

DUNEDIN PERFORMING ARTS FEASIBILITY STUDY

FINANCIAL INFORMATION

PHASE TWO REPORT

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OPERATING BUDGET MODELS FOR SHORTLISTED OPTIONS

OVERVIEW

We have developed a detailed, multi-year financial operating model for a new performing arts centre and community artists hub. At this stage it is generic to all four options with the exception of Option 1.2 (utilising King Edward Court). Option 1.2 requires further definition and market investigation to enable detailed business model development – this could be completed should this option be preferred. All options will require annual operating subsidies.

We are recommending that the DCC and other current and potential stakeholders take the approach to "fund for success, not failure". One of the lessons learned from the Fortune Theatre experience was, in our opinion, that such organisations require a critical mass of support to mount effective operations and service delivery. Underfunding operations and programming puts at risk the community's significant capital investment.

As well as outlining key assumptions we have also included (table 1) an indicative annual operating budget that reflects a mature organisation. We have also provided the DCC with a copy (Appendix A) of the detailed working model for review and refinement in terms of the preferred option to be finalised in Phase Three.

A future investment case will also require a specific economic impact assessment to be completed. This is outside of our scope so no conclusions in terms of a cost/benefit analysis can be made at this time. The investment case will also need to indicate firm capital, ongoing operational and facility maintenance funding commitments.



ASSUMPTIONS

ITEM	NOTES
REVENUE	
Grants and Contributed Revenues	No assumptions in terms of Grants have been made at this time – for further discussions with client. Contextually the previous annual grants to Fortune Theatre from CNZ, DCC and Otago Community Trust totalled \$687k for a more limited range of outcomes than those proposed for DOPAC.
	Sponsorships, donations and fundraising for Fortune in FY16 totalled \$235k. We have assumed a conservative target the new entity of \$150k per annum.
Venue Rentals	Venue rent income has been estimated in detail taking into account forecast utilisation and attendances. We have used as a guide the targets contained in the Program Stream descriptions along with estimated external hires in each of the venues,
	Main Theatre perfs/events PA = 226 Dance Studio perfs/events = 235 Conservative estimates for use of the smaller spaces have also been incorporated into the model.
	Venue rental rates have been based on our industry knowledge and benchmarks: Main Theatre - \$1,138/day plus labour Dance Studio - \$450/day plus labour The smaller spaces range from \$30 to \$125 per session (3-8 hours TBC)
	A single average "local" rate has been used, further discounts or support if required would be provided to artists via any project grants from other bodies.
	DŌPAC would be expected to pay rent for its venue usage. This provides a level playing field and also means that venue costs would need to be reflected in programming project budgets.
	Each venue would be rented with an excellent range of technical and production equipment to meet most theatrical needs. Other equipment for specific purposes would be at hirer's cost.
DŌPAC Presentations – Box Office	This reflects the gross income received by DŌPAC for its own presentations and reflects the content described in the Programming Streams. Ticket prices average \$30 for Studio events and \$20 for Dance Studio events. Average attendances are in the range of 60-65% of ticketed capacity.
Labour Recoveries	All casual FOH and BOH labour is recoverable and attract a 10% loading to cover staff training and development, safety equipment and admin costs. This also applies to self-presented events.
Earned Revenues	E.g. from Theatre Bars/kiosk, a modest functions and events business, a small café/restaurant, incubator/Hub tenants, two small retail tenants and modest merchandise sales. Detailed assumptions are included in the detailed model.
	We have assumed that all Food and Beverage provision is outsourced to a third-party operator. This may not be the case however the estimated net revenues to management are assumed to be the same.
Ticketing Business	Theatre Box Office fees are based on attendance and average 3.20 per ticket net.
Other Cost Recoveries/Misc Revenues	Minor amounts forecast from equipment, marketing costs for hirers and other misc. charges.

EXPENDITURE

Salaries and Wages

A core permanent staff of fourteen. Seven full time employees have been assumed and this is detailed in the model. Key Positions/Accountabilities are:

CEO/Director - \$ 125-150K

- Reports to Board/Governance
- Strategic partnerships (Mana Whenua, Council, Central Government, CNZ and supporters/sponsors.)
- Artistic Direction
- Business sustainability
- Organisational development

Head of Programming and Creative Partnerships - \$90-100K

- Execution of programming and audience development strategy (as per specific programming streams attached).
- Presenter (hirer) services and partnerships.
- Community cultural partnerships.
- Commissioning and production of specific works, festival and events.

Industry Development Manager (This could be positioned within Programming and Creative Partnerships depending on scale.) \$90-100K

- Creative Business Incubation
- Auspicing services
- Industry partnerships, vocational training and career development
- Industry development related projects and program e.g. seed funding, small grants and research

Venue Operations Manager \$90-100K

- Technical production services
- Visitor services
- Facility management and development
- Safety and security
- (Food and beverage services may also fall within this unit depending on possible outsourcing arrangements.)

Head of Marketing Services and Commercial \$90-100K

- Event and venue marketing services
- Ticketing and box office
- Commercial business development (This may include relationships with retail/specialist services tenancies, sponsorships, licensing, merchandise and F and B partnerships.)

Corporate Services Manager - \$90-100K

- Financial management, analysis and reporting.
- Accounts and Salaries.
- Human Resources.
- Governance related services.
- IT and systems.

Casual FOH and BOH Staff

The model calculates on a forecast event by event, shift by shift basis based on estimated casual labour needs by venue, event complexity and in line with venue utilisation forecasts. Casual rates are based on the Living Wage as well as experience and include a 25% casual shift loading.

A figure of 13% industrial on-costs has been used.

Other Employee Related Costs

Provision for training, travel, recruitment and similar.

Corporate Marketing

All events related marketing are within programming project budgets. Provision made for limited general promotional activities.

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Ticketing Costs	Software license and consumables.
Administration and Facility Costs	The model has provision for further detailed development however at this stage a general cost has been allowed of \$90/m2. We have used as a benchmark studies conducted by Randall Arts Management for the development of the Aotea Studies Business Case in 2016. This looked at actual costs for six major regional facilities including suburban theatres, the Auckland Gallery and Auckland Town Hall. Costs per m2 ranged from \$57.05 for the Bruce Mason Theatre to \$150 for the Aotea Centre. Five of six of the venues had costs of less than \$90 with the Aotea Centre being the exception. The 90/m2 used here can be adjusted to reflect any further advice from the DCC.
Programming Expenditures	Programming Expenditures have been based on an estimated average cost per performance by venue. Performances in the main theatre are estimated to average \$6500 in costs or in the region of \$35 to \$50k per delivered, marketed and presented week. Costs for the Dance Studio are lower at \$4,000 per performance or \$20-40K per week.
	A further \$50k net subsidy PA has been set aside for commissions, free/low cost and industry development activities.
Food and Beverage Costs	Estimated new revenues from outsourced operator only. We have used the generally accepted industry model of 1/3 Cost of Goods, 1/3 Labour and 1/3 Overheads and Profit.

ANNUAL OPERATING BUDGET

Item	Budget
	Budget
<u>Revenue</u>	
Grants and Contributed Revenues Venue Rentals DŌPAC Presentations - Box Office Labour Recoveries Earned Revenues Ticketing Business Other Cost Recoveries/Misc Total Revenues	\$ 150,000 \$ 485,008 \$ 582,000 \$ 261,606 \$ 181,500 \$ 255,429 \$ 42,000 \$ 1,957,542
<u>Expenditure</u>	
Salaries and Wages Other Employee Related Costs Corporate Marketing Ticketing Costs Administration and Facility Costs Programming Expenditures Food and Beverage Costs Total Expenditures	\$ 1,676,155 \$ 70,500 \$ 80,000 \$ 21,000 \$ 356,940 \$ 650,000 NA – See Assumptions \$ 2,854,595

- <u>\$897,054</u>

Table 1

Indicative Annual Operating Budget – Mature Business

Net Result/Subsidy Required



RDT HIGH LEVEL COSTINGS OF SITE OPTIONS

02/08/2019

										02/08/2019
Item	Description	Rate	Site 1 - type 1	Rate	Site 1 - type 2	Rate		Rate	Site 3	
			Filleul St		Filleul St +KEC		Dowling St		Sammy's +	RDT COMMENT
									Adjacent	
									building	
	Site prep	\$51	\$320,331	\$51			\$270,083	\$129		
	Building Structure	\$4,648		\$2,408	\$15,124,648		\$28,088,632	\$1,113		
	Building fitout	\$2,492	\$15,652,252	\$1,291	\$8,108,771	\$2,492	\$15,652,252	\$2,855	\$17,932,255	
	Theatre equipment	\$950	\$5,966,950	\$950	\$5,966,950	\$950	\$5,966,950	\$950	\$5,966,950	
	Seismic strenthening		\$0		\$0			\$201	\$1,262,481	
Α	Building works Subtotal		\$51,133,621		\$29,520,700		\$49,977,917		\$32,962,688	
	Site works and services		\$714,000		\$616,000		\$731,000		\$481,000	
	Removal of Archaelological Items		\$30,000		\$100,000		\$30,000		\$100,000	
	Exisiting building refurb		\$0		\$8,129,250		\$0		\$0	
В	Construction Cost Subtotal		\$51,877,621		\$38,365,950		\$50,738,917		\$33,543,688	
					. , ,					
	Preliminaries and General	12%	\$6,225,315.00	12%	\$4,603,914.00	12%	\$6,088,670.00	12%	\$4,025,243.00	
		5%	\$2,905,147	5%		5%	\$2,841,379	6%		For Site 3, we have increase the % because it is a
	Margin		. , ,		. , ,		, , ,			refurb works.
С	Prelims and Margin Subtotal		\$61,008,083		\$45,118,357		\$59,668,966		\$39,823,067	
	Continuous	10%	\$6,100,808	10%	\$4,511,836	10%	\$5,966,897	15%	\$5,973,460	Higher uncertainty working around the existing
	Contingency									building
	Escalation 2019-21	9%	\$6,039,800	9%	\$4,466,717	9%	\$5,907,228			holding period for 2 years is 9%
	Escalation 2021-23	4%	\$2,925,948	4%	\$2,163,876	4%	\$2,861,724			Ok for construction period of 2 years
	Escalation 2019-22							13%	\$5,953,549	holding period for 3 years is 13% for site 3
	Escalation 2022-24							4%	\$2,070,003	Ok for construction period of 2 years
D	Subtotal		\$76,074,639		\$56,260,786		\$74,404,815		\$53,820,079	
	Client FFE	Sum	\$300,000	Sum	\$300,000	Sum	\$300,000	Sum	\$300,000	
	Technical FFE	Sum	\$4,000,000	Sum	\$4,000,000	Sum	\$4,000,000	Sum	\$4,000,000	
	Resource consent	0.30%	\$228,224	0.30%	\$168,782	0.30%	\$223,214	0.50%	\$269,100	Different % for Refurb works
	building consent	0.60%	\$456,448	0.60%	\$337,565	0.60%	\$446,429	0.75%		Different % for Refurb works
	Fees	17%	\$12,932,689.00		\$9,564,334.00		\$12,648,818.00	17%	\$0 1/0 /13 00	
									¢04.007.00	This is the Dunedin Council cost for any new
	Development contribution	Sum	\$269,462.00	Sum	\$269,462.00	Sum	\$318,302.00	Sum	\$84,207.00	development
	TOTAL \$72,913,379									
Е	TOTAL		\$94,261,462		\$70,900,929		\$92,341,578		\$68,026,450	Does not include purchase of site
F	Area sqm		6,281.00		6,281.00		6,281.00		6,281.00	
	Area Rate = item D/item F for overall		\$40.440		¢0.057		644.040		¢o Eco	Rates include P&G. contingency & escalation,
	construction cost		\$12,112		\$8,957		\$11,846		\$8,569	not just constrution cost only

SUMMARY

The costing table above is a high-level costing exercise that RDT Pacific undertook as part of this Phase Two work alongside Jasmax. The process was to take the schedule of accommodation, which is the "dream" list of the spaces required to make up the Dunedin Ōtepoti Performing Arts Centre and the Community Artists Hub, then pair that with the information and knowledge the team have on each of the three sites and four options. RDT used their experience from working on the Waikato Regional Theatre to obtain realistic area rates to then put against the total square meterage.

It's worth noting that the costing currently excludes the cost of purchasing any building/s or land associated with each site, as well as any cost associated with a temporary venue.

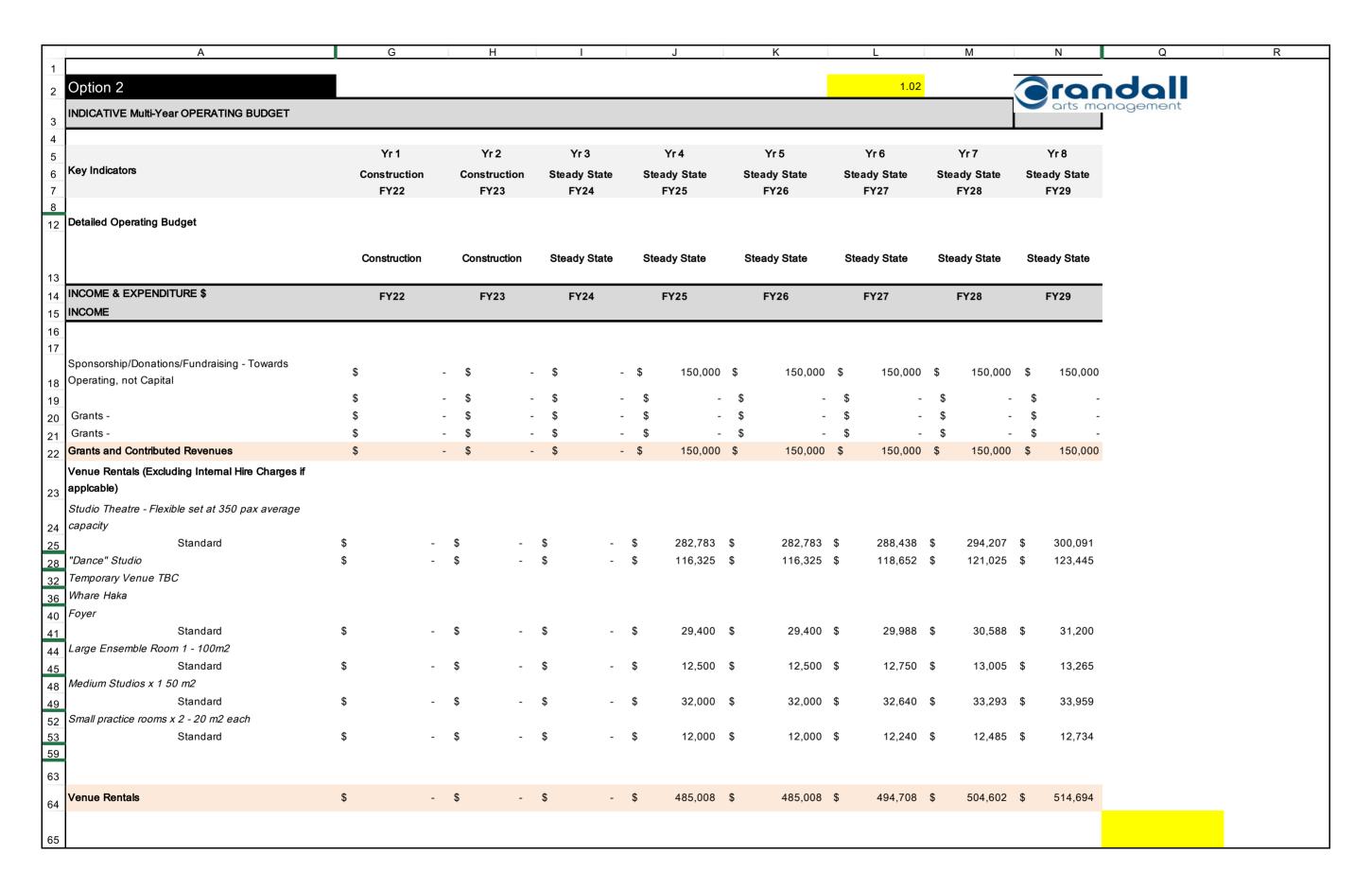
While this initial cost plan can offer results that might not be in line with expectations the aim would be as the venue design work moved into the next phase of work to go through the schedule of accommodation in detail alongside the Aspirational brief and rationalise the use of space with the constant aim of maintaining functionality.

