobart's is larger and has biggest proscenium arch in Australia (according to LC).	Suggestion	Positive	Hobart's Hall has had to perform many functions during its life and consequently has a curious and unusual scale.	Focus should be on amenity and liveliness rather than reaching exquisite restoration standards, as Hobart is not as well-resourced as Hawthorne.
HERITAGE INTERPRETATIONS ARE BROAD	4.6	Preserving what is there in 1913 or 70's is potentially not constructive in moving forward. Want to breathe life, it is about what happens in it more than anything else. In a heritage sense you want to be able to see where it has come from but keep it alive and active. Restoring its heritage is about getting it used for all the things it used to be used for. Unusable, cold, unfriendly memorials to the past.	Suggestion	Positive	Although much loved, the Hall has many design flaws in its original conception. Careful reading of history reveals it was particularly unpopular in the 70s from this point of view.	Because the Hall is so intact, the current moment is an opportunity to repair its inherent flaws while balancing its heritage value and increasing its latent capacity.
HERITAGE INTERPRETATIONS ARE BROAD	4.7	Stage too high, arch too big. If stage is limiting the use you are not serving the cultural heritage.	Description	Negative	Buildings used for performance are typically changed through their history.	The 'presence' of the stage can be maintained in conjunction with improving functionality and offering other performance formats.
HERITAGE INTERPRETATIONS ARE BROAD	4.8	Older people attached to Magus Lane.	Description	Positive	Excellent scale and subtlety of intervention, well-matched to demographic.	Hobart City Hall has a peculiar scale and level of isolation. Utilization must be a match for this situation.
HERITAGE INTERPRETATIONS ARE BROAD	4.9	Parts of the Hall need more delicacy.	Description	Negative	Works by Council in earlier decades are both heavy handed and low amenity	Paradoxically Council's own premises
HERITAGE INTERPRETATIONS ARE BROAD	4.10	Small spaces better as found spaces	Suggestion	Positive	Suggests that the Hall has a transparent and open frontage so that the public feels invited to enter and explore the daily activities of the Hall	This will be challenging given the restrictions imposed to the Halls outer facade
HERITAGE INTERPRETATIONS ARE BROAD	4.11	Building very mute to the street – sits solidly and solemnly. Only time it looks like it is occupied is neon sign for Festival of Voices. For Dark Mofo acts like a bunker.	Description	Negative	Widely noted and acknowledged; the site was often referred to as a traffic island.	Increasing the transparency and porosity of the site is a focus. It needs to shift from an expression where it is usually closed to an experience where it is usually open.
HERITAGE INTERPRETATIONS ARE BROAD	4.12	Probably should have a resident company – adds life (eg at ten day site has residents and trickle)	Suggestion	Positive		
HERITAGE INTERPRETATIONS ARE BROAD	4.13	Not too generic	Suggestion	Positive	The intrinsic multi-functionality of the Hall with its various room types results in the current spaces not being generic. Recommend same applies to any redevelopment	The variability of different scaled rooms to host a variety of different sized events or tenants would add to the buildings spatial diversity
HERITAGE INTERPRETATIONS ARE BROAD	4.14	Needs to be 'attractive/beautiful'	Suggestion	Positive	As above but profound curtilage required to appreciate the building	Curtilage and partial street closure essential and included in this report
HERITAGE INTERPRETATIONS ARE BROAD	4.15	'Returning it to useful, compliant, self'	Suggestion	Positive	History indicates many of the initial fit for purpose issues remain	Functionality must be profoundly addressed in addition to compliance

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
HERITAGE INTERPRETATIONS ARE BROAD	4.16	Title is 're-imagining' rather than 'redeveloping.' Aspirational as opposed to 'fixing it up.' Fixing Up City Hall – remarkable acronym.	Suggestion	Positive	As noted City Hall has embedded difficulties that have never been addressed	Unless the embedded issues are addressed, repair or re-development does not represent value
HERITAGE INTERPRETATIONS ARE BROAD	4.17	Exercise space on the mezzanine.	Suggestion	Positive	From a heritage point of view the mezzanine has scope for adjustment	It is a challenging space to utilise. Offers strategic opportunity to reduce the size of the internal envelope, control acoustics and improve spatial characteristics
HERITAGE INTERPRETATIONS ARE BROAD	4.18	Make Hall less proper – semi indoor/outdoor. Can drive through, huge opening on one side, conventional on the other.	Suggestion	Positive	The Hall currently functions in this manner how-ever does little to help demand for storage	Imperative loading and unloading can occur irrespective of Hall timetable. Loading and unloading must serve large storage. Imperative extent of loading and unloading to be reduced to mitigate damage
HERITAGE INTERPRETATIONS ARE BROAD	4.19	Masterplans are often almost hopelessly OTT – yet we could work out how little to do.	Suggestion	Positive	Noted	RICH report provides a 'little to do' option whilst further interest and investment is sort
THE HALL IS BOTH CIVIC AND REGIONAL	5.1	Hire rates may be prohibitive for some community groups.	Description	Negative	HCC already has a sliding scale.	Needs attention via new management/governance arrangements.