Project: 18138 Performing Arts Feasibility Report Dunedin Title: Phase Two Report Financial Information Issue type: For Information

APPENDIX A - INDICATIVE ANNUAL OPERATING **BUDGET**

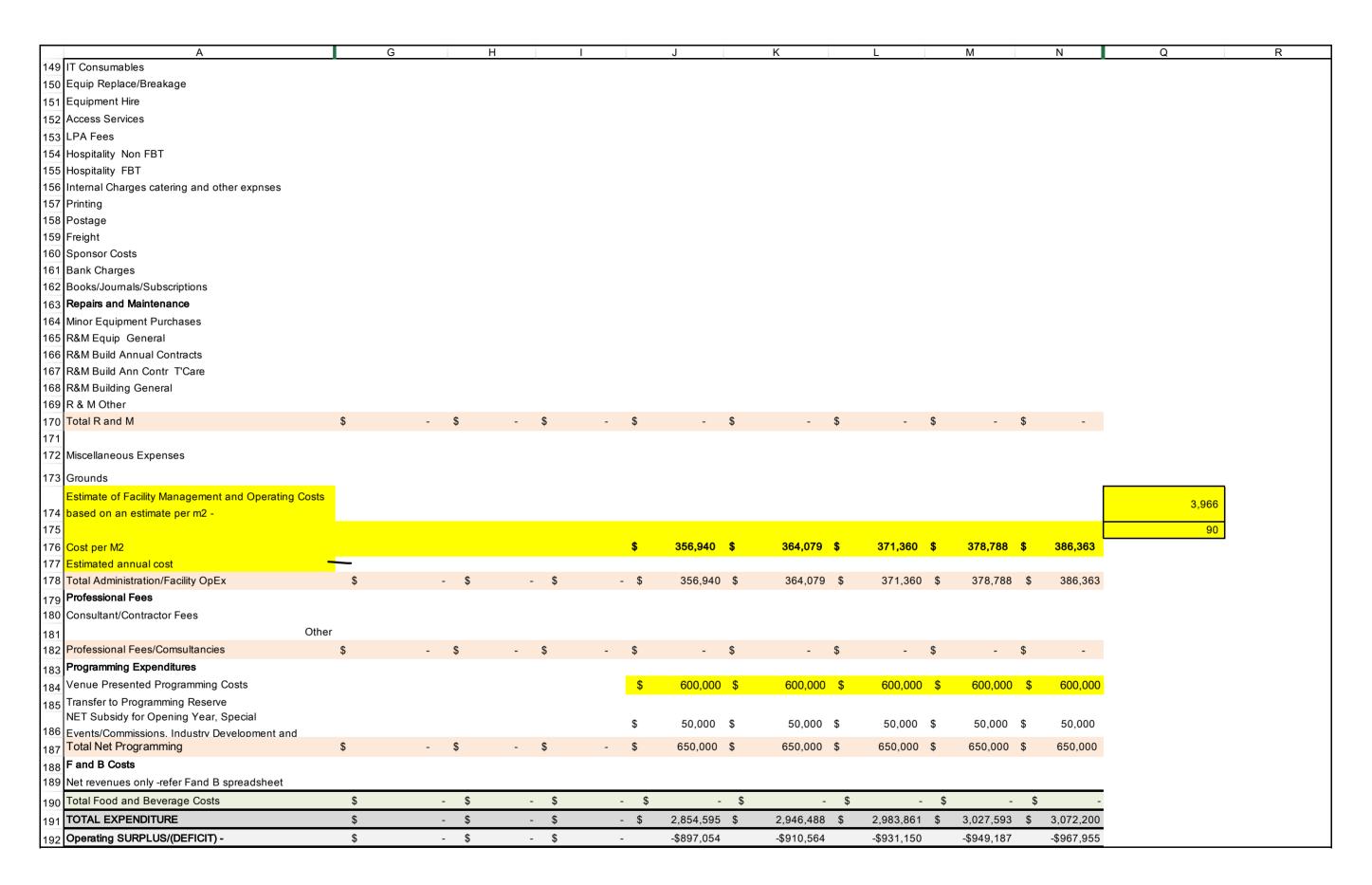
Project: 18138 Performing Arts Feasibility Report Dunedin Title: Phase Two Report Financial Information Issue type: For Information

Summary					Opt	ions			2				
Revenues	Yr 1			Yr 2		Yr 3			Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Grants and Contributed													
Revenues	\$		5	-	\$		-	\$	150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Venue Rentals	\$		5	-	\$		-	\$	485,008	\$ 485,008	\$ 494,708	\$ 504,602	\$ 514,694
DŌPAC Presentations - Box													
Office	\$. (\$	-	\$		-	\$	582,000	\$ 590,400	\$ 590,400	\$ 590,400	\$ 591,600
Labour Recoveries	\$		6	-	\$		-	\$	261,606	\$ 313,369	\$ 311,307	\$ 314,666	\$ 318,093
Earned Revenues e.g. F and													
B,Tenants	\$. 9	\$	-	\$		-	\$	181,500	\$ 191,570	\$ 195,247	\$ 199,475	\$ 203,506
Ticketing Business	\$	-	\$		- \$		-	- \$	255,429	\$ 263,377	\$ 268,645	\$ 276,651	\$ 283,527
Other Cost Recoveries/Misc													
Revenues	\$. (5	-	\$		-	\$	42,000	\$ 42,200	\$ 42,404	\$ 42,612	\$ 42,824
TOTAL INCOME	\$	- \$		-	\$		-	\$	1,957,542	\$ 2,035,924	\$ 2,052,711	\$ 2,078,406	\$ 2,104,245
Expenditure													
Salaries & Wages	\$	- \$;	-	\$		_	\$	1,676,155	\$ 1,757,479	\$ 1,784,072	\$ 1,816,808	\$ 1,850,199
Total Other Employee Related									, ,	, ,	, ,	, ,	, ,
Costs	\$	- \$;	-	\$		_	\$	70,500	\$ 71,910	\$ 73,348	\$ 74,815	\$ 76,311
Total Corporate (Non Events)													
Marketing & Publicity	\$	- \$;	-	\$		-	\$	80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595
Ticketing Expenses	\$	- \$;	-	\$		-	\$	21,000	\$ 21,420	\$ 21,848	\$ 22,285	\$ 22,731
Total Administration/Facility													
OpEx	\$ -	- \$;	-	\$		-	\$	356,940	\$ 364,079	\$ 371,360	\$ 378,788	\$ 386,363
Total Net Programming	\$	- \$		-	\$		-	\$	650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
TOTAL EXPENDITURE	\$	- \$		-	\$		-	\$	2,854,595	\$ 2,946,488	\$ 2,983,861	\$ 3,027,593	\$ 3,072,200
Operating SURPLUS/(DEFICIT) -		\$0		\$	0		\$0		-\$897,054	-\$910,564	-\$931,150	-\$949,187	-\$967,955



	A		G		Н			J		K	L		М		N
	Programming (includes payment of venue rentals)						\$	582,000	\$	590,400 \$	590,400	\$	590,400	\$	591,600
l							Ψ						555, 100	Ť	231,300
	DŌPAC Presentations - Box Office	\$		- \$	-	\$	- \$	582,000	\$	590,400 \$	590,400	\$	590,400	\$	591,600
	Wage Recoveries						\$	261,606	\$	313,369 \$	311,307	\$	314,666	\$	318,093
	BOH Casual Staffing - Cost plus 10% margin						•	201,000	•	\$ 10,000 ¥	0,00.	•	0,000	•	0.0,000
	FOH Casual Staffing - Cost plus 10%margin														
	Other Recoveries see PermSals Sheet			\$	-	\$	- \$	-	\$	- \$	-	\$	-	\$	-
	Labour Recoveries	\$		- \$	-	\$	- \$	261,606	\$	313,369 \$	311,307	\$	314,666	\$	318,093
	Eamed Revenues e.g. F and B,Tenants														
	Estimated net Revenues from Theatre Bars					•	\$	45,101	\$	50,977 \$	51,997	\$	53,460	\$	54,745
	Estimated Net Revenues from Functions and Events						\$	6,975	\$	8,670 \$	8,889	\$	9,114	\$	9,297
	Estimated Net Revenues frrom Restaurant	\$		- \$	_	\$	- \$	90,900		92,718 \$	94,572		96,464		98,393
		Ψ		Ψ		Ψ									
	Estimated Revenue from Incubator/Hub Tenants						\$	10,000	\$	10,000 \$	10,000	\$	10,000	\$	10,000
	Estimated Net Revenues from Retail Tenants							20,000		20,400	20,808		21,224		21,649
	Merchandise Royalties						\$	8,524		8,805 \$	8,981		9,212		9,423
	Earned Revenues e.g. F and B,Tenants	\$		- \$	-	\$	- \$	181,500	\$	191,570 \$	195,247	\$	199,475	\$	203,506
	N 4 T 1 4 F 1 4 4 1						•	255 400	¢.	000 077	000.045	¢	070.054	ď	202 527
	Net Ticketing Fees - projected Ticketing Business	\$		- \$		¢	\$	255,429 255,429		263,377 \$ 263,377 \$	268,645 268,645		276,651 276,651		283,527 283,527
	Howaring Dualitess	φ		- ф	-	\$	- \$	255,429	φ	203,311	200,045	φ	210,001	φ	203,327
	Equipment Hire						\$	10,000	\$	10,200 \$	10,404	\$	10,612	\$	10,824
	Publicity Fees/Cost Recoveries						\$	2,000		2,000 \$	2,000		2,000		2,000
	Other Cost Recoveries						\$	20,000		20,000 \$	20,000		20,000		20,000
	Internal Charges Cost Recoveries						\$	10,000	\$	10,000 \$	10,000	\$	10,000	\$	10,000
	Asset sales Security Recoveries														
	Car Parking														
	Other Cost Recoveries/Misc Revenues	\$		- \$	-	\$	- \$	42,000	\$	42,200 \$	42,404	\$	42,612	\$	42,824
	TOTAL INCOME	\$		- \$		\$	- \$	1,957,542		2,035,924 \$			2,078,406		2,104,245
	EXPENDITURE \$														
	Salaries & Wages						¢	1 245 500	¢	1 270 440 - 6	1 205 040	œ	1 221 725	c	1 2/0 160
	Permanents Casuals						\$ \$	1,245,500 237,823		1,270,410 \$ 284,881 \$	1,295,818 283,006		1,321,735 286,060		1,348,169 289,175
	Contract Staff						Ψ	201,020	Ψ	204,001 Ψ	200,000	Ψ	200,000	Ψ	
	On Costs on Perms and Casuals @ 13 % - current														
3							\$	192,832		202,188 \$	205,247		209,013		212,855
4	Salaries & Wages	\$		- \$	-	\$	- \$	1,676,155	\$	1,757,479 \$	1,784,072	\$	1,816,808	\$	1,850,199

Some interview in the lease of the lease o		A	_	G		Н		I		J		K		L		M		N
10 Seminaria Conference Fees \$ 2,000 \$	105	Other Employee Related Costs					*											
8 Section	106 N	lembership Fees							\$	2,000	\$	2,040	\$	2,081	\$	2,122	\$	2,165
100 Self-Counter Costs \$ 3,000 \$ 3,000 \$ 3,121 \$ 3,164 \$ 3,247 101 Modelal Costs \$ 5,000 \$ 5	107 S	eminars/Conference Fees							\$	2,000	\$	2,040	\$	2,081	\$	2,122	\$	2,165
10 Medical Coates	108 S	taff Training							\$	5,000	\$	5,100	\$	5,202	\$	5,306	\$	5,412
1	109 S	taff Recruitment Costs							\$	3,000	\$	3,060	\$	3,121	\$	3,184	\$	3,247
2 Oka Scotaria S S S S S S S S S	110 N	ledical Costs							\$	500	\$	510	\$	520	\$	531	\$	541
18 18 19 19 19 19 19 19	111 U	niforms							\$	5,000	\$	5,100	\$	5,202	\$	5,306	\$	5,412
14 Tarel Accordation 10,000 1	112 C	H & S Costs							\$	5,000	\$	5,100	\$	5,202	\$	5,306	\$	5,412
15 Tavel TAMesis	113 T	ravel Fares							\$	10,000	\$	10,200	\$	10,404	\$	10,612	\$	10,824
Record Content Conte	114 T	ravel Accomodation							\$	10,000	\$	10,200	\$	10,404	\$	10,612	\$	10,824
State Stat	115 T	ravel TA/Meals							\$	3,000	\$	3,060	\$	3,121	\$	3,184	\$	3,247
17 Image:	116 T	ravel Other									\$	-	\$	_	\$	_	\$	_
Note Fuel Puel									\$	2.000	\$			2.081				
Vahicle Fuel																		
1 1 1 1 1 1 1 1 1 1											7	_0,.00	7	_0,000	7	,	7	,
Mintered Expense	119 V	ehicle Fuel							\$	2,000	\$	2,040	\$	2,081	\$	2,122	\$	2,165
1	120 N	V Interest Expense									\$	-	\$	-	\$	-	\$	-
Marketing & Publicity (Institutional - not show related) Publicity Marketing PR Publicity Advertising S S S S S S S S S									\$	1,000	\$	1,020	\$	1,040	\$	1,061	\$	1,082
Publicity Publ	122 T	otal Other Employee Related Costs	\$		- \$		- \$	-	\$	70,500	\$	71,910	\$	73,348	\$	74,815	\$	76,311
Publicity Marketing/PR	123 M	larketing & Publicity (Institutional - not show related)																
Publicity Advertising Publicity Printing 10,000 \$ 10,000		ublicity/Marketing/PR							\$	50 000	\$	51 000	\$	52 020	\$	53 060	\$	54 122
Publicity Research 1,000									•	30,000		-	Ÿ	02,020	Ψ	00,000	Ť	01,122
Publicity Research S										10.000	*	10,200	\$	10,404	\$	10,612	\$	10,824
Publicity Distribution										,		•		•				
Publicity Publications/Design \$ 20,000 \$ 20,000 \$ 20,000 \$ 21,224 \$ 21,649 \$ 20,000 \$ 20,000 \$ 20,000 \$ 20,000 \$ 21,224 \$ 21,649 \$ 20,000 \$ 20,000 \$ 20,000 \$ 21,224 \$ 21,649 \$ 20,000 \$ 20,000 \$ 20,000 \$ 21,224 \$ 21,649 \$ 20,000 \$ 20,												-		-				
Same												-		-				
Canal Marketing Admin S									¢	20.000	•	20 400		20.000				
Total Corporate (Non Events) Marketing & Publicity \$ - \$ - \$ 80,000 \$ 81,600 \$ 83,232 \$ 84,897 \$ 86,595 \$ 15,000 \$ 15,00									Ф	20,000		20,400	Ф	20,606	Ф	21,224	Ф	21,049
Ticketing Costs Stateman Costs Sta	13116	eneral Marketing/Admin									Ф	-						
\$ 15,00 \$ 15,00 \$ 15,00 \$ 15,00 \$ 15,00 \$ 15,00 \$ 16,00 \$ 15,00 \$ 16,00 \$ 15,00 \$ 16,0	32		\$		- \$		- \$	-	\$	80,000	\$	81,600	\$	83,232	\$	84,897	\$	86,595
\$ 6,00 \$ 6,12 \$ 6,05 \$ 6,24 \$ 6,36 \$ 6,45 \$									_		_		_		_		_	
Cedit Card Clearing A/C Ticketing Expenses									_									
Ticketing Expenses									<i>\$</i>	6,000	\$	6,120	\$	6,242	\$	6,367	\$	6,495
Seneral Admin Costs General Council Services Cleaning Cleaning Security Building Security Cash Handling Licence Fees Taxes FBT Non Salary Taxes Rates Phone		-																
General Council Services Cleaning			\$		- \$		- \$	-	\$	21,000	\$	21,420	\$	21,848	\$	22,285	\$	22,731
Cleaning Stationary Costs Security Building Security Cash Handling Licence Fees Taxes FBT Non Salary Taxes Rates Phone																		
Stationary Costs Security Building Security Cash Handling Licence Fees Taxes FBT Non Salary Taxes Rates Thone																		
42 Security Building 43 Security Cash Handling 44 Licence Fees 45 Taxes FBT Non Salary 46 Taxes Rates 47 Phone	40 C	leaning																
Security Cash Handling Licence Fees Taxes FBT Non Salary Taxes Rates Phone	41 S	tationary Costs																
Licence Fees 45 Taxes FBT Non Salary 46 Taxes Rates 47 Phone	42 S	ecurity Building																
45 Taxes FBT Non Salary 46 Taxes Rates 47 Phone	143 S	ecurity Cash Handling																
Taxes Rates 46 Taxes Rates 47 Phone	144 L	icence Fees																
47 Phone	145 T	axes FBT Non Salary																
	146 T	axes Rates																
48 Website Costs	147 P	hone																
	148 V	/ebsite Costs																



Indicative Year Permanent - Mature Sals Operations On Costs -Estimate Recoverable Positions FTE 25% Total \$ from Hirers % Director \$ 125,000 1 \$ 110,000 EΑ 0 \$ 65,000 Mgr People/OD 0 \$ 90,000 Corporate Services Mgr 90,000 1 \$ 90,000 Bookkeeper/Admin 45,500 Asst 0.7 \$ 65,000 65,000 Settlements 0 \$ A/c Payable 0 \$ 65,000 Payroll 0 \$ 65,000 Head of Marketing Services and Commercial 90,000 90,000 1 \$ **Digital Marketing** 0.5 \$ 37,500 Coord 75,000 37,500 **Publicist** 0.5 \$ 75,000 Events/Marketing Coord 0 \$ 65,000 75,000 \$ Mgr CRM/Box Office 1 \$ 75,000 \$ Box Office Mgr 0 \$ 70,000

	Asst BO	1	\$	60,000	\$	60,000	
					\$	-	
	Mgr Audience						
	Development/						
	Research		\$	85,000	\$	-	
Sponsors/Devlopme			_				
nt Mgr			\$	85,000	\$	-	
Asst			\$	95,000	\$	-	
	Asst	0	\$	65,000	\$	-	
			_		\$	-	
Head of Programming and Creative Partn	erships	1	\$	100,000	\$	100,000	
Venue							
Sales/Presenter			•	75.000	Φ.	75.000	
Sevices	F .	1	\$	75,000	\$	75,000	
	Event Coordinator/s		c	70.000	\$		
Producer DŌPAC	Cooluli atol/s		\$	70,000	Ψ	-	
Presents		1	\$	80,000	\$	80,000	
i leselles	Production	· ·	Ψ	00,000	Ψ	00,000	
	Manager	0	\$	80,000	\$	_	
Head of Public		 	₹	20,000	*		
Programs		0	\$	95,000	\$	-	
			•	,	•		
	Program Sales						
	and Coord	0	\$	65,000	\$	-	
	Programs						
	Managers	0	\$	70,000	\$	-	
					\$	-	

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Studio Theatre - Flexible set at 350 pax average capacity									
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments								
External Theatre Hirer/Presenter - local and non-local	Expecation is that most demand would come from local groups looking for a more intimate but still viable theatre space. Works from Tourmakers, Court Theatre and similar would be expected to be presented with the major seasons as a self or copresentation.				20	20	20	20	20
Self/Co-presented season Ōtepoti Classic	6 to10, 1-3 weeks long seasons of theatre curated and presented by the Centre				80	80	80	80	80
Self/Co-presented seasons - New Adventures & Made to Move - dance	New Adventures 4-6 fully realised works in 1-2 week seasons plus a further 4-6 developing works showcased for 1 or 2 sessions. Dance - A celebration and exploration of human movement. This stream would have some programming drawn from other streams but also feature 2-3 specific events/seasons.				35	35	35	35	35
Self/Co-presented season "Pakiwaitara/Korero pono"	It is expected that at least 4-6 specific events would be commissioned and presented each year in addition to programming featured in other streams.				20	20	20	20	20
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)					30	30	30	30	30
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)	Sunday Sessions 2 programs a year of 5-7 performances each brought together by specialist curators (usually local). Dunedin Sound = 2 programs of 5-7 performances each but possibly more casual late-night gigs as demand and venue operations allow.				10	10	10	10	10
Self/Co-presented season - Kids and Families	No specific targets at this point but something every week, possibly Sunday momings for families.				5	5	5	5	5
Rehearsals/Workshops/Development					20	20	20	20	20

Meetings/Functions/Special Events	These may include special priavet celebrations, conferences/meetings, launches, civic events etc.				6	6	6	6	6
Total Projected Events PA		0	0	0	226	226	226	226	226
Days	assume average of 1.1 days utilisation per event				249	249	249	249	249
By Venue Hire Rates	Comments								
Standard Hire -		. 0	. 0	. 0	·249	·249	·249	·249	·249
		0	0	0	249	249	249	249	249
	-								
By Tech Scale	Comments								
Large		0	0	0	25	25	25	25	25
Standard - usually opens same day		0	0	0	174	174	174	174	174
Simple - Low tech needs		0	0	0	50	50	50	50	50
		0	0	0	249	249	249	249	249

"Dance" Studio									
		Yr 1	Yr 2	Yr3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments								

External Theatre Hirer/Presenter - local and non-local					90	90	90	90	90
Self/Co-presented season Ōtepoti Classic	twice per week.				20	20	20	20	20
Self/Co-presented seasons - New Adventures & Made to Move - dance					20	20	20	20	20
Self/Co-presented season "Pakiwaitara/Korero pono"					20	20	20	20	20
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)					30	30	30	30	30
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)					20	20	20	20	20
Self/Co-presented season - Kids and Families]				10	10	10	10	10
Rehearsals/Workshops/Development					20	20	20	20	20
Meetings/Functions/Special Events					5	5	5	5	5
Total Projected Performances PA		0	0	0	235	235	235	235	235
Days					259	259	259	259	259
By Venue Hire Rates	Comments								
Standard Hire -		0	0	0	259	259	259	259	259
		0	0	0	259	259	259	259	259
Dy Tagh Cagla	Comments								
By Tech Scale	Coniments								
Large					26	26	26	26	26
Standard					181	181	181	181	181
Same Day Performance					52	52	52	52	52
		0	0	0	259	259	259	259	259
			<u> </u>	· · · · · · · · · · · · · · · · · · ·					

Temporary Venue TBC									
		Yr 1	Yr 2	Yr 3	Yr4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments								
External Theatre Hirer/Presenter - local and non-local									
Self/Co-presented season Ōtepoti Classic									

	_								
Self/Co-presented seasons - New Adventures & Made to Move - dance									
Self/Co-presented season "Pakiwaitara/Korero pono"									
Self/Co-presented season Festivals (e.g Fringe, Arts,									
Comedy)									
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)									
Self/Co-presented season - Kids and Families									
Rehearsals/Workshops/Development									
Meetings/Functions/Special Events									•
Total Projected Performances PA Days		0	0	0	0	0	0	0	0
Buys					· ·	ŭ	ŭ	, and the second	U
By Venue Hire Rates	Comments								
Standard Hire -		0 0	0						
		<u> </u>	U	0	<u> </u>	U	U	<u> </u>	U
By Tech Scale	Comments								
Large									
Standard									
Same Day Performance		0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0
140									
Whare Haka									
Dua managarina Chua ang	Commonto	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments			I	Ι				
External Theatre Hirer/Presenter - local and non-local									
Self/Co-presented season Ōtepoti Classic									
Self/Co-presented seasons - New Adventures &									
Made to Move - dance									
Self/Co-presented season "Pakiwaitara/Korero pono"									
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)									
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)									
Self/Co-presented season - Kids and Families									
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)									
Meetings/Functions/Special Events									
Total Projected Performances PA		0	0	0	0	0	0	0	0
Days					0	0	0	0	0
By Venue Hire Rates	Comments								
Standard Hire -		0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0
By Tech Scale	Comments								

Large								
Standard	0	0	0	0	0	0	0	0
Same Day Performance								
	0	0	0	0	0	0	0	0

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Comments								
				10	10	10	10	10
				12	12	12	12	12
				10	10	10	10	10
								10
			0					42
				42	46	46	46	46
Comments								
	0	0	0	42	42	42	42	42
				42	42	42	42	42
Comments								
Comments								
	0	0	0	42	42	42	42	42
	0	0	0	42	42	42	42	42
		Comments 0	Comments Comments Comments Comments O O O	Comments	Comments 10 12 10 12 10 10 10 10 10 10	10	Comments 10	Comments 10

Large Ensemble Room 1 - 100m2									
		Yr 1	Yr 2	Yr 3	Yr4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments								
External Theatre Hirer/Presenter - local and non-local									
Self/Co-presented season Ōtepoti Classic									

Self/Co-presented seasons - New Adventures &									
Made to Move - dance									
Self/Co-presented season "Pakiwaitara/Korero pono"									
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)									
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)									
Self/Co-presented season - Kids and Families									
Rehearsals/Workshops/Development		At least twice per wee	·k		100	100	100	100	100
Meetings/Functions/Special Events									
Total ProjectedSessions PA		0	0	0	100	100	100	100	100
Days		0	0	0	100	100	100	100	100
By Venue Hire Rates	Comments								
Standard Hire -		0	0	0	100	100	100	100	100
Regular									
		=			100	100	100	100	100
By Tech Scale	Comments								
Large									
Standard									
Same Day Performance		0	0	0	100	100	100	100	100
		0			100				

Medium Studios x 1 50 m2										
Wiedidiii Studios X 1 30 III2		Yr 1	Yr 2		Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Dua muamaminan Otua ama	Comments		112		110	117	110	110	11.7	110
Programming Streams	Comments							T	T	I
External Theatre Hirer/Presenter - local and non-local										
Self/Co-presented season Ōtepoti Classic										
Self/Co-presented seasons - New Adventures &										
Made to Move - dance										
Self/Co-presented season "Pakiwaitara/Korero pono"										
Self/Co-presented season Festivals (e.g Fringe, Arts,										
Comedy)										
Self/Co-presented season - Music (Sunday										
Sessions/Dunedin sound)										
Self/Co-presented season - Kids and Families										
Rehearsals/Workshops/Development	Assume at least 4 uses PW					200	200	200	200	200
Meetings/Functions/Special Events										
Total ProjectedSessions PA		0	0		0	200	200	200	200	200
Days		0	0		0	200	200	200	200	200
By Venue Hire Rates	Comments									
Standard Hire -			0	0	C	100	0 100	100	100	100
		0	0		0	100	100	100	100	100
	-									
By Tech Scale	Comments									

Large	0	0	0	20	20	20	20	20
Standard	0	0	0	140	140	140	140	140
Same Day Performance	0	0	0	100	100	100	100	100
	0	0	0	260	260	260	260	260

Small practice rooms x 2 - 20 m2 each											
		Yr 1		Yr 2	Yr 3		Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments										
External Theatre Hirer/Presenter - local and non-local											
Self/Co-presented season Ōtepoti Classic											
Self/Co-presented seasons - New Adventures & Made to Move - dance											
Self/Co-presented season "Pakiwaitara/Korero pono"											
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)											
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)											
Self/Co-presented season - Kids and Families											
Rehearsals/Workshops/Development	Assume at least 4 uses PW per room						400	400	400	400	400
Meetings/Functions/Special Events	NO Rent										
Total ProjectedSessions PA		0		0	0		400	400	400	400	400
Days							440	440	440	440	440
By Venue Hire Rates	Comments										
Standard Hire -			0	(0	400				
		0		0	0		400	400	400	400	400
By Tech Scale	Comments										
Large											
Standard											
Same Day Performance											
		0		0	0		0	0	0	0	0

0									
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Self/Co-presented season "Pakiwaitara/Korero pono"									
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)									
Other	TBC								
Self/Co-presented season - Kids and Families									
Rehearsals/Workshops/Development									
Meetings/Functions/Special Events	NO Rent								
Total Projected Performances PA		0	0	0	0	0	0	0	0
Days					0	0	0	0	0
By Venue Hire Rates	Comments								

Standard Hire - Regular		0	0		0	0	0	0	0 0 0
	TBC	0	0	0	0	0	0	0	0 0
	I·	<u> </u>	U	U	U	0	0	0	U
By Tech Scale	Comments								
Large		0	0	0	0	0	0	0	0
Standard		0	0	0	0	0	0	0	0
Same Day Performance		0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0

BOH/TECH	H Recoverable S	taffing Mo	del			ON Costs	Industrial	13%	Plus Margin	0%	Total On Cost %		Note	Bump Ins/Outs	Assumes Running shift will also cover the bump out in most cases	<u>G</u> ï	andall ts management		Total Hours PA - 52W * 38H)	1,976
						Level 3 Staff					Level 2 Staff					Level 1 Staff				
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump- In)	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl on cost	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl on cost	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl or cost
exible set at 350 pax average capacity									\$41.00					\$35.00					\$29.00	
	Large		249	2	269		5	0	\$41.00	\$0.00	1	4	4	\$35.00	\$37,704.33	1	4	4	\$29.00	\$31,240.7
	Standard		0		0		5	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	1	4	4	\$29.00	\$0.0
	Same Day Performance		0.		0		5	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	1	4	4	\$29.00	\$0.00
Sub Totals			249					0		\$0			12		\$37,704.33			12		\$31,24
nce" Studio									\$41.00					\$35.00					\$29.00	
	Large		26 181	2	28		4	0	\$41.00	\$0.00	0	4		\$35.00	\$0.00		4	4	\$29.00	\$3,248.48
	Standard Same Day Performance		181		181		4	0	\$41.00 \$41.00	\$0.00 \$0.00		4		\$35.00 \$35.00	\$0.00 \$0.00		8	8	\$29.00 \$29.00	\$41,980.40 \$11,994.40
Sub Totals			259					0		\$n			,		\$0.00			20		\$57,223
Sub Totals			239							30			,		\$0.00			20		\$31,223
nporary Venue TBC									\$41.00					\$35.00					\$29.00	
	Large		0	2	0		5	0	\$41.00	\$0.00		4	0.00				4	0	\$29.00	\$0.00
	Standard Same Day Performance		0		0		5	0	\$41.00 \$41.00	\$0.00 \$0.00		4	0.00		\$0.00 \$0.00		4	0	\$29.00 \$29.00	\$0.00 \$0.00
									Ç11.30	Q00				Ç					42.00	40.00
Sub Totals			0					0		\$0					\$0.00			0		\$0
are Haka																				
	Large		0	2	0		4	0	\$41.00 \$41.00	\$0.00		4		\$35.00 \$35.00	\$0.00	0	4	0	\$29.00 \$29.00	\$0.00
	Standard		0		0		4	0	\$41.00	\$0.00		4		\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Same Day Performance	+ +	0		0		4	0	\$41.00	\$0.00		4	(\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
b Totals			0					0		\$0			· ·		\$0.00			0		\$0
									\$41.00					\$35.00					\$29.00	
	Large		0	2	0		4	0	\$41.00	\$0.00		4	(\$35.00	\$0.00	0	4	0	\$29.00	\$0.00
	Standard Same Day Performance		0 42		0		4	0	\$41.00	\$0.00		4		\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	cane bay i anomanee				42		4	U	\$41.00	\$0.00		4	-	\$35.00	\$5,880.00	2	8	10	\$29.00	\$19,488.00
Totals		+ +	42					0		\$0			4		\$5,880.00			16		\$19,488
nsemble Room 2									\$41.00					\$35.00					\$29.00	
	Large Standard			2	0		4	0	\$41.00 \$41.00	\$0.00 \$0.00		4		\$35.00 \$35.00	\$0.00 \$0.00		4	0	\$29.00 \$29.00	\$0.00 \$0.00
	Same Day Performance		100		100		4	0	\$41.00	\$0.00	0	4		\$35.00	\$0.00		0	0	\$29.00	\$0.00
ıb Totals			100					0		\$0					\$0.00			0		\$0
Studios x 1 50									\$41.00					\$35.00					\$29.00	
	Large		20	2	22		4	0	\$41.00	\$0.00		4	(\$35.00	\$0.00		4	0	\$29.00	\$0.00
	Standard Same Day Performance		140 100		140		4	0	\$41.00 \$41.00	\$0.00 \$0.00		4		\$35.00 \$35.00	\$0.00 \$0.00		0	0	\$29.00 \$29.00	\$0.00 \$0.00
Tatals	,		260		100			-	\$1.00	\$0.00		-		\$33.00	\$0.00		0		92.0.00	Q0.00
Totals ctice rooms x			260					0		\$0					\$0.00			0		SC.
	Large		0	2	0		4	0	\$41.00 \$41.00	\$0.00	1	4	- 4	\$35.00 \$35.00	\$0.00	0	4		\$29.00 \$29.00	\$0.00
	Standard		0		0		4	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Same Day Performance	+ +	0		0		4	0	\$41.00	\$0.00	0	4		\$35.00			0		\$29.00	\$0.00
Totals 0			0					0	\$41.00	\$0			8	\$35.00	\$0.00			0	\$29.00	\$0
	Large		0	2	0		4	0	\$41.00	\$0.00		4	4	\$35.00			4	0	\$29.00	\$0.00
	Standard Same Day Performance		0		0		4	0	\$41.00	\$0.00		4	4	\$35.00 \$35.00	\$0.00		0		\$29.00	\$0.00
	cane day renontance				0		4	0	\$41.00	\$0.00		4	(\$35.00			0	0	\$29.00	\$0.00
Totals 0			0					0	\$41.00	\$0			8	\$35.00	\$0.00			0	\$29.00	\$0
	Large			2	0		4	0	\$41.00	\$0.00		4	4	\$35.00			4	0	\$29.00	
	Standard Same Day Performance	-			0		4	0	\$41.00 \$41.00	\$0.00 \$0.00		4	4	\$35.00 \$35.00	\$0.00 \$0.00		0	0	\$29.00 \$29.00	\$0.00 \$0.00
			-		0		4	U	\$41.00	\$0.00	U	4	,	\$33.00			0		gcs.00	\$0.00
Sub Totals			0							\$0					\$0.00			0		\$
TAL			909					0		0			40		43,584			48		107,952

Lvl 3 Lvl 2 Lvl1

otals per lassification
nnual FT Salary | \$81,016 | \$69,160 | \$57,304 |
otional FTE | 0.00 | 0.63 | 1.88