THE HALL IS BOTH CIVIC AND REGIONAL	5.2	City Hall to be part of Hobart's Cultural Facilities Mapping currently being undertaken.	Suggestion	Positive	Noted. The consultant team has also mapped concurrent with state government project.	There are clear demands for more venues, noted in this report. HCC cannot meet demand for small theaters, genuine performance spaces, 2,500 seat performances.
THE HALL IS BOTH CIVIC AND REGIONAL	5.3	Only space for large emergencies – needs storage.	Description	Neutral	Noted. Requires further review. Paradoxical site in emergency situations since it floods and is a fire risk.	The site needs to come under singular, curated management.
THE HALL IS BOTH CIVIC AND REGIONAL	5.4	Youth Center becomes HQ when site is in emergency.	Description	Neutral	Noted. Refer comment above pertaining to emergency status.	Needs to be addressed at a level above the scope of the masterplan.
THE HALL IS BOTH CIVIC AND REGIONAL	5.5	Oscillates between high-brow, low-brow, mid-brow.	Description	Neutral	This versatility is part of the charm of the Hall.	Will require an authentic attitude to be maintained under new custodian-ship.
THE HALL IS BOTH CIVIC AND REGIONAL	5.6	If you belong to a club or association, what makes the hall useful to you?	Description	Positive	Its easy to bring things in and does not present as too formal.	This character and amenity to be preserved.
THE HALL IS BOTH CIVIC AND REGIONAL	5.7	The 'message' is collective use.	Description	Positive	Subscription to the Hall is varied.	Breadth of historical activity from boxing to mass meetings must be maintained.
THE HALL IS BOTH CIVIC AND REGIONAL	5.8	'Sharing of services' needs Tasmanian lift.	Description	Negative	Evidence suggests that Tasmanian bureaucrats do tend to atomise.	A new Governance/Management model must focus on facilitating the entire site.
THE HALL IS BOTH CIVIC AND REGIONAL	5.9	Two tiers in Tas	Description	Neutral	(Relates to leavers versus stayers).	Hall needs to perform across a very wide bandwidth.
THE HALL IS BOTH CIVIC AND REGIONAL	5.10	Economic and social capital tend to leave the state.	Description	Negative	As above.	As above.
THE HALL IS BOTH CIVIC AND REGIONAL	5.11	Finding the model for optimal use exhibition space vs venue for performance eg 2019 Theatre Royal closed. Don Boscoe auditorium at Glenorchy out of town \$120,000 to put on show which will likely lose \$60,000 – viability relies on seating and sight-lines. Instead of 10 days and epic over three weekends.	Description	Neutral	Other evidence was presented indicating that as the Hall has so little amenity the costs of staging performances can reach over \$100K per evening.	Investment in the Hall is required to reduce the cost of performance and increase the number and range of performances.