						Level 3 Staff					Level 2 Staff					Level 1 Staff				
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event	Notional Events (Incl. Bump- In)	Avg Number of Lvl 3 casual staff per	individual call -	Total hours per event	Avg Hourly Rate	Labour Cost - incl on cost	Avg Number of Lvl 2 casual staff per	individual call -	Total hours per event	Avg Hourly Rate Including on costs	Labour Cost - incl on cost	1 casual staff per	Average Length of individual call -	Total hours per event	r Avg Hourly Rate Including on costs	Labour Cost - incl o
Studio Theatre -					ŕ	Event	Hours	CVCIIC			Event	Hours				Event	Hours			
Studio Theatre - Flexible set at 350																				
pax average capacity																				
	Large		249	2	269		5	0	\$41.82	\$0.00	-	1 4		4 \$35.70	\$38,458.42	1	4	4	4 \$29.58	\$31,865.5
	Standard		0		0		5	0	\$41.82	\$0.00	1	1 4		4 \$35.70	\$0.00		4	1	4 \$29.58	\$0.0
	Same Day Performance		0		0		5	0	\$41.82	\$0.00	1	1 4		4 \$35.70	\$0.00	- 1	4	4	4 \$29.58	\$0.
Sub Totals ance" Studio			249					0	0	\$0			<u> </u>	12	\$38,458			12	12	\$31,8
	Large		26		28		4		\$41.82	\$0.00	-	4		0 \$35.70	\$0.00	1	4		4 \$29.58	\$3,313.
,	Standard		181		181		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00		8		8 \$29.58	\$42,820.
,	Same Day Performance		52		52		4	0	\$41.82	\$0.00	(0 4	1	0 \$35.70	\$0.00		8	8	8 \$29.58	\$12,234.
Ţ					0															
Sub Totals			259					0		\$0				0	\$0			20	20	\$58,36
nporary Venue TBC																			1	
	Large		0	3	n		5	n	\$41.82	\$0.00		-	0.0	00 \$35.70	\$0.00		4	r	0 \$29.58	\$0.0
	Standard		0		0		5	0	\$41.82	\$0.00		4	0.0		\$0.00		4		0 \$29.58	\$0.0
	Same Day Performance		0		0		5	0	\$41.82	\$0.00		4	0.0	00 \$35.70	\$0.00		4		0 \$29.58	\$0.0
					0		10	0	\$41.82	\$0.00		10	0.0	00 \$0.00	\$0.00		10	0	0 \$0.00	\$0.0
Sub Totals			0					0	DI .	\$0				0	\$0				0	
nare Haka																			1	
	Large		0		_			-	A.,	An an					67.55			<u> </u>	0 400	A
	Standard		0	2	0		4	0	\$41.82	\$0.00 \$0.00				0 \$35.70 0 \$35.70	\$0.00 \$0.00		4		0 \$29.58 0 \$29.58	\$0.0 \$0.0
	Same Day Performance		0		0		4	n	\$41.82	\$0.00		4		0 \$35.70	\$0.00		0	, ,	0 \$29.58	\$0.0
					0		10	0	\$41.82	\$0.00		10		0 \$35.70			10	0	0 \$0.00	\$0.0
Sub Totals			0					0		\$0				0	0				0	0
ļ																			1	
																			1	
	Large		0	2	0		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00		4		0 \$29.58	
	Standard		0		0		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00		0	0	0 \$29.58	\$0.0
ļ	Same Day Performance		42		42		4	0	\$41.82 \$41.82	\$0.00 \$0.00	1	1 4		4 \$35.70 0 \$35.70	\$5,997.60 \$0.00		8	3 16	16 \$29.58 0 \$0.00	\$19,877.7 \$0.0
Sub Totals			42				10		\$41.82	\$0.00		- 10		4	5,998		10	16	16	19,878
ge Ensemble Room																				
00m2																				
	1													-					_	
	Large Standard		0	2	0		4	0	\$41.82	\$0.00 \$0.00		4		0 \$35.70	\$0.00		4		0 \$29.58	
,	Same Day Performance		100		100		4		\$41.82	\$0.00		4		0 \$35.70 0 \$35.70	\$0.00 \$0.00		0		0 \$29.58 0 \$29.58	\$0.0 \$0.0
,	cano bay i circinance		100		0		10		941.02	\$0.00		1		\$33.70	\$0.00	0			0 \$29.30	\$0.0
Sub Totals			100					0		\$0				0	\$0				0	\$0.0
ium Studios x 1 50																				
	Large		20	2	22		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00	0	4		0 \$29.58	\$0.0
	Standard		140		140		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00		0) (0 \$29.58	\$0.0
	Same Day Performance		100		100		4	0	\$41.82	\$0.00		4	4	0 \$35.70	\$0.00	0	0) (0 \$29.58	\$0.0
					0		10	0	\$41.82	\$0.00		10		0 \$0.00			10	0	0 \$0.00	\$0.0
ub Totals practice rooms x			260					0		\$0				0	\$0				0	
n2 each																				
	Large		0	2	0		4	0	\$41.82	\$0.00		1 4		4 \$35.70	\$0.00		4		0 \$29.58	\$0.0
	Standard		0		0		4	0	\$41.82	\$0.00	1	1 4		4 \$35.70	\$0.00		0	0	0 \$29.58	\$0.0
	Same Day Performance		0		0		4	0	\$41.82	\$0.00		4		0 \$35.70	\$0.00		0		0 \$29.58	\$0.0
· ·					0		10		\$41.82	\$0.00 \$0		10		0 \$0.00	\$0.00 \$0.00		10		0 \$0.00	\$0.0
							4	0	\$41.82	\$0.00	1	1 4		4 \$35.70	\$0.00		4		0 \$29.58	\$0.0
Sub Totals 0	Large		0	2	0							1		4 \$35.70	\$0.00	0				
Sub Totals 0	Standard		0	2	0		4	0	\$41.82		1						,	,	0 \$29.58	
Sub Totals 0				2	0		4	0	\$41.82 \$41.82	\$0.00	C	4		0 \$35.70	\$0.00	0	0) (0 \$29.58	\$0.0
Sub Totals 0	Standard		0	2	0 0		4 4 10	0	\$41.82	\$0.00 \$0.00	C	D 4			\$0.00 \$0.00	0	0 0) (\$0.0
Sub Totals 0	Standard		0	2	0		4 10	0 0 0	\$41.82 \$41.82	\$0.00	C	10 4		0 \$35.70	\$0.00	0	0 10) (0 \$29.58	\$0.0
Sub Totals 0 Sub Totals 0 0	Standard		0	2	0 0 0		4 4 10	0	\$41.82 \$41.82	\$0.00 \$0.00 \$0	C	10 4		0 \$35.70	\$0.00 \$0.00 \$0	0	10) (0 \$29.58	\$0.0 \$0.0 \$
Sub Totals Sub Totals O	Standard Same Day Performance Large Standard		0	2	0 0 0		4	0 0 0	\$41.82 \$41.82 0 \$41.82	\$0.00 \$0.00 \$0 \$0.00 \$0.00	C	1 4		0 \$35.70 0 \$0.00 8	\$0.00 \$0.00 \$0 \$0.00	0	0 0 10		0 \$29.58 0 \$0.00 0	\$0.0 \$0.0 \$
Sub Totals Sub Totals Sub Totals	Standard Same Day Performance		0	2	0 0 0		4 4 4 4	0 0 0 0	\$41.82 \$41.82 \$41.82 \$41.82 \$41.82 \$41.82 \$41.82	\$0.00 \$0.00 \$0 \$0.00 \$0.00	C	1 4		0 \$35.70 0 \$0.00 8 4 \$35.70 4 \$35.70 0 \$35.70	\$0.00 \$0.00 \$0 \$0.00 \$0.00 \$0.00	0	0 0 10		0 \$29.58 0 \$0.00 0 \$29.58 0 \$29.58 0 \$29.58	\$0.0 \$0.0 \$0.0 \$0.0 \$0.0
Sub Totals 0 Sub Totals 0	Standard Same Day Performance Large Standard		0	2	0 0 0 0		4 10 4 4 4 4 10	0 0 0 0 0	\$41.82 \$41.82 \$41.82 \$41.82 \$41.82	\$0.00 \$0.00 \$0 \$0.00 \$0.00 \$0.00	C	1 4 1 4 1 4 1 4 1 1 4		0 \$35.70 0 \$0.00 8 4 \$35.70 4 \$35.70	\$0.00 \$0.00 \$0 \$0.00 \$0.00 \$0.00 \$0.00	0	100		0 \$29.58 0 \$0.00 0 \$29.58 0 \$29.58	\$0.1 \$0.1 \$0.2 \$0.2
Sub Totals Sub Totals O	Standard Same Day Performance Large Standard		0	2	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		4 10 4 4 4 10	0 0 0 0 0 0	\$41.82 \$41.82 \$41.82 \$41.82 \$41.82 \$41.82 \$41.82	\$0.00 \$0.00 \$0 \$0.00 \$0.00	C	1 4 1 4 1 4 1 1 6		0 \$35.70 0 \$0.00 8 4 \$35.70 4 \$35.70 0 \$35.70	\$0.00 \$0.00 \$0 \$0.00 \$0.00 \$0.00	0	10 10 10 10 10		0 \$29.58 0 \$0.00 0 \$29.58 0 \$29.58 0 \$29.58	\$0.0 \$0.0 \$0.0 \$0.0 \$0.0

	Lvl 3	Lvl 2	2	Lvl1
otals per				
assification	<u>\$0</u>		<u>\$44,456</u>	\$110,111
nnual FT Salary	\$82,636		\$70,543	\$58,450
otional FTE	0.00		0.63	1.88

Space tudio Theatre - exible set at 350 pax average capacity	Event Type	Notes			1	Level 3 Staff	<u> </u>													
tudio Theatre - exible set at 350 pax average capacity	Event Type	Notes									Level 2 Staff					Level 1 Staff				
exible set at 350 pax average capacity			No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump- In)	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate	Labour Cost - incl on cost	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl on cost	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl or cost
	Large		25	2	27		5		\$42.66	\$0.00	- 1	А	4	\$36.41	\$3,922.76	-		4	\$30.17	\$3,250.2
	Standard		174		174		5	0	\$42.66	\$0.00	1	4	-	\$36.41	\$25,347.06	1		4	\$30.17	\$21,001.8
	Same Day Performance		50		50		5	0	\$42.66	\$0.00	1	4	4	\$36.41	\$7,242.02	1	4	4	\$30.17	\$6,000.5
					0		10	0	\$42.66	\$0.00		10	0	\$36.41	\$0.00		10	0	\$30.17	\$0.0
Sub Totals			249	_				0		\$0			1:	2	\$36,512			12		\$30,25
ce" Studio	Large		26		28															
	Standard	1	181	2	28		4	0	\$42.66 \$42.66	\$0.00 \$0.00	0	4		\$36.41 0 \$36.41	\$0.00 \$0.00		4	4	\$30.17 \$30.17	\$3,379.7 \$43,676.4
	Same Day Performance		52		52		4	0	\$42.66	\$0.00	0	4		\$36.41	\$0.00			9 8	\$30.17	\$12,478.9
ľ					0		10	0	\$42.66			10		\$36.41			10	0	\$30.17	\$0.0
Sub Totals			259					0		\$0			-	0	\$0			20		\$59,53
orary Venue TBC								1												
	Large		0	2	0		5	0	\$42.66	\$0.00		4	0.0	\$36.41	\$0.00		4	0	\$30.17	\$0.0
	Standard		0		0		5	0	\$42.66	\$0.00		4	0.0	\$36.41	\$0.00		4	0	\$30.17	\$0.0
	Same Day Performance		0		0		5	0	\$42.66	\$0.00		4	0.0	\$36.41	\$0.00		4	0	\$30.17	\$0.0
					0		10	0	\$42.66	\$0.00		10	0.0		\$0.00		10	0	\$30.17	\$0.0
Sub Totals re Haka			0					0		\$0				D	\$0			0	\$30.17 \$30.17	
	Large	-	0	2					\$42.66	\$0.00		4		0 \$36.41	\$0.00				\$30.17 \$30.17	\$0.0
	Standard		0	2	0		4	n	\$42.66	\$0.00		4		\$36.41	\$0.00	0	0	n	\$30.17	\$0.0
	Same Day Performance		0				4	0	\$42.66	\$0.00		4		\$36.41	\$0.00	0	0	0	\$30.17	\$0.0
					0		10	0	\$42.66	\$0.00		10		\$36.41	\$0.00		10	0	\$30.17	\$0.0
Sub Totals			0					0		\$0				0	\$0					\$
r																				
	Large		0	2	0		4	0	\$42.66	\$0.00		4	-	\$36.41	\$0.00		4	0	\$30.17	\$0.0
	Standard Same Day Performance		0 42		0		4	0	\$42.66	\$0.00		4		\$36.41	\$0.00	0	0	0	\$30.17	\$0.0
,	Same Day Performance	1	42		42		4	0	\$42.66	\$0.00	- 1	4		4 \$36.41	\$6,117.55	2	2 8	16	\$30.17	\$20,275.3
Sub Totals										\$0					\$6,117.55					\$20,275.3
Ensemble Room 00m2																				
	Large		0	2	0		4	0	\$42.66	\$0.00		4		\$36.41	\$0.00		4	0	\$30.17	\$0.0
	Standard Same Day Performance		0		0		4	0	\$42.66	\$0.00		4		\$36.41	\$0.00			0	\$30.17	\$0.0
ļ	Same Day Performance		100		100		4	0	\$42.66	\$0.00	0	4	-	\$36.41	\$0.00			0	\$30.17	\$0.0
Sub Totals			100					0		\$0			-	0	\$0			0		\$
um Studios x 1 50																				
+	Large	-	0	2					\$42.66	\$0.00		4		0 \$36.41	\$0.00				\$30.17	\$0.0
	Standard		0	2	0		4	n	\$42.66	\$0.00		4		\$36.41			0	n	\$30.17	\$0.0
	Same Day Performance		0				4	0	\$42.66	\$0.00		4		\$36.41	\$0.00		0	0	\$30.17	\$0.0
			<u> </u>																	
Sub Totals I practice rooms x			0					0		\$0			-	0	\$0			0		\$
m2 each																				
	Large		0	2	0		4	0	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00		4	0	\$30.17	\$0.0
	Standard		0		0		4	0	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00		0	0	\$30.17	\$0.0
,	Same Day Performance		0		0		4	0	\$42.66	\$0.00	0	4	-	\$36.41	\$0.00	C	0	0	\$30.17	\$0.0
Sub Totals			0		0					ęn.					en					
0										30										
	Large		0	2	0		4	0	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00	0	4	. 0	\$30.17	\$0.0
	Standard		0		0		4	0	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00		0	0	\$30.17	\$0.0
	Same Day Performance		0		0		4	0	\$42.66	\$0.00	0	4		\$36.41	\$0.00	C	0	0	\$30.17	\$0.0
tota Tatala					0		10	0	\$0.00			10		\$36.41	\$0.00		10	0	\$30.17	\$0.0
Sub Totals 0			0					0		\$0			-		\$0			0		\$
	Large			2	n		4	n	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00		4	n	\$30.17	\$0.0
	Standard				0		4	0	\$42.66	\$0.00	1	4		4 \$36.41	\$0.00			0	\$30.17	\$0.0
	Same Day Performance				0		4	0	\$42.66	\$0.00	0	4		\$36.41	\$0.00		0	0	\$30.17	\$0.0
Sub Totals			607					0		\$0 0			36	8	42,629			32		110,063

L	Lvl 3	Lvl 2	Lvl1
Totals per classification	\$0	\$42,629	\$110,063
Annual FT Salary	\$84,289	\$71,954	\$59,619
Notional FTE	0.00	0.59	1.85

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Year 4																				
						Level 3 Staff				L	evel 2 Staff					Level 1 Staff				
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump	Avg Number of Lvl 3 casual staff per	Average Length of individual call -	Total hours per	Avg Hourly Rate	Labour Cost - Inci	vg Number of LvI casual staff per	Average Length of individual call -	Total hours per	Avg Hourly Rate	Labour Cost - incl on	Avg Number of Lvl 1 casual staff per	Average Length of individual call -	Total hours per	Avg Hourly Rate	Labour Cost - incl on
	Event Type	Notes	NO OI EVEILS PA	Bullip III Out (III's per eveni	In)	Event	Hours	event	Avg riourly hate	on cost 2	Event Event	Hours	event	net of on costs	cost	Event	Hours	event	net of on costs	cost
Studio Theatre - Flexible set at 350																				
pax average													1							ı
	Large		25	2	2	7	5	0	\$43.51	\$0.00	1	4	4 4	\$37.14	\$4,001.21	1 1	4	4	\$30.78	\$3,315.29
	Standard		174		174	1	5	0	\$43.51	\$0.00	1	4	4 4	\$37.14	\$25,854.00		4	4	\$30.78	
	Same Day Performance		50		5(1	5	0	\$43.51	\$0.00	1	4	4 4	\$37.14	\$7,386.86		4	4	\$30.78	
							10	ő	\$43.51	\$0.00		10	0	\$37.14	\$0.00	0	10	0	\$30.78	\$0.00
Sub Totals			249				1	0		\$0			12	2	\$37,242	2		12		\$30,858
Dance" Studio																				
	_																			
	Large		26	2	2	3	4	0	\$43.51	\$0.00	0	4	4 (0 \$37.14	\$0.00		4	4	\$30.78	\$3,447.32
	Standard		181		18	1	4	0	\$43.51	\$0.00	0	4	4 (0 \$37.14	\$0.00	0 1	8	8	\$30.78	\$44,549.94
	Same Day Performance		52		50	2	4	0	\$43.51	\$0.00		10	0	0 \$37.14	\$0.00	0 1	8	8	\$30.78	\$12,728.55
ub Totals	l		259					0	\$43.51	0				0	\$0.00	0		16	i	\$60,725.81
emporary Venue	1																			
TBC	4																			
	Large		0	2	2		5	0	\$43.51	\$0.00		4	4 0.00		\$0.00		4	0	\$30.78	
	Standard		0		(5	0	\$43.51	\$0.00		4	0.00		\$0.00		4	0	\$30.78	
	Same Day Performance	1	0		(0	5	0	\$43.51	\$0.00		10	0.00	0 \$37.14	\$0.00		10	0	\$30.78	\$0.00
Totals										, <u>L</u>					0					
Whare Haka			0					0		0				0				0		\$0.00
	Large		0	2	2		4	0	\$43.51	\$0.00		4	4 (0 \$37.14	\$0.00		0	0	\$30.78	\$0.00
	Standard		0		(4	0	\$43.51	\$0.00		4	4 (0 \$37.14	\$0.00		0	0	\$30.78	
	Same Day Performance		0		(1	4	0	\$43.51	\$0.00		10	0	0 \$37.14	\$0.00		10	0	\$30.78	\$0.00
otals									$oxed{oxed}$					\Box	\$0.00	0				
Foyer			0					0		\$0.00								0		\$0.00
		I			1				ı I				1							
	Large		0						l I		 		1							i
								_			 									
	0		0	2		1	4	0	\$43.51	\$0.00		4	4	4 \$37.14	\$0.00	0 0	0	0	\$30.78	\$0.00
	Standard				-	0	4	0	\$43.51	\$0.00	1	4	4	4 \$37.14	\$0.00		8	0	\$30.78	
	Same Day Performance	1	42		42	2	4	0	\$43.51	\$0.00	1	10	4	4 \$37.14	\$6,239.90		8	16	\$30.78	
Sub Totals										\$0.00					\$6,240	0				\$20,680.82
rge Ensemble com 1 - 100m2			42																	i
	Large		0		,	1	4	n	\$43.51	\$0.00		4		0 \$37.14	\$0.00	0	0	0	\$30.78	\$0.00
	Standard		0			1	4	0	\$43.51	\$0.00	0	4		0 \$37.14	\$0.00		0	0	\$30.78	
	Same Day Performance		100		100				\$43.51	\$0.00		- 10		0 \$37.14	φ		10	0	\$30.78	
Totals					100		10	0	\$43.51	\$0.00		10		0 \$37.14	0		10	0	\$30.78	\$0.00 O
dium Studios x 1								-						1						
50 m2										\$0.00										
	Large		20	2	2	2	4	0	\$43.51	\$0.00		4	4 (0 \$37.14	\$0.00	0	0	0	\$30.78	\$0.00
	Standard		140		140	1	4	0	\$43.51	\$0.00		4	4 (0 \$37.14	\$0.00	0	0	0	\$30.78	\$0.00
	Same Day Performance		100		100		4	0	\$43.51	\$0.00		10	0	0 \$37.14			10	0	\$30.78	\$0.00
Totals					(0							(0	0					
Small practice																				
oms x 2 - 20 m2	1		260																	i
each	Larne	+	0					0		\$0.00								0		\$0.00
	Large Standard	<u> </u>	0	2	2		4	0	\$43.51	\$0.00	1	4	4	4 \$37.14	\$0.00		0	0	\$30.78	
		<u> </u>			-		4	0	\$43.51	\$0.00	0	4	4 (0 \$37.14	\$0.00	0	0	0	\$30.78	\$0.00
Totals	Same Day Performance	+	0		-		4	0	\$43.51	\$0.00		10	0	0 \$37.14			10	0	\$30.78	
	 	+	0				10	0	\$43.51	\$0.00				0 \$37.14	\$0.00	0		0	\$30.78	\$0.00
0	Larne		0					0		\$0		4	1	9			4	0		\$0
	Large Standard	-	-	2	(4	0	\$43.51	\$0.00	1	4	4	4 \$37.14	\$0.00		0	0	\$30.78	
					-		4	0	\$43.51	\$0.00	0	10	0	0 \$37.14	\$0.00		10	0	\$30.78	
	Same Day Performance		0		-		4	0	\$43.51	\$0.00				0 \$37.14	\$0.00			0	\$30.78	
Totals		+	0		-		10	0	\$43.51					0 \$37.14	\$0.00	0		0	\$30.78	
0	Lorgo		0					0		\$0		4	4	4			4	0		\$0
	Large			2	2		4	0	\$43.51	\$0.00	1	4	4 4	4 \$37.14	\$0.00		0	0	\$30.78	
	Standard	<u> </u>	-		-		4	0	\$43.51	\$0.00	0	10		0 \$37.14	\$0.00	0 0	10	0	\$30.78	
	Cama Day Dadamana	1					4	0	\$43.51	\$0.00		4	4 (0 \$37.14			0	0	\$30.78	
	Same Day Performance	1					10	0	\$43.51	\$0.00	1	10	10	0 \$37.14	\$0.00	0 1	10	10		
	Same Day Performance		0					0		\$0			14	4	\$0			10		\$0
Sub Totals	Same Day Performance							0		0			36		43,482			32		112,264
Sub Totals	Same Day Performance		249					•												
Sub Totals	Same Day Performance							-	F						43,482			1		112,264
Sub Totals Sub Totals FOTAL	Same bay Performance								[L	vl 3			Lvl 2			Lvl1			
Sub Totals	Same Day Performance								[
Sub Totals	Same Day Performance								[otals per lassification	<u>\$0</u>			\$43,482			\$112,264			
Sub Totals	Same Day Performance								[Cotals per classification innual FT Salary	<u>\$0</u> \$85,975			\$43,482 \$73,393			\$112,264 \$60,811			
Sub Totals	Same Day Performance								[otals per lassification	<u>\$0</u>			\$43,482			\$112,264			

\ \ \ \ \ \																				
						Level 3 Staff Avg Number of Lvl	Average Length of				Level 2 Staff Avg Number of Lvl	Average Length of				Level 1 Staff Avg Number of Lvl	Average Length of			
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump In)	3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate	Labour Cost - incl on cost	2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl on cost	1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate net of on costs	Labour Cost - incl on cost
Studio Theatre - lexible set at 350 pax average																				
capacity																				
	arge		25	2	27		5	0	\$44.38	\$0.00	1	4	4	4 \$37.89		1	4	4	\$31.39	
	Standard		174		174		5	0	\$44.38		1	4	4	\$37.89		1	4	4	\$31.39	
	Same Day Performance		50		50		5	0	\$44.38	\$0.00	1	4	4	\$37.89		1	4	4	\$31.39	\$6,242.95
			249				10	0	\$44.38	\$0.00 \$0		10	0	\$37.89			10	0	\$31.39	
Sub Totals e" Studio			249					0		\$0			1:	2	\$37,987			12	2	\$31,475
	_arge		26		28				\$44.38	\$0.00				0 \$37.89	\$0.00	-			\$31,39	\$3,516.26
	Standard		181	2	181			0		\$0.00		4		0 \$37.89		1	4	4		
	Same Day Performance		52		52		4	0	\$44.38 \$44.38	\$0.00		4		0 \$37.89			8	8	\$31.39 \$31.39	\$45,440.94 \$12,983.12
F	Same Day 1 enormance		32		32		-	U	\$44.38	\$0.00	U	4	<u> </u>	U \$37.89	\$0.00		8		\$31.39	\$12,983.12
Sub Totals			259				10	0		\$0				0	\$0			20		\$61,940
rary Venue TBC																				
	∟arge Standard		0	2	-			0	\$44.38	\$0.00 \$0.00		4	0.0	1			4		\$31.39	
	Same Day Performance						5	0	\$44.38			4	0.0				4			
F	запо вау геноппансе		0				5	0	\$44.38	\$0.00		4	0.0	0 \$37.89	\$0.00		4		\$31.39	\$0.00
Sub Totals			0					0		\$0				0	\$0.00			0		\$0.00
Haka															4					60.50
	arge		0	2	0			0	\$44.38	\$0.00		4		0 \$37.89	\$0.00	0	4	0	\$31.39	\$0.00
	Standard		0				4	0	\$44.38	\$0.00		4		0 \$37.89		0	0	0	\$31.39	
	Same Day Performance		0		C		4	0	\$44.38	\$0.00		4		0 \$37.89	\$0.00	0	0	0	\$31.39	\$0.00
Sub Totals			0				10	0		\$0				0	\$0			0		\$0
	arge		0						\$44.38	\$0.00				0 \$37.89	\$0.00				\$31.39	\$0.00
	Standard		0	2				0	\$44.38 \$44.38	\$0.00		4		0 \$37.89		0	4		\$31.39	
	Same Day Performance		42		42		4	0	\$44.38 \$44.38	\$0.00		4	-	4 \$37.89		0	0	- 0	\$31.39 \$31.39	
F	Same Bay 1 chomanoc		76		42		-	U	\$44.38	\$0.00		4		4 \$37.89	\$6,364.70	2	8	I C	\$31.39	\$21,094.44
ub Totals			42				10	0		\$0				4	\$6,365			16	3	\$21,094
nsemble Room																				
m2	arge		0																	
	Standard		0	2				0	\$44.38 \$44.38	\$0.00 \$0.00		4		0 \$37.89 0 \$37.89			4		\$31.39	\$0.00 \$0.00
	Same Day Performance		100		100		4	0	\$44.38	\$0.00		4		0 \$37.89		0	0		\$31.39	
F	same bay i circimanoc		100		100		-	U	\$44.00	\$0.00		-	<u> </u>	U \$37.89	\$0.00		U		\$31.39	\$0.00
ub Totals			100				10	0		\$0			,	0	\$0			0		\$0
Studios x 1 50																				
-	arge		20	_	22					\$0.00				\$37.89 0 \$37.89	\$0.00				\$31.39 \$31.39	\$0.00
	Standard		140	2	140			0	\$44.38 \$44.38			4		0 \$37.89		0	4		\$31.39	
	Same Day Performance		100		100		4	0	\$44.38			4		0 \$37.89		0	0		\$31.39	
F					100		_		\$11.00	\$0.00		-		\$37.00	\$0.00		Ü		\$01.00	\$0.00
Sub Totals			260				10	0		\$0				0	\$0			0		\$0
practice rooms x m2 each																				
	arge		0	0					\$44.38	\$0.00				4 \$37.89	\$0.00				\$31.39	\$0.00
	Standard		0	2				0	\$44.38		-	4		4 \$37.89 4 \$37.89		0	9		\$31.39	
	Same Day Performance		0		,		4	0	\$44.38	\$0.00		4		0 \$37.89		0	0		\$31.39	\$0.00
T									\$4.00	\$0.00				\$57.00	30.00				\$31.00	60.00
ub Totals			0				10	0		\$0			-	8	\$0			0		\$0
0																				
	arge		0	2	0			0	\$44.38	\$0.00	1	4		4 \$37.89	\$0.00	0	4	0	\$31.39	\$0.00
	Standard		0		0			0	\$44.38	\$0.00	1	4		4 \$37.89		0	0	0	\$31.39	\$0.00
	Same Day Performance		0		0		4	0	\$44.38	\$0.00	0	4	-	0 \$37.89	\$0.00	0	0	0	\$31.39	\$0.00
ub Totals			0							¢n				0	-				1	
oub rotals 0							10	0		\$0				9	\$0			C	1	\$0
T I	_arge			2				п	\$44.38	\$0.00	1	4		4 \$37.89	\$0.00	0	4		\$31.39	\$0.00
	Standard							n	\$44.38	\$0.00	1	4		4 \$37.89		0	0		\$31.39	\$0.00
f	Same Day Performance				0		4	0	\$44.38	\$0.00	0	4		0 \$37.89		0	0	0	\$31.39	\$0.00
+	-																			
			0	1		1	4	0		\$0			1	8	\$0			0		\$0
Sub Totals			909							0			40		44,352			48		114,510

	Lvl 3	Lvl 2	Lvl1
Totals per classification	<u>\$0</u>	<u>\$44,352</u>	<u>\$114,510</u>
Annual FT Salary	\$87,694	\$74,861	\$62,028
Notional FTE	0.00	0.59	1.85

Casual Staffing Models

Full Year Operations

©

Total On Cost %

								ON Costs	Industrial		Plus Marg	in	Cost %	0					
unctions and E	vents - Recov	verable Staff			Year 1														
					Level 3 Staff					Level 2 S	taff				Level 1	Staff			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered intc on- costs)	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	of Lvl 1 casual staff	Average Length of individual call - Hours		Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on- costs)
able Meal Service eg.	50 to 100	50	0	0			0	\$35.42	\$0.00		4	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
dding/Cabaret/Banquet - A	100 to 200	150	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
gle formal or informal dining	200to 300	200	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
vent (including buffet and drinks) any size, catering for breakfast,	300 to 500	300	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
nch or dinner with no meeting	500 to 700	500	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
lement including weddings and	Totals		0	0			0		\$0.00			0		\$0.00			0		\$0.00
abaret Style perfs 1:25 Max	•					•													
taffing ratio																			
	10 to 50	30	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
	50 to 75	60	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
onference - A meeting event	75 to 100	80	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
cluding food and beverage service equirements (possibly with	100 to 150	125	0	0			0	\$35.42	\$0.00		8	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
chibition element) of more than	150 to 300	225	3	675			0	\$35.42	\$0.00		10	0	\$27.83	\$0.00	\vdash	8	0	\$22.77	\$0.00
ore than one days duration -	300 to 500	300	0	0		10	0	\$35.42	\$0.00		8	0	\$27.83	\$0.00	 	6	0	\$22.77	\$0.00
sume 2 coffee/tea services,	500 to 1.000	600	0	0		10	0	\$35.42	\$0.00		10	0	\$27.83	\$0.00		6	0	\$22.77	\$0.00
uffet style lunch, 9 hour day, 1:60	Totals	0	3	675		10	0	φυυ.42	\$0.00		10	0	φ21.03	\$0.00	+	-	0	φ22.11	\$0.00
taff ratio	Totals	0	3	6/3			U		\$0.00					\$0.00					\$0.00
		•																	
	40.00	0	_	_				**- **	****				***	****					** **
	10 to 20	15	0	0			0	\$35.42	\$0.00			0	\$27.83	\$0.00	 	3	0	\$22.77	\$0.00
ocktail Reception - A stand up	20 to 50	35	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00	 	3	0	\$22.77	\$0.00
unction providing light hot and/or	50 to 100	60	15	900			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00	 	3	0	\$22.77	\$0.00
old finger food with beverage	100 to 300	85	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00	 	3	0	\$22.77	\$0.00
ervice 1:30 Staff Ratio min 3 hour	300 to 600	150	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00	 	3	0	\$22.77	\$0.00
all plus bar	Totals	0	15	900					\$0.00					\$0.00				lacksquare	\$0.00
			_																
	10 to 25	20	6	120			0	\$35.42	\$0.00			0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
	25 to 75	60	2	120			0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
eminar - Single group	75 to 150	120	1	120			0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
iscussion/meeting event including	150 to 300	200	0	0			0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		6	0	\$22.77	\$0.00
atering, normally of one day	Totals	0	9	360				\$35.42	\$0.00				\$27.83	\$0.00				\$22.77	\$0.00
uration as per conference ratios	10.013	• 						ψ00.12	\$0.00				Q21.00	ψ0.00				Ψ22.11	ψ3.00
		0																	
pecial Event - An event	300 to 1000	500	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00	 	5	0	\$22.77	\$0.00
rganized usually in house –	Totals		0	0	<u> </u>	<u> </u>			\$0.00					\$0.00		<u> </u>		<u> </u>	\$0.00
opening Gala, Christmas Day unction, Mother's Day Function,																			
-																			
lew Years Eve Function, Food estival etc																			

					Level 3 Staff					Level 2 S	taff				Level 1	Staff			
Type of Event		Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)		of individual	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)	casual staff	Length of	Total hours per event	Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on- costs)
dio Theatre - Flexible set at pax average capacity			249	0		5	0	\$35.42	\$0.00	1	4	4	\$27.83	\$27,674.15	1	4	4	\$22.77	\$22,642.49
nce" Studio			259	0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$35,970.28	0	5	0	\$22.77	\$0.00
mporary Venue TBC				0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00	0	4	0	\$22.77	\$0.00
nare Haka				0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$0.00	0	5	0	\$22.77	\$0.00
								,,,,,,	,		,		,	, , , , , , , , , , , , , , , , , , ,					7,100
yer			0	0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00		4	0	\$22.77	\$0.00
ge Ensemble Room 1 - m2 dium Studios x 1 50 m2				0	0	0	0	\$35.42 \$35.42	\$0.00 \$0.00		5	0	\$27.83 \$27.83	\$0.00 \$0.00		5	0	\$22.77 \$22.77	\$0.00 \$0.00
nall practice rooms x 2 - 20				U	0	0	U	\$35.42	\$0.00		5	U	\$27.03	\$0.00		5	U	\$22.11	\$0.00
2 each				0	0	0	0	\$35.42 \$35.42	\$0.00 \$0.00		5	0	\$27.83 \$27.83	\$0.00 \$0.00		5	0	\$22.77 \$22.77	\$0.00 \$0.00
ů,				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
OTAL									\$0.00					\$63,644.4 3					\$22,642.49
									Lvl 3					Lvl 2					LvI1
	0							Totals per classification	\$0					\$63,644					\$22,642

Annual FT Salary \$70,000

Notional FTE 0.00

\$55,000 1.16 \$45,000 0.50

unctions and Even	ts - Recoverable	Staff			Year 2														
					Level 3 Staff					Level 2 S	Staff				Level 1	Staff			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)	Avg Number of Lvl 2 casual staff per Event	of individual	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)
able Meal Service eg.	50 to 100	50	0	0			0	\$35.42	\$0.00		4	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
/edding/Cabaret/Banquet - A																			
ngle formal or informal dining	100 to 200	150	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00	-	4	0	\$22.77	\$0.00
ent (including buffet and drinks)	200to 300	200	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00	1	4	0	\$22.77	\$0.00
f any size, catering for breakfast, nch or dinner with no meeting	300 to 500	300	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		4	0	\$22.77	\$0.00
lement including weddings and	500 to 700	500	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
abaret Style perfs 1:25 Max	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
affing ratio		0	0																
	10 to 50	30	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
	50 to 75	60	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
conference - A meeting event noluding food and beverage service	75 to 100	80	0	0			0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
equirements (possibly with	100 to 150	125	0	0			0	\$35.42	\$0.00		8	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
xhibition element) of more than	150 to 300	225	3	675			0	\$35.42	\$0.00		10	0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
ore than one days duration -	300 to 500	0	0	0		10	0	\$35.42	\$0.00		8	0	\$27.83	\$0.00		6	0	\$22.77	\$0.00
ssume 2 coffee/tea services,	500 to 1,000	0	0	0		10	0	\$35.42	\$0.00		10	0	\$27.83	\$0.00		6	0	\$22.77	\$0.00
uffet style lunch, 9 hour day, 1:60	Totals	0	3	675			0		\$0.00					\$0.00				· ·	\$0.00
staff ratio																			
		0	0																
	10 to 20	15	0	0			0	\$35.42	\$0.00			0	\$27.83	\$0.00		3	0	\$22.77	\$0.00
	20 to 50	35	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00		3	0	\$22.77	\$0.00
Cocktail Reception - A stand up unction providing light hot and/or	50 to 100	60	15	900			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00		3	0	\$22.77	\$0.00
old finger food with beverage	100 to 300	85	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00		3	0	\$22.77	\$0.00
ervice 1:30 Staff Ratio min 3 hour	300 to 600	150	0	0			0	\$35.42	\$0.00		3	0	\$27.83	\$0.00		3	0	\$22.77	\$0.00
all plus bar	Totals	0	15	900					\$0.00					\$0.00	_				\$0.00
		0	0					44									-		
	10 to 25	20	6	120	-		0	\$35.42	\$0.00		<u> </u>	0	\$27.83	\$0.00	1	8	0	\$22.77	\$0.00
eminar - Single group	25 to 50	35	2	70		1	0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
scussion/meeting event including	50 to 75	60	1	60		1	0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		8	0	\$22.77	\$0.00
atering, normally of one day	75 to 100	80	0	0		-	0	\$35.42	\$0.00		6	0	\$27.83	\$0.00		6	0	\$22.77	\$0.00
ration as per conference ratios	Totals	0	9	250				\$35.42	\$0.00				\$27.83	\$0.00	_			\$22.77	\$0.00
-																			
ecial Event - An event		0	0					40-10								_		A1:	***
anized usually in house –	300 to 1000	500	0	0		5	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
ristmas Day Function, Mother's	Totals	0	0	0		L			\$0.00					\$0.00					\$0.00
y Function, New Years Eve											_					_			
ction. Food Festival etc																			
OTAL				1,825					\$0.00					\$0.00	0				\$0.00