THE HALL IS BOTH CIVIC AND REGIONAL	5.12	The mares put on at Peacock Theatre eg at Launceston Princess St Earle managed by Council, but as Theatre North (does include subscription) Albert Hall ... sublet to contractor therefore they take trade shows, doesn't support.	Description	Neutral	Highlights the difference between outsourcing and genuine curatorship.	If the Hall is to succeed at a cultural level it requires authentic custodian-ship.

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
THE HALL IS BOTH CIVIC AND REGIONAL	5.13	Mona have acquired the Odeon, has a transformative brief, need to be briefed on that vision, (don't want to duplicate) lease on the old theatre and Tattersals. They could clean out the market. They don't like rules.	Description	Positive	Inner city Mona venues are converted picture theaters	The Mona sites contribute vitality and evidence the potential of the CBD. It is a complementary situation not a competitive situation
THE HALL IS BOTH CIVIC AND REGIONAL	5.14	Audit of what exists in the city and work being done in the next 5 years	Description	Neutral	State Government audit in progress. Scope and objective unclear	Stakeholder consultation has tended to duplicate this process and indicate future briefs as mentioned prior; range of smaller theaters, large 1500+ tiered venue
THE HALL IS BOTH CIVIC AND REGIONAL	5.15	Collins street face of the building, how it interfaces with Hedberg and university precinct.	Description	Neutral	Noted, Hall should have reciprocal civic relationship even though they may have different civic responsibilities	RICH masterplan recommends increased transparency to street frontages. More detailed evaluations and design concepts required that are outside the scope of the masterplan
THE HALL IS BOTH CIVIC AND REGIONAL	5.16	How to make something we enjoy and tourists can enjoy us enjoying it rather than something just for 'us' or just for 'tourists.'	Suggestion	Positive	The Halls size and positioning within the city supports the idea that as a civic building it has a responsibility to accommodate and engage with both. Currently the Hall is deficient in both	Any redevelopment or management brief should be drafted to incorporate both civic and tourist function
THE HALL IS BOTH CIVIC AND REGIONAL	5.17	Connectivity of TMAG and City Hall important	Suggestion	Positive	Proximity ideal	Imperative to utilise openspace and carpark which fronts both institutions rather and redevelop
THE HALL IS BOTH CIVIC AND REGIONAL	5.18	Corner Collins and Campbell is major public facing. Aspiration to be a genuine public space.	Suggestion	Positive	Noted and broadly supported. Requires involvement of hospital eastern flank	HCH well placed to contribute, however other precinct activation is imminent
THE HALL IS BOTH CIVIC AND REGIONAL	5.19	Don't want to duplicate Macquarie Point	Suggestion	Neutral	Agree. Hall shouldn't compete with other venues but can fill the gaps	Macquarie Point better suited to loud large gigs. Hall better at ceremony and civic events, supporting community groups and as performance space where productions don't require theatre quality space
THE HALL IS BOTH CIVIC AND REGIONAL	5.20	Very valuable to have capacity in town.	Description	Positive	Many cities don't have the additional capacity of a separate and large town hall	The full capacity of the Hall is typically under utilized. This suggests that any redevelopment will also need to support a variety of event types, combined events and events of various sizes through improved functionality, programming and management
THE HALL IS BOTH CIVIC AND REGIONAL	5.21	Happenstance funding profoundly disruptive.	Description	Negative	Noted	Even if small, an ongoing funding regime is recommended.
THE HALL IS BOTH CIVIC AND REGIONAL	5.22	Vision – we are not stifled – what is election suitable idea.	Suggestion	Positive	The Hall appears of little political interest.	Raising the profile of the Hall must be integral with making physical improvements to the Hall.
THE HALL IS BOTH CIVIC AND REGIONAL	5.23	Youth is a difficult group so the fact that YouthARC are doing so well is to be acknowledged.	Description	Positive	Acknowledged that youth is a difficult group and that YouthARC provide an excellent service.	YouthARC is so important, it deserves to be better housed.