				Level 3 Staff					Level 2 S	Staff				Level 1	Staff				
Type of Event	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 2 casual staff per Event	of individual	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on- costs)	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	per event	Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on- costs)	
tudio Theatre - Flexible set at	at 350 pax average capacity	249	0	1	5	5	\$35.42	\$44,027.06	1	4	4	\$27.83	\$27,674.15	1	4	4	\$22.77	\$22,642.49	
'Dance" Studio		259	0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$35,970.28	0	5	0	\$22.77	\$0.00	
Temporary Venue TBC			0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00	0	4	0	\$22.77	\$0.00	
Whare Haka			0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$0.00	0	5	0	\$22.77	\$0.00	
oyer			0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00		4	0	\$22.77	\$0.00	
arge Ensemble Room 1 - 00m2			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00	
Medium Studios x 1 50 m2			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00	
Small practice rooms x 2 - 20 n2 each			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00	
(0		0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00	
			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00	
OTAL								\$44,027.06					\$63,644.43	3				\$22,642.49	\$
					-	_													
							Totals per	Lvl 3					Lvl 2					Lvl1	
Year 2	0						classification Annual FT Salary	\$44,027 \$70,000					\$63,644 \$55,000					\$22,642 \$45,000	\$1

unctions and Eve	nts - Recoverabl	le Staff			Year 3														
					Level 3 Staff					Level 2 S	Staff				Level 1	Staff			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$72,100 PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$56,550PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$46,350 PA excl on-costs)	,
able Meal Service eg.	50 to 100	50	0	0			0	\$36.48	\$0.00		4	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
Ved ding/Cabaret/Banquet - A	100 to 200	150	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
ngle formal or informal dining ent (including buffet and drinks)	200to 300	200	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
any size, catering for breakfast,	300 to 500	300	0	0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	
inch or dinner with no meeting	500 to 700	500	0	0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
lement including weddings and	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
abaret Style perfs 1:25 Max																			
staffing ratio		0																	
	10 to 50	30	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	
Conference - A meeting event	50 to 75	60	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
including food and beverage service	75 to 100	80	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
requirements (possibly with	100 to 150	125	0	0			0	\$36.48	\$0.00		8	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
exhibition element) of more than	150 to 300	225	3	675			0	\$36.48	\$0.00		10	0	\$28.66	\$0.00		8	0	\$23.45	\$0.00
nore than one days duration -	300 to 500	0	0	0		10	0	\$36.48	\$0.00		8	0	\$28.66	\$0.00		6	0	\$23.45	\$0.00
assume 2 coffee/tea services, ouffet style lunch, 9 hour day, 1:60	500 to 1,000	0	0	0		10	0	\$36.48	\$0.00		10	0	\$28.66	\$0.00		6	0	\$23.45	\$0.00
staff ratio	Totals	0	3	675			0		\$0.00					\$0.00					\$0.00
otali tatio																_			
	10 to 20	15	0	0			0	\$36.48	\$0.00			0	\$28.66	\$0.00		3	0	\$23.45	\$0.00
	20 to 50	35	0	0			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	
Cocktail Reception - A stand up	50 to 100	60	15	900			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	
function providing light hot and/or	100 to 300	85	0	0			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	
cold finger food with beverage service 1:30 Staff Ratio min 3 hour	300 to 600	150	0	0			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	
call plus bar	Totals	0	15	900		•			\$0.00					\$0.00					\$0.00
our pue sur																			
	10 to 25	20	6	120			0	\$36.48	\$0.00			0	\$28.66	\$0.00		8	0	\$23.45	\$0.00
	25 to 50	35	2	70			0	\$36.48	\$0.00		6	0	\$28.66	\$0.00		8	0	\$23.45	
eminar - Single group	50 to 75	60	1	60			0	\$36.48	\$0.00		6	0	\$28.66	\$0.00		8	0	\$23.45	
discussion/meeting event including	75 to 100	80	0	0			0	\$36.48	\$0.00		6	0	\$28.66	\$0.00		6	0	\$23.45	
atering, normally of one day luration as per conference ratios	Totals	0	9	250			<u> </u>	7.3	\$0.00		Ť	Ť	+=2.00	\$0.00		Ť	T T	\$25.4c	\$0.00
iuration as per conterence ratios	.5.010	·				<u> </u>			V 0.00					40.00					45.55
and Front Armed																			
special Event - An event rganized usually in house –	300 to 1000	500		0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	
rganized usually in nouse – Christmas Day Function, Mother's	Totals		0	0					\$0.00					\$0.00		oxdot			\$0.00
Day Function, New Years Eve																			
unction. Food Festival etc																			
TOTAL				1,825					\$0.00)				\$0.00					\$0.00

					Level 3 Staff					Level 2 S	Staff				Level 1 S	Staff			
Type of Event		Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)		of individual	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)	of Lvl 1 casual staff	Length of	-	Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on- costs)
tudio Theatre - Flexible set	at 350 pax average capacity		249	0	1	5	5	\$35.42	\$44,027.06	1	4	4	\$27.83	\$27,674.15	1	4	4	\$22.77	\$22,642.49
'Dance" Studio			259	0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$35,970.28	0	5	0	\$22.77	\$0.00
Temporary Venue TBC				0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00	0	4	0	\$22.77	\$0.00
Whare Haka				0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$0.00	0	5	0	\$22.77	\$0.00
oyer				0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00		4	0	\$22.77	\$0.00
arge Ensemble Room 1 - 00m2				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
Medium Studios x 1 50 m2				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
Small practice rooms x 2 - 20m2 each				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
	0			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
TOTAL									\$44,027.06					\$63,644.43					\$22,642.49
Year 3	Year 3 Year						Lvi 3								LvI1				
								Totals per classification Annual FT Salary Notional FTE	\$44,027 \$72,100 0.61					\$63,644 \$56,550 1.13	<mark>l</mark>				\$22,642 \$46,350 0.49

Functions and Ever	nts - Recoverable	Staff			Year 4														
					Level 3 Staff					Level 2 S	taff				Level 1	Staff			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$74,263 PA excl on-costs)	Labour Costs (Est 95% Recovered inIc on- costs)	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$58247PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours		Avg Hourly Rate (based on \$47,741 PA excl on-costs)	Recovered inlc on-
able Meal Service eg.	50 to 100	50	0	0			0	\$37.58	\$0.00		4	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
edding/Cabaret/Banquet - A	100 to 200	150	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
gle formal or informal dining	200to 300	200	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
ent (including buffet and drinks) any size, catering for breakfast,	300 to 500	300	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
ich or dinner with no meeting	500 to 700	500	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
ment including weddings and	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
abaret Style perfs 1:25 Max																			
affing ratio																			
	10 to 50	30	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	50 to 75	60	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	
onference - A meeting event cluding food and beverage service	75 to 100	80	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	
quirements (possibly with	100 to 150	125	0	0			0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		5	0	\$24.16	
chibition element) of more than	150 to 300	225	3	675			0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		8	0	\$24.16	
ore than one days duration -	300 to 500	0	0	0		10	0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		6	0	\$24.16	
sume 2 coffee/tea services,	500 to 1,000	0	0	0		10	0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		6	0	\$24.16	
uffet style lunch, 9 hour day, 1:60	Totals	0	3	675		10	ů	\$01.00	\$0.00		10	Ŭ	Q20.41	\$0.00		Ť		Ψ24.10	\$0.00
taff ratio	Totals	v		0/3					\$0.00					\$0.00					\$0.00
- 1																			
	10 to 20	15	0	0			0	\$37.58	\$0.00			0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	20 to 50	35	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
ocktail Reception - A stand up	50 to 100	60	15	900			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
nction providing light hot and/or	100 to 300	85	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
old finger food with beverage ervice 1:30 Staff Ratio min 3 hour	300 to 600	150	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	
ervice 1:30 Start Ratio min 3 nour_ all plus bar	Totals	0	15	900				******	\$0.00				, , , , , , , , , , , , , , , , , , , ,	\$0.00				*=***	\$0.00
an piao bai	10410		.,						75.00					Ţ3.00					\$5.00
i i																			
	10 to 25	20	6	120			0	\$37.58	\$0.00			0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
F	25 to 50	35	2	70			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
eminar - Single group	50 to 75	60	1	60			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	
scussion/meeting event including	75 to 100	80	0	0			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		6	0	\$24.16	
atering, normally of one day	Totals	0	9	250	1		ا ا	\$57.00	\$0.00				Ç.J.71	\$0.00		Ť	<u> </u>	\$24.16	, , , , ,
uration as per conference ratios	10413		, i	200					\$0.00					\$0.00				Ψ24.10	\$0.00
i i																			
pecial Event - An event	300 to 1000	500		0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
ganized usually in house -	Totals			0					\$0.00					\$0.00					\$0.00
hristmas Day Function, Mother's						•										•			
ay Function, New Years Eve unction. Food Festival etc																			
OTAL				1.825					\$0.00					\$0.00					\$0.00

					Level 3 Staff					Level 2 S	Staff				Level 1	Staff			
Type of Event		Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 2 casual staff per Event	of individual	Total hours per event	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered inic on- costs)	of Lvl 1 casual staff			Avg Hourly Rate (based on \$45,000 PA excl on-costs)	
dio Theatre - Flexible set a	at 350 pax average capacity		249	0	1	5	5	\$35.42	\$44,027.06	1	4	4	\$27.83	\$27,674.15	1	4	4	\$22.77	\$22,642.49
Pance" Studio			259	0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$35,970.28	0	5	0	\$22.77	\$0.00
emporary Venue TBC				0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00	0	4	0	\$22.77	\$0.00
Nhare Haka				0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$0.00	0	5	0	\$22.77	\$0.00
oyer				0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00		4	0	\$22.77	\$0.00
arge Ensemble Room 1 - 00m2				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
edium Studios x 1 50 m2				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
mall practice rooms x 2 - 0m2 each				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
1	0			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
				0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
TOTAL									\$44,027.06	5				\$63,644.43					\$22,642.49
Year 4	Year								LvI 3					LvI 2					LvI1
								Totals per classification Annual FT Salary Notional FTE	\$44,027 \$72,100 0.61					\$63,644 \$56,550 1.13					\$22,642 \$46,350 0.49

Functions and Eve	nts - Recoverable S	Staff			Year 5														
					Level 3 Staff					Level 2 S	Staff				Level 1	Staff			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$74,263 PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$58247PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$47,741 PA excl on-costs)	Labour Costs (Est 95% Recovered inic on- costs)
able Meal Service eg.	50 to 100	50	0	0			0	\$37.58	\$0.00		4	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
edding/Cabaret/Banquet - A	100 to 200	150	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
gle formal or informal dining ent (including buffet and drinks)	200to 300	200	0	0	ļ		0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
any size, catering for breakfast,	300 to 500	300	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
nch or dinner with no meeting	500 to 700	500	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
lement including weddings and	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
abaret Style perfs 1:25 Max																			
taffing ratio																			
_	10 to 50	30	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
Conference - A meeting event	50 to 75	60	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
ncluding food and beverage service	75 to 100	80	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
requirements (possibly with	100 to 150	125	0	0			0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
exhibition element) of more than	150 to 300	225	3	675			0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
more than one days duration -	300 to 500	0	0	0		10	0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
assume 2 coffee/tea services, ouffet style lunch, 9 hour day, 1:60	500 to 1,000	0	0	0		10	0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
staff ratio	Totals	0	3	675			0		\$0.00					\$0.00					\$0.00
						I													
	10 to 20	15	0	0			0	\$37.58	\$0.00			0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	20 to 50	35	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
Cocktail Reception - A stand up	50 to 100	60	15	900			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
unction providing light hot and/or	100 to 300	85	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
cold finger food with beverage service 1:30 Staff Ratio min 3 hour	300 to 600	150	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
call plus bar	Totals	0	15	900					\$0.00					\$0.00					\$0.00
. ,						I													
	10 to 25	20	6	120			0	\$37.58	\$0.00			0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
ļ	25 to 50	35	2	70			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
eminar - Single group	50 to 75	60	1	60			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00	i .	8	0	\$24.16	\$0.00
iscussion/meeting event including	75 to 100	80	0	0			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
atering, normally of one day uration as per conference ratios	Totals	0	9	250					\$0.00					\$0.00	i .			\$24.16	\$0.00
uration as per conference fallos									*****					******		•		‡=1110	7111
pecial Event - An event	300 to 1000	500		0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
rganized usually in house –	Totals	000	0	0	†	l	, i	\$07.00	\$0.00			, , , , , , , , , , , , , , , , , , ,	Ψ20.41	\$0.00			-	Ψ24.10	\$0.00
hristmas Day Function, Mother's	Ισιαίο		,	_		-			90.00					ψυ.υυ					ψυ.υυ
lay Function, New Years Eve																			
unction. Food Festival etc				1,825					\$0.00					\$0.00					\$0.00

				Level 3 Staff					Level 2 S	Staff				Level 1	Staff			
Type of Event	Average Attendance	No of Events PA	Total Attendance	Avg Number of Lvi 3 casual staff per Event	Average Length of individual call - Hours	Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	Lvl 2 casual		Total hours per	Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered into on- costs)	casual staff	Length of	-	Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inic on- costs)
Studio Theatre - Flexible set at 350 pax average capac	ity	249	0	1	5	5	\$35.42	\$44,027.06	1	4	4	\$27.83	\$27,674.15	1	4	4	\$22.77	\$22,642.49
'Dance'' Studio		259	0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$35,970.28	0	5	0	\$22.77	\$0.00
Femporary Venue TBC			0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00	0	4	0	\$22.77	\$0.00
Whare Haka			0	0	0	0	\$35.42	\$0.00	1	5	5	\$27.83	\$0.00	0	5	0	\$22.77	\$0.00
Foyer			0	1	5	5	\$35.42	\$0.00	1	4	4	\$27.83	\$0.00		4	0	\$22.77	\$0.00
Large Ensemble Room 1 - 100m2			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
Medium Studios x 1 50 m2			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
Small practice rooms x 2 - 20m2 each			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
0			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
			0	0	0	0	\$35.42	\$0.00		5	0	\$27.83	\$0.00		5	0	\$22.77	\$0.00
TOTAL								\$44,027.06					\$63,644.43					\$22,642.49
Year 5 Year								Lvl 3					Lvl 2					LvI1

Food and	Beverage	Assumption is	that all cateri		ars are contrac	cted out and DŌPAC receives a minim	num net 10% of	Gross Turnover													
Space	Description	m2	capacity	Avg pax per day	Avg Est \$	Total PAX PA - 6 days per week trading and less 10 days PA public hols, maint etc 303 trading days.	Gross Revenu PA	es Labour 33%	COGS 34%		r 10% of profit to Riverlinks	Construct Year 1	Construct Year 2	Construct Year 3	Construct Year 4	Full Ops Year 1	Full Ops Year 2	Full Ops Year 3	Full Ops Year 4	Full Ops Year 5	Full Ops Year 6
Theatre bars	REFER DETAILED P AND L					0	\$ -	\$ -	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cafe/Restaurant	Simple beverages/snacks plus Full service and seated meals. Full kitchen available - can also be possibly used to support functions business depending on leasing arrangements	150	75	150	\$ 20.00	45,450	\$ 909,0	00 \$ 303,000	\$ 490,860	\$ 299,970	\$ 90,900					90,900	92,718	94,572	96,464	98,393	100,361
Events Catering	REFER DETAILED P AND L						\$ -	\$ -	\$ -	\$ -	\$ -					0	0	0	0	0	
Retail	Commercial Lease -				\$ per m2						Annual rental										
Retail 1																					
Retail 2	E.G Dancewear E.G Musical Instruments	50 50			\$ 200.00 \$ 200.00						\$ 10,000 \$ 10,000					10,000 10,000	10,200 10,200	10,404 10,404	10,612 10,612	10,824 10,824	

Music Venue Artists Share \$

MICE and Functions Revenue Model

Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to 100	50		0	\$120.00	\$0.00
Table Meal Service eg.	100 to 200	150	0	0	\$120.00	\$0.00
Wedding/Cabaret/Banquet - A single	200to 300	200	0	0	\$120.00	\$0.00
formal or informal dining event (including	300 to 500	300	0	0	\$120.00	\$0.00
buffet and drinks) of any size, catering for	500 to 700	500	0	0	\$120.00	\$0.00
breakfast, lunch or dinner with no meeting element including weddings and <u>Cabaret</u> Style_perfs 1:25 Max staffing ratio	Totals		0	0		\$0.00
peris 1.23 max starring facto						
	10 to 50	30		0	\$50.00	\$0.00
	50 to 75	60		0	\$50.00	\$0.00
Conference - A meeting event including food	75 to 100	80		0	\$50.00	\$0.00
and beverage (non-alchohol) service	100 to 150	125		0	\$50.00	\$0.00
requirements (possibly with exhibition	150 to 300	225	3	675	\$50.00	\$33,750.00
element) of more than more than one days duration - assume 2 coffee/tea services,	300 to 500	300		0	\$50.00	\$0.00
buffet style lunch, 9 hour day, 1:60 staff	500 to 1,000	600		0	\$50.00	\$0.00
ratio	Totals		3	675	700.00	\$33,750.00
	Totalo		Ĭ	0.0		\$00,100.00
	10 to 20	15		0	\$30.00	\$0.00
	20 to 50	35		0	\$30.00	\$0.00
Contact Bosontion Astroduction	50 to 100	60	15	900	\$30.00	\$27,000.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with	100 to 300	85	.0	0	\$30.00	\$0.00
beverage service 1:30 Staff Ratio min 3 hour	300 to 600	150		0	\$30.00	\$0.00
call plus bar	Totals	100	15	900	ψου.σσ	\$27,000.00
	Totals		13	300		\$21,000.00
	10 to 25	20	6	120	\$25.00	\$3,000.00
	25 to 75	60	2	120	\$25.00	\$3,000.00
Seminar/Meeting-Single group	75 to 150	120	1	120	\$25.00	\$3,000.00
discussion/meeting event including light	150 to 300	200	0	0	\$25.00	\$0.00
catering, normally of one day duration as per	Totals	200	9	360	Ψ20.00	\$9.000.00
conference ratios	10113		Ť	300		ψ3,000.00
	300 to 1000	500	0	0	\$45.00	¢ በ በበ
	300 to 1000	300	- 0	U	φ43.00	\$0.00
Special Major Event - e.g Deb Ball	Totals			0		\$0.00
TOTAL			27	1,935		\$69,7

MICE Functions	s Revenue N	lodel		Year 2		
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to*100	50		0	\$122.40	\$0.00
/Cabaret/Banquet - A single	100 to 200	150	0	0	\$122.40	\$0.00
formal or informal dining event	200to 300	200	0	0	\$122.40	\$0.00
(including buffet) of any size,	300 to 500	300	0	0	\$122.40	\$0.00
catering for breakfast, lunch or	500 to 700	500	0	0	\$122.40	\$0.00
dinner with no meeting element including weddings and Cabaret	Totals		0	0		\$0.00
Style perfs 1:25 Max staffing ratio						
	10 to 50	30		0	\$51.00	\$0.00
	50 to 75	60		0	\$51.00	\$0.00
Conference - A meeting event	75 to 100	80		0	\$51.00	\$0.00
ncluding food and beverage service requirements (possibly	100 to 150	125		0	\$51.00	\$0.00
with exhibition element) of more	150 to 300	225	3	675	\$51.00	\$34,425.00
than more than one days	300 to 500			0	\$51.00	\$0.00
duration - assume 2 coffee/tea	500 to 1,000			0	\$51.00	\$0.00
services, buffet style lunch, 9	Totals		3	675	\$0.100	\$34,425.00
hour day, 1:60 staff ratio	Totalo		j	0.0		\$04,420.00
	10 to 20	15		0	\$51.00	\$0.00
	20 to 50	35		0	\$51.00	\$0.00
Cocktail Reception - A stand	50 to 100	60	15	900	\$51.00	\$45,900.00
up function providing light hot	100 to 300	85		0	\$51.00	\$0.00
and/or cold finger food with beverage service 1:30 Staff	300 to 600	150		0	\$51.00	\$0.00
Ratio min 3 hour call plus bar	Totals		15	900		\$45,900.00
	10 to 25	20	6	120	\$25.50	\$2,060,00
	10 to 25	35	2	120		\$3,060.00
Seminar - Single group	25 to 50 50 to 75	60	1	70 60	\$25.50 \$25.50	\$1,785.00 \$1.530.00
discussion/meeting event including catering, normally of	75 to 100	80	0		\$25.50 \$25.50	, ,
one day duration as per			9	0	\$∠5.5U	\$0.00
conference ratios	Totals		9	250		\$6,375.00
					·	
Special Event - An event organized usually in house – Christmas Day Function,	300 to 1000	500	0	0	\$102.00	\$0.00

Royalties to Council	10%				
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
6,975	8,670	8,889	9,114	9,297	117,031

Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to 100	50		0	\$124.85	\$0.00
Cabaret/Banquet - A	100 to.200	150	0	0	\$124.85	\$0.00
single formal or informal	200to 300	200	0	0	\$124.85	\$0.00
dining event (including buffet) of any size, catering	300 to 500	300	0	0	\$124.85	\$0.00
for breakfast, lunch or	500 to 700	500	0	0	\$124.85	\$0.00
dinner with no meeting	Totals		0	0		\$0.00
element including weddings	10100		Ů	,		-
and Cabaret Style perfs 1:25 Max staffing ratio						
	10 to 50	30		0	\$52.02	\$0.00
Conference - A meeting	50 to 75	60		0	\$52.02	\$0.00
event including food and	75 to 100	80		0	\$52.02	\$0.00
beverage service	100 to 150	125		0	\$52.02	\$0.00
	150 to 300	225	3	675	\$52.02	\$35,113.50
,	300 to 500		Ů	0	\$52.02	\$0.00
duration - assume 2	500 to 1,000			0	\$52.02	\$0.00
coffee/tea services, buffet					\$52.02	·
equirements (possibly with khibition element) of more han more than one days uration - assume 2 offee/tea services, buffet tyle lunch, 9 hour day, 60 staff ratio	Totals		3	675		\$35,113.50
1:60 staff ratio						
	10 to 20	15		0	\$52.53	\$0.00
Cocktail Reception - A	20 to 50	35		0	\$52.53	\$0.00
stand up function providing	50 to 100	60	15	900	\$52.53	\$47,277.00
light hot and/or cold finger	100 to 300	85		0	\$52.53	\$0.00
food with beverage service	300 to 600	150		0	\$52.53	\$0.00
1:30 Staff Ratio min 3 hour	Totals		15	900		\$47,277.00
call plus bar						
	40.105	00		400	*0C 04	£2.404.00
	10 to 25	20	6	120	\$26.01	\$3,121.20
Seminar - Single group	25 to 50	35	2	70	\$26.01	\$1,820.70
discussion/meeting event	50 to 75	60	1	60	\$26.01	\$1,560.60
including catering, normally of one day duration as per	75 to 100	80	0	0	\$26.01	\$0.00
conference ratios	Totals		9	250		\$6,502.50
5511515155 14155						
Special Event - An event	300 to 1000	500	0			
organized usually in house –	330 10 1000	300	U			
Christmas Day Function,				0	\$105.06	\$0.00
Mother's Day Function,	Totals			0		\$0.00
New Years Eve Function, Food Festival etc						
TOTAL			27	1,825		\$88,8

MICE Functions	s Povonuo M	lodal	Year 4			
WICE T UTICLIONS	Nevellue IV	louei	Cai 4			
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to 100	50		0	\$127.34	\$0.00
No	100 to 200	150	0	0	\$127.34	\$0.00
Banquet - A single formal or offormal dining event (including	200to 300	200	0	0	\$127.34	\$0.00
uffet) of any size, catering for	300 to 500	300	0	0	\$127.34	\$0.00
preakfast, lunch or dinner with	500 to 700	500	0	0	\$127.34	\$0.00
no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	Totals		0	0		\$0.00
	10 to 50	30		0	\$53.06	\$0.00
Conference - A meeting event	50 to 75	60		0	\$53.06	\$0.00
conterence - A meeting event including food and beverage	75 to 100	80		0	\$53.06	\$0.00
service requirements (possibly	100 to 150	125		0	\$53.06	\$0.00
with exhibition element) of more	150 to 300	225	3	675	\$53.06	\$35,815.77
han more than one days	300 to 500			0	\$53.06	\$0.00
luration - assume 2 coffee/tea	500 to 1,000			0	\$53.06	\$0.00
ervices, buffet style lunch, 9	Totals		3	675	\$00.00	\$35,815.77
our day, 1:60 staff ratio	Totals			073		\$33,013.77
	10 to 20	15		0	\$54.11	\$0.00
	20 to 50	35		0	\$54.11	\$0.00
Cocktail Reception - A stand	50 to 100	60	15	900	\$54.11	\$48,695.31
up function providing light hot	100 to 300	85	10	0	\$54.11	\$0.00
and/or cold finger food with	300 to 600	150		0	\$54.11	\$0.00
neverage service 1:30 Staff		150	45		\$34.11	• • • • • • • • • • • • • • • • • • • •
Ratio min 3 hour call plus bar	Totals		15	900		\$48,695.31
	10 to 25	20	6	120	\$26.53	\$3,183.62
Seminar - Single group	25 to 50	35	2	70	\$26.53	\$1,857.11
discussion/meeting event	50 to 75	60	1	60	\$26.53	\$1,591.81
ncluding catering, normally of	75 to 100	80	0	0	\$26.53	\$0.00
ne day duration as per	Totals		9	250		\$6,632.55
onference ratios						, , , , , , , , , , , , , , , , , , , ,
pecial Event - An event rganized usually in house –	300 to 1000	500	0			
Christmas Day Function,				0	\$108.21	\$0.00
Nother's Day Function, New	Totals			0		\$0.00
ears Eve Function, Food						
TOTAL			27	1,825		\$91,143.

Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to 100	50		0	\$129.89	\$0.00
Cabaret/Banquet - A single	100 to 200	150	0	0	\$129.89	\$0.00
formal or informal dining event	200to 300	200	0	0	\$129.89	\$0.00
including buffet) of any size,	300 to 500	300	0	0	\$129.89	\$0.00
catering for breakfast, lunch or	500 to 700	500	0			
finner with no meeting element	Totals		0	0		\$0.00
ncluding weddings and Cabaret Style perfs 1:25 Max staffing						
atio						
	10 to 50	30		0	\$54.12	\$0.00
A	50 to 75	60		0	\$54.12	\$0.00
Conference - A meeting event ncluding food and beverage	75 to 100	80		0	\$54.12	\$0.00
ervice requirements (possibly	100 to 150	125		0	\$54.12	\$0.00
vith exhibition element) of more	150 to 300	225	3	675	\$54.12	\$36,532.09
han more than one days	300 to 500		-	0	\$54.12	\$0.00
luration - assume 2 coffee/tea	500 to 1,000			0	\$54.12	\$0.00
ervices, buffet style lunch, 9	Totals		3	675	ψ04.12	\$36,532.09
nour day, 1:60 staff ratio	Totals		J	073		\$30,332.03
	10 to 20	15		0	\$55.19	\$0.00
	20 to 50	35		0	\$55.19	\$0.00
Cocktail Reception - A stand	50 to 100	60	15	900	\$55.19	\$49,669.22
up function providing light hot	100 to 300	85		0	\$55.19	\$0.00
and/or cold finger food with	300 to 600	150		0	\$55.19	\$0.00
peverage service 1:30 Staff Ratio min 3 hour call plus bar	Totals		15	900	ÇCCC	\$49,669.22
vatio mili 3 noui cali pius bai	Touto			300		\$40,000.EE
	10 to 25	20	6	120	\$27.06	\$3,247.30
Comin or Cingle	25 to 50	35	2	70	\$27.06	\$1,894.26
Seminar - Single group liscussion/meeting event	50 to 75	60	1	60	\$27.06	\$1,623.65
ncluding catering, normally of	75 to 100	80	0	0	\$27.06	\$0.00
ne day duration as per	Totals	- 00	9	250	Ψ21.00	\$6,765.20
onference ratios	10.015		, ,	230		ψυ,100.20
Special Event - An event	300 to 1000	500	0			
organized usually in house –		- 170	,	_		
Christmas Day Function,				0	\$112.55	\$0.00
Mother's Day Function, New	Totals			0		\$0.00
Years Eve Function, Food						
estival etc						
TOTAL			27	1,825		\$92,966

Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
	50 to 100	50		0	\$132.49	\$0.00
Cabaret/Banquet - A	100 to 200	150		0	\$132.49	\$0.00
single formal or informal	200to 300	200		0	\$132.49	\$0.00
dining event (including ouffet) of any size, catering	300 to 500	300		0	\$132.49	\$0.00
or breakfast, lunch or	500 to 700	500				
dinner with no meeting	Totals		0	0		\$0.00
element including weddings	10100		Ů	Ů		ψ0.00
and Cabaret Style perfs 1:25 Max staffing ratio						
	10 to 50	30		0	\$55.20	\$0.00
Conference - A meeting	50 to 75	60		0	\$55.20	\$0.00
event including food and beverage service	75 to 100	80		0	\$55.20	\$0.00
requirements (possibly with	100 to 150	125		0	\$55.20	\$0.00
exhibition element) of more	150 to 300	225		0	\$55.20	\$0.00
than more than one days	300 to 500			0	\$55.20	\$0.00
duration - assume 2	500 to 1,000			0	\$55.20	\$0.00
ration - assume 2 ifee/tea services, buffet	Totals		0	0	ψ00.20	\$0.00
style lunch, 9 hour day,	Totals		Ů	•		\$0.00
1:60 staff ratio						
	10 to 20	15		0	\$56.29	\$0.00
Cocktail Reception - A	20 to 50	35		0	\$56.29	\$0.00
stand up function providing	50 to 100	60		0	\$56.29	\$0.00
light hot and/or cold finger	100 to 300	85		0	\$56.29	\$0.00
food with beverage service	300 to 600	150		0	\$56.29	\$0.00
1:30 Staff Ratio min 3 hour	Totals		0	0		\$0.00
call plus bar						
	10 to 25	20		0	\$27.60	\$0.00
Seminar - Single group	25 to 50	35		0	\$27.60	\$0.00
discussion/meeting event	50 to 75	60		0	\$27.60	\$0.00
ncluding catering, normally	75 to 100	80		0	\$27.60	\$0.00
of one day duration as per	Totals		0	0		\$0.00
conference ratios						
Secretal Found 1	200 +- 4000	F00				
Special Event - An event	300 to 1000	500				
organized usually in house – Christmas Day Function,			21	10500	\$111.46	\$1,170,310.62
Unristmas Day Function, Mother's Day Function,	Totals			10500		\$1,170,310.62
New Years Eve Function,						
Food Festival etc						
TOTAL						\$1,170,310

Venue Presented Programmi ng

1.020 (Events presented by Venue where they receive the Box Office/Workshop Fees)

Venue Presentsed- Annuals adjusted for		Revenue		Expendit	ure	Net Subsidy Required	Total Events	Total Attendances
Construction	Year 1							
Steady State	Year 2							
Steady State	Year 3							
Steady State	Year 4	\$	582,000	\$	600,000	(\$18,000)	100	20,000
Steady State	Year 5	\$	590,400	\$	600,000	(\$9,600)	100	20,280
Steady State	Year 6	\$	590,400	\$	600,000	(\$9,600)	100	20,280
Steady State	Year 7	\$	590,400	\$	600,000	(\$9,600)	100	20,280
Steady State	Year 8	\$	591,600	\$	600,000	(\$8,400)	100	20,340

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Self/Copresented season Festivals (e.g Fringe, Arts, Comedy)

	Studio Theatre - Flexible set at 350 pax average capacity	Revenue		Expendinclud venue	ing internal	Net Result	t	No of Events	s Attendance	Estimated Spend per perf	6,500.00	Per perf Total Expend
										Base Average Tix Price for this Category =	\$ 30.00	Net of Tix Fees
Construction	Year 1							0				
Steady State	Year 2							0				
Steady State	Year 3							0				
Steady State	Year 4		546,000		520,000		\$26,000	80	18,200			
Steady State	Year 5		554,400	\$	520,000		\$34,400	80	18,480			
Steady State	Year 6	· ·	554,400	\$	520,000		\$34,400	80	18,480			
Steady State	Year 7	\$	554,400	\$	520,000		\$34,400	80	18,480			
· ·	Year 8	\$	554 400	\$	520 000		\$34 400	80	18 480			
Steady State	Year 8	\$	554,400	\$	520,000		\$34,400	80	18,480			
· ·	Year 8	\$	554,400				\$34,400	80	18,480			
· ·		\$ Revenue	554,400	Expen	diture ing internal	Net Result			18,480 s Attendance	Estimated Spend per perf	\$ 4,000.00	Per perf Total Expend
· ·			554,400	Expen-	diture ing internal	Net Result					\$ 4,000.00	Total Expend
· ·		Revenue	554,400	Expen-	diture ing internal	Net Result				perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State	"Dance" Studio Year 1 Year 2	Revenue	554,400	Expen-	diture ing internal	Net Result				perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State Steady State Steady State	"Dance" Studio Year 1 Year 2 Year 3	Revenue		Expen- (includ venue	diture ing internal rental)		t	No of Events	s Attendance	perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State	"Dance" Studio Year 1 Year 2	Revenue	36,000	Expen- (includ venue	diture ing internal					perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State Steady State Steady State Steady State	"Dance" Studio Year 1 Year 2 Year 3	Revenue		Expendinclud venue	diture ing internal rental)		t	No of Events	s Attendance	perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State Steady State Steady State Steady State	"Dance" Studio Year 1 Year 2 Year 3 Year 4 Year 5	Revenue	36,000 36,000	Expendinclud venue	diture ing internal rental) 80,000 80,000		(\$44,000) (\$44,000)	No of Events 20 20	1,800 1,800	perf Base Average Tix Price		Total Expend Net of Tix
Construction Steady State Steady State Steady State	"Dance" Studio Year 1 Year 2 Year 3 Year 4	Revenue \$ \$ \$	36,000	Expendinclud venue	diture ing internal rental)		(\$44,000)	No of Events	Attendance	perf Base Average Tix Price		Total Expend Net of Ti

Per event programming costs not detailed for smaller venues - an overall funding allocation has been included within the P and L

ASSUMPTIONS -Studio Theat	re 350													
350	Seats													
CPI growth per annum - unless otherwise indicated	1.02													
	1102	Constru	tion	Construction	Steady State	St	teady State	Ste	ady State	Ste	ady State	Ste	eady State	Steady Sta
		Yr 1		Yr 2	Yr3		Yr 4		Yr 5		Yr 6		Yr 7	Yr 8
Venue Rental Rates - Assume 1 show per day - Extra perf on same day plus 50% of daily rate	Benchmark Seat													
Standard Casual Hire - see Note 1	\$ 3.25					\$	1,138	\$	1,138	\$	1,160	\$	1,183	\$ 1,2
Local/Regular- see Note 2						\$	-	\$	-	\$	-	\$	-	\$
Private/MICE/Non-ticketed - See Note 3						\$	-	\$	-	\$	-	\$	-	\$
Venue Utilisation														
Standard Casual Hire - see Note 1			0	0	0)	249		249		249		249	2
Local/Regular- see Note 2			0	0	0)	0		0		0		0	
Private/MICE/Non-ticketed - See Note 3			0	0	0)	0		0		0		0	
Total			0	0	0		249		249		249		249	2
Average - Occupancy per venue (attendances)														
% of House Filled							65%		66%		66%		66%	6
Pax per perf Main Auditorium (avge)	350						228		231		231		231	2
Attendances														
Attendances Attendances Main Auditorium Perfss							56,557		57,427		57,427		57,427	57,4
Attendances - non performance							0		0		0		0	. ,
Attendances							56,557		57,427		57,427		57,427	57,4
Theatre Bars Gross Income per pax	No indentified	I as [art of overall catering	n contr	act		\$	4.00	\$	4.50	\$	4.59	\$	4.68	\$ 4
Annual Revenue	Performances	=		Revenue Worksh	eet	Ψ	\$226,226	Ψ	\$258,420		\$263,588		\$268,860	\$274,
Net to Theatre		of gross				\$	33,934	\$	38,763		39,538		40,329	
Ticketing Charges														
Average Ticketing Charges per attendance - NET (10% non-ticketed)						\$	3.20	\$	3.26	\$	3.33	\$	3.40	\$ 3
Revenue						\$	180,981	\$	187,440	\$	191,189	\$	195,013	\$ 198,9
Merchandise Revenues Merchandise/Program Royalty (Avge)							12.5%		12.5%		12.5%		12.5%	12
Merchandise Spend (Avge) -						\$	1.00	\$	1.02		1.04		1.06	
Revenues						\$	7,070		7,322		7,468		7,618	