THE HALL IS BOTH CIVIC AND REGIONAL	5.24	YouthARC – what they achieve in the community is big.	Description	Positive	Acknowledged	Acknowledged
THE HALL IS BOTH CIVIC AND REGIONAL	5.25	Feels like an overflow venue, doesn't have an identity, it attracts what it attracts, feels like a heritage space but town hall competes with that. Business events have a desire to work in a heritage space, in a way city and town hall compete with each other and there is a bit of con-fusion. City hall is kind of the same but a bit bigger, more difficult to use from a kitchen perspective. PW1 too big. Now days it is about flexibility.	Description	Neutral	Acknowledged.	The development of its physical periphery and committed appropriate custodianship have the potential to turn this around.

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
THE HALL IS BOTH CIVIC AND REGIONAL	5.26	Need for future certainty as to what the Council's broad vision and future commitment is for the Hall, notwithstanding stakeholder and community input. This includes financial commitment.	Description	Neutral	Acknowledged and noted.	The masterplan process also revealed the necessity for a vision of the CBD and how it will become as dense and vital as the other Australian capitals.
THE HALL IS BOTH CIVIC AND REGIONAL	5.27	Total self sufficient venue- power and water.	Suggestion	Positive	Noted	Noted
THE HALL IS BOTH CIVIC AND REGIONAL	5.28	Possible community grants for users	Suggestion	Positive	Noted	Relies on custodianship
THE HALL IS BOTH CIVIC AND REGIONAL	5.29	Plethora of activities 'super mix' – if it is too tailored for one particular use it threatens others.	Suggestion	Negative	The buildings history and its future potential lies in its ability to accommodate a diversity of uses and tenants.	As a multi-purpose facility, the Hall will be more robust in meeting latent and future demand than tailoring for one particular use
THE HALL IS BOTH CIVIC AND REGIONAL	5.30	Diversity more important than focusing on particular	Suggestion	Positive	Any form of development of Hobart City Hall should allow for multi-functionality.	This can be enabled by the provision of different spatial types and scales which would be attractive to a variety of tenants. The building is large enough to be multi-tenanted even with a large resident
THE HALL IS BOTH CIVIC AND REGIONAL	5.31	State Visitor Center	Suggestion	Neutral	Would require an appropriate retail frontage	Possibly better suited with more focused site. This would be more dramatic if co-located with the waterfront
THE HALL IS BOTH CIVIC AND REGIONAL	5.32	Total off the grid power for entire venue.	Suggestion	Positive	Would suit Hobart ethos and evacuation center status.	Would require Council or partner support.
THE HALL IS BOTH CIVIC AND REGIONAL	5.33	Audit of what exists in the city and work being done in the next 5 years	Description	Neutral	State Government audit in progress. Scope and objective unclear	Stakeholder consultation has tended to duplicate this process and indicate future briefs as mentioned prior; range of smaller theaters, large 1500+ tiered venue
THE HALL IS BOTH CIVIC AND REGIONAL	5.34	One of the few places that have both a City Hall and a Town Hall. Discover something worldly in its level of ambition.	Description	Positive	Evidence supports this view and the city vision suggest such an outcome	Local heritage constraints mitigate against both worldly and ambiguous results
THE HALL IS BOTH CIVIC AND REGIONAL	5.35	Governance model needs to anticipate a changed context – Hedberg, Tourists, Conservatorium, TSO	Suggestion	Neutral	A need articulated within this report, but widely anticipated and supported by stakeholders	Pooling of resources will be required since Hedberg, Conservatorium and TSO have inappropriate premises
THE HALL IS BOTH CIVIC AND REGIONAL	5.36	What is dance and theatre in Hobart compared to Launceston	Suggestion	Neutral	State Government conducting concurrent review	Both desktop and anecdotal review indicate Tasmania is generally under serviced. HCH is not geared to that particular segment
THE HALL IS BOTH CIVIC AND REGIONAL	5.37	Team up with an energy partner, energy more porous, windows as louvers. Bird used to fly in during concerts. Loud – part of the charm.	Suggestion	Positive	Energy usage requires reconciliation with comfort and acoustics	Potential for innovative energy solutions and re-enclosure solutions would require commitment and co-ordination
THE HALL IS BOTH CIVIC AND REGIONAL	5.38	Carriageworks – state and philanthropic funding. Also an address for people who pay rent. What it is home to rather than what the spaces are like.	Suggestion	Positive	Stakeholders broadly agree on the necessity for the site to be a base for a cultural organisation rather than an empty hall	Benefits of 'housing' custodians and cultural curators are challenged at HCH compared to Carriageworks
THE HALL IS BOTH CIVIC AND REGIONAL	5.39	Should it become the Museum of Hobart	Suggestion	Positive	There is lack of clarity about the role of museums	Since event functionality would need to be maintained due to demand, a museum would be difficult to broker due to its complexity fulfill both functions
THE HALL IS BOTH CIVIC AND REGIONAL	5.40	It's so enormous it could be the home of someone	Suggestion	Positive	The occupiable portions of the building are relatively small and heritage constraints severe	Ideal candidate for a home would be someone seeking transparency and cultural exchange rather than size alone
THE HALL IS BOTH CIVIC AND REGIONAL	5.41	'Tasogen Hall' – branding of financial partner suggested but not embraced.	Suggestion	Negative	Financial partners have been keenly sort during the project period	Potential partners are anxious about heritage restrictions and financial tenure
THE HALL IS BOTH CIVIC AND REGIONAL	5.42	No precinct activity other than when performances are on	Description	Negative	Lack of adjacent facilities or space further reduces precinct activity	Forms part of larger review

COMMUNITY ENGAGEMENT RECORD

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
THE HALL IS BOTH CIVIC AND REGIONAL	5.43	Masterplan recommendation - base of job description	Description	Neutral	Agree masterplan sets out alternate business models as the 'hall for hire' model is outdated. Evidence suggests that governance is improved if there is a level of autonomy and curatorship	Curator would have skillset to facilitate events and in the case of City Hall could also manage the entire building including the requirements of tenants
THE HALL IS BOTH CIVIC AND REGIONAL	5.44	Students don't want things that are specifically student oriented – they want to be part of the city.	Suggestion	Positive	Proven evidently. Also applies to tourists	Calls into question the value or precinctual planning and highlights need to increase CBD resident numbers and tax base as per other capital cities
THE HALL IS BOTH CIVIC AND REGIONAL	5.45	Market PI as gathering place and possible entrance	Suggestion	Positive	Agreed, reconfiguring Market PI and widening curtilage would have multiple benefits	RICH options suggest curtilage along Market PI is adjusted, implications include improved safe spill out, loading reconfigured to reduce extent and damage, create an urban space not just a reconfigured street
THE HALL IS BOTH CIVIC AND REGIONAL	5.46	Need to make a decision about what goes.	Suggestion	Neutral	Agree does require a certain amount of config-ured space to meet occupant requirements. Can't be totally re-configurable	Removing some of the previous intervention fabric will be key to providing functional and compliant spaces
THE HALL IS BOTH CIVIC AND REGIONAL	5.47	Linking to vision for "Hobart Breathes" to future of City Hall- provides a strategic direction- tells us what is appropriate and what is not appropriate	Suggestion	Positive	As a community facility, potential redevelopment of the HCH should take into consideration larger strategic and community frameworks	
THE HALL IS BOTH CIVIC AND REGIONAL	5.48	Not just an Arts and Entertainment Center- could be utilized for many sports	Suggestion	Positive	Historically the venue has been used for sports. Spatial envelope could be maintained to allow for multiple indoor sports into the future	Additional infrastructure required for flexible indoor sports space. Most of this infrastructure is demountable but requires storage