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

Internal Rentals	Construct Year 2 Construct Year 3 Construct Year	r4 F	-ull Ops Year 1	Full Ops Year 2	Full Ops Year 3	Full Ops Year 4
No	80		80	80	80	80
Rate	\$ -	\$	-	\$ -	\$ -	\$ -
Exclude from Venue Rentals in P and L	\$ -	\$	-	\$ -	\$ -	\$ -

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

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

ASSUMPTIONS -Dance Studio) 150												
	O Seats												
CPI growth per annum - unless otherwise indicated	1.02												
		Construction	Construction	Steady State	Stea	dy State	Stead	y State	Stead	dy State	Stea	ady State	Steady Sta
		Yr 1	Yr 2	Yr 3		Yr 4	Y	r 5	`	Yr 6		Yr 7	Yr 8
Venue Rental Rates - Net per day	Benchmark Seat Rate												
Standard Casual Hire - see Note 1	\$ 3.00				\$	450	\$	450	\$	459	\$	468	\$ 4
Local/Regular Performance- see Note 2					\$	-	\$	-	\$	-	\$	-	\$ -
Local/Regular Events/Functions- see Note 3					\$	-	\$	-	\$	-	\$	-	\$ -
Non-localPrivate/MICE/Non-ticketed - See Note 3					\$	-	\$	-	\$	-	\$	-	\$ -
Venue Utilisation													
Standard Hire - Performances						259		259		259		259	2
Local/Regular Performance- see Note 2						0		0		0		0	
Local/Regular Events/Functions- see Note 3 Private/MICE/Non-ticketed						0		0		0		0	
Total						259		259		0 259		0 259	2
Total						259		259		259		209	2
Average - Occupancy per venue (attendances)													
% of House Filled						60%		60%		60%		62%	6
Pax per perf Main Auditorium (avge)	150					90		90		90		93	
Attendances													
Attendances						23,265		23,265		23,265		24,041	24,4
Attendances - functions. Meetings and events						23,265		0 23,265		23,265		04.044	04.4
Attendances						23,203		23,203		23,203		24,041	24,4
Theatre Bars Gross Income per pax					\$	3.20	\$	3.50	\$	3.57	\$	3.64	\$ 3.
Annual Revenue						\$74,448		\$81,428		\$83,056		\$87,541	\$90,
Net to Theatre	15% of gross	S			\$	11,167		12,214		12,458		13,131	
Ticketing Charges													
Average Ticketing Charges per attendance - NET (10% non-ticketed)					\$	3.20		3.26		3.33		3.40	•
Revenue					\$	74,448	\$	75,937	\$	77,456	\$	81,638	\$ 84,6
Merchandise Revenues	PERFORMANCES O	NLY - NOT INCLUDIN	G FUNCTIONS A	AND EVENTS									
Merchandise/Program Royalty (Avge)						12.5%		12.5%		12.5%		12.5%	12.
Merchandise Spend (Avge) -					\$	0.50		0.51		0.52		0.53	
Revenues					\$	1,454	\$	1,483	\$	1,513	\$	1,594	\$ 1,6

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

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

Internal Rentals	Construct Year 2 Construct Year 3 Construct Year 4 Full Ops Year 1 Full Ops Year 2 Full Ops Year 3 Full Ops Year 4
No	20 20 20 20 20
Rate	\$ - \$ - \$ -
Exclude from Venue Rentals in P and L	\$ - \$ - \$ - \$ -

ASSUMPTIONS -Whare Haka	120											
	Seats											
ODI and the control of the control o												
CPI growth per annum - unless otherwise indicated	1.02	Construction	Construction	Steady State	Stea	dy State	Stea	dy State	Steady State	Ste	ady State	Steady State
		Yr 1	Yr 2	Yr 3		/r 4		Yr 5	Yr 6		Yr 7	Yr 8
Venue Rental Rates - Net per day -Assumes primary usage wil be Functions and Events rather than performance. Standard Casual Hire - see Note 1	Benchmark Seat Rate \$ 3.00				\$	360	\$	360	\$ 36	7 \$	375	\$ 382
Local/Regular- see Note 2 NA					\$ \$	-	\$ \$	-	\$ - \$ -	\$ \$	-	\$ - \$ -
Venue Utilisation Standard Hire -						0		0		0	0	0
Regular Private/MICE/Non-ticketed Total						0		0		0	0	0
Average - Occupancy per venue (attendances) % of Room Filled	120					58% 70		58% 70	60 ⁴		62% 74	63%
Pax per event (avge)	120					70		70	/	2	74	76
Attendances Attendances						0		0		0	0	0
Attendances						0		0		0	0	0
Catering Charges per head Annual Revenue - Gross	Via Functions and Events	business				\$0		\$0	\$ -	\$	- \$0	\$ -
Ticketing Charges Average Ticketing Charges per attendance - NET (10% non-ticketed) Revenue	NA - Negligible				\$ \$	-	\$ \$	<u>-</u> -	\$ - \$ -	\$ \$		\$ - \$ -
Merchandise Revenues	NA - Negligible					10.504		40.504	10.5		40.5%	40.50
Merchandise/Program Royalty (Avge) Merchandise Spend (Avge) -					\$	12.5% -	\$	12.5% -	12.5	% \$	12.5% -	
Revenues					\$	-	\$	-	\$ -	\$	-	\$ -

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

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

Internal Rentals	Construct Year 2 Construct Year 3 Con	nstruc	t Year 4	Full O)ps Year 1	Full	Ops Year 2	Full Op	s Year 3	Full C	ps Year 4
No		0			0		0		0		0
Rate	\$		-	\$	-	\$	- '	\$	-	\$	-
Exclude from Venue Rentals in P and L	\$		-	\$	-	\$	-	\$	-	\$	-

ASSUMPTIONS -Main Foyer 7	00											
	O Seats											
CPI growth per annum - unless otherwise indicated	1.02											
		Construction	Construction	Steady State		dy State		ady State	Steady Stat	e :	Steady State	Steady State
		Yr 1	Yr 2	Yr 3		Yr 4		Yr 5	Yr 6		Yr7	Yr 8
Venue Rental Rates - Net per day	Benchmark Seat Rate											
Standard Casual Hire - see Note 1	\$ 1.00				\$	700	\$	700	\$ 71	4 \$	728	\$ 743
Local/Regular- see Note 2	Ψ 1.00				\$	-	\$	-	\$ -			\$ -
NA	\$ -				\$	_	\$	_	\$ -	9		\$ -
	Ψ -				Ψ		Ψ		Ψ	4	,	Ψ
Venue Utilisation												
Standard Hire -						42		42	4	12	42	42
Regular												
Total						42		42	4	12	42	42
Average - Occupancy per venue (attendances)												
% of Room Filled						58%		58%			62%	
Pax per event (avge)	700					406		406	42	20	434	441
Attendences												
Attendances						17,052		17,052	17.6	10	10.000	10 500
Attendances						17,052		17,052	17,64	ŧU	18,228	18,522
Attendances						17,052		17,052	17,64	10	18,228	18,522
Catering Charges - spend per head					\$	9.00	\$	9.00	\$ 9.0	00 \$	9.00	\$ 9.00
Annual Revenue						\$153,468		\$153,468	\$158,7		\$164,052	
						4 · · · · · · · · · · · · · · · · · · ·		4 100, 100	, 100,1		* ,	, , , , , , ,
Ticketing Charges												
Average Ticketing Charges per attendance - NET (10% non-ticketed)					\$	-	\$	-	\$ -	\$	-	\$ -
Revenue					\$	-	\$	-	\$ -	9	-	\$ -
Merchandise Revenues												
Merchandise/Program Royalty (Avge)						12.5%		12.5%			12.5%	
Merchandise Spend (Avge) -					\$	-	Y	-		9		•
Revenues					\$	-	\$	-	\$ -	9	-	\$ -

Note 3 - Higher flate rate reflect no ability to earn from box office sales, no yield from Ticket Commissions possibly no F&B yield - Rent could be waived or reduced in favour of F and B revenues. Note 4 - Weekly Rate - The flat weekly rate would probably be based on 5 times the daily rate - industry practice.

Internal Rentals	Construct Year 2 Construct Year 3 Con	nstruc	t Year 4	Full (Ops Year 1	Full	Ops Year 2	Full O	ps Year 3	Full C	ps Year 4
No		0			0		0		0		0
Rate	\$		-	\$	-	\$	-	\$	-	\$	-
Exclude from Venue Rentals in P and L	\$		-	\$	-	\$	-	\$	-	\$	-

Large Ensemble Room 1 - 100)m2													
5	Seats													
CPI growth per annum - unless otherwise indicated	1.02													
		Construction	Construction	Steady State	Steady Sta	te S	Steady State	Steady Stat	te S	teady State	Steady Sta	te St	teady State	
		Yr 1	Yr 2	Yr 3	Yr 4		Yr 5	Yr 6		Yr 7	Yr 8		Yr 9	
Venue Rental Rates - Net per day	Benchmark Seat Rate													
Standard Casual Hire - see Note 1	\$ 2.50				\$ 1	25 \$	125	\$ 12	28 \$	130	\$ 13	33 \$	135	\$ 138
Local/Regular- see Note 2	\$ -				\$	\$	-	\$ -	\$	-	\$ -	\$	-	
Private/MICE/Non-ticketed - See Note 3	\$ -				\$	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -
Venue Utilisation														
Standard Hire -					-	00	100	10	00	100	1	00	100	0
Regular														
Total					-	00	100	1/	00	100	1	00	100	0
Total						00	100	10	00	100		00	100	·
Average - Occupancy per venue (attendances)														
% of Room Filled					5	8%	58%		0%	62%		3%	65%	
Pax per event (avge)	50					29	29	;	30	31	,	32	33	
Attendances														
Attendances					2,9	000	2,900	3,00	00	3,100	3,1	50	3,250	
Attendances					2,9	00	2,900	3,00	00	3,100	3,1	50	3,250	-
Catering Charges - spend per head	Via Functions and Ev	ents business						\$ -	\$	_	\$ -	\$	-	
Annual Revenue						\$0	\$0		\$0	\$0	•	\$0	\$0)
Ticketing Charges	NA - Negligible													
Average Ticketing Charges per attendance - NET (10% non-ticketed)					-	\$			\$	-	\$ -	\$	-	
Revenue					\$	\$	-	\$ -	\$	-	\$ -	\$	-	
														-
Merchandise Revenues Merchandise/Program Royalty (Avge)	NA - Negligible				- 10	5 0/	10.504		-0/	40.507		-0/	40.504	
Wierchandise/Program Rovalty (Avge)					12.		12.5%			12.5%	12.5		12.5%	
Merchandise Spend (Avge) -					\$	\$	_	-S	\$	_	S -	\$	_	

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

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

Internal Rentals	Construct Year 2 Construct Year 3 Cons	struct Ye	ar4 Ful	l Ops Year	1 Full C	ps Year 2	Full Op	s Year 3	Full Op	s Year 4	Full Ops	Year 5	
No		0		0		0	(0		0	0		
Rate	\$		- \$	-	\$	-	\$	-	\$	-	\$	-	
Exclude from Venue Rentals in P and L	\$		- \$	-	\$	-	\$	-	\$	-	\$	-	

S	Medium Studios x 1 50 m2																		
Construction Cons	20	O Seats																	
Construction Cons	CPI growth per annum - unless otherwise indicated		1 02																
National Rates - Net per day	ee.		1.02	Constru	ction	Construction	Steady State	Stead	y State	Steady	State	Steady Sta	ate	Steady State	Steady S	state	Steady St	ate	
S				Yr 1		Yr 2	Yr 3	Υ	r 4	Yı	5	Yr 6		Yr 7	Yr 8		Yr 9		
S - S - S - S - S - S - S - S - S - S	Venue Rental Rates - Net per day																		
S	Standard Casual Hire - see Note 1	\$	4.00					\$	80	\$					\$	85	\$	87	\$ 88
National National	Local/Regular- see Note 2							\$	-	\$	-					-	\$		
Action A	NA							\$	-	\$	-	\$	- :	\$ -	\$	-	\$	-	\$ -
August A	Venue Utilisation																		
Section Nation	Standard Hire -								400		400	4	400	400		400		0	0
tendances 4,640 4,640 4,640 4,660 4,660 5,040 0 0 0 0 0 0 0 0 0	Regular								.00				.00	.55		.00		ŭ	· ·
rerage - Occupancy per venue (attendances) of Room Filled																			
of Room Filled x per event (avge) 58% 58% 60% 62% 63% 65% x per event (avge) 20 12 12 12 12 12 12 12 13 13 tendances tendances tendances 4,640 4,640 4,800 4,960 5,040 0 tendances 4,640 4,640 4,800 4,960 5,040 0 tendances 4,640 4,640 4,800 4,960 5,040 0 tendances \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	Total								400		400	4	400	400		400		0	0
of Room Filled x per event (avge) 58% 58% 60% 62% 63% 65% x per event (avge) 20 12 12 12 12 12 12 12 12 13 13 tendances tendances 4,640 4,640 4,800 4,960 5,040 0 tendances tendances 4,640 4,640 4,800 4,960 5,040 0 tendances tendances \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	Average - Occupancy per venue (attendances)																		
X per event (avge) 20 12 12 12 12 13 13 13 13									58%		58%	6	60%	62%	, 1	63%	6	35%	
Main	Pax per event (avge)		20														·		
A,640																			
1,640 4,640 4,800 4,960 5,040 0	Attendances																		
Sample S	Attendances								4,640		4,640	4,8	300	4,960	ţ	5,040		0	
So So So So So So So So	Attendances								4,640		4,640	4,8	300	4,960	ţ	,040		0	
So So So So So So So So	Out of the Other was a second and the other design	\C. =	••									Φ.		Φ.	•		•		
cketing Charges NA - Negligible rage Ticketing Charges per attendance - NET (10% non-ticketed) \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -		Via F	unctions	and Events business	i				¢ο								-		
rage Ticketing Charges per attendance - NET (10% non-ticketed) s - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	Annual Revenue								\$0		\$0		\$ 0	Ф С	J	\$ U		Ф О	
rage Ticketing Charges per attendance - NET (10% non-ticketed) s - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -																			
erchandise Revenues erchandise/Program Royalty (Avge) erchandise Spend (Avge) - 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5%		NA -	Negligib	le						¢.		¢		¢	¢		¢		
erchandise Revenues NA - Negligible erchandise/Program Royalty (Avge) erchandise Spend (Avge) - 12.5% 12.5% 12.5% 12.5% 12.5% 12.5%								¢			-	φ ·	- ;	ф -	\$	-	ф Ф	-	
erchandise/Program Royalty (Avge) 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5%	nevenue							Φ	_	φ	_	φ	,	φ -	Φ	_	φ		
erchandise/Program Royalty (Avge) 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5% 12.5%	Marakandiaa Dawanyaa	N. A.	N																
erchandise Spend (Avge) -		NA -	negligib	ie					12 504		12 504	10	50%	19 50/	. 1	2 50/-	10	50%	
	Merchandise Spend (Avge) -								12.370		12.370	12	.5 /0	12.3%		2.070	12	.5 /0	
	Revenues							\$	-	\$	-	\$	- ;	\$ -	\$	-	\$		

Note 2 - Reduced rate offered for volume based

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

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

CTInternal Rentals	Construct Year 2 Construct Year 3	Construct Ye	ear4 Fu	ıll Ops Year 1	Full Ops Year	2 Full Ops Year 3	Full Ops Year 4	Full Ops Year 5
No		0		0	0	0	0	0
Rate		\$	- \$	-	\$ -	\$ -	\$ -	\$ -
Exclude from Venue Rentals in P and L		\$	- \$	-	\$ -	\$ -	\$ -	\$ -

Small practice rooms x 2 - 20	m2 each													
<u> </u>	<mark>4</mark>													
CDI grouth per appum, upless atherwise indicated	1.00													
CPI growth per annum - unless otherwise indicated	1.02	Construction	Construction	Steady State	Steady Sta	ite	Steady State	Steady Stat	e St	eady State	Steady State	Steady	State	
		Yr 1	Yr 2	Yr 3	Yr 4		Yr 5	Yr 6		Yr 7	Yr 8	Yr		
Venue Rental Rates - Net per session - Special Events Rate ONLY	Benchmark Pax Rate													
Standard Casual Hire - see Note 1 Local/Regular- see Note 2	\$ 7.50				\$ \$	30 \$ - \$			31 \$ \$	31 -		\$ \$	32 \$ - \$	33
	\$ -				\$	- \$		\$ -			\$ -	\$	- \$	-
Venue Utilisation														
Standard Hire -						400	400	40	00	400	400)	0	0
Regular						0	0		0	0	C)	0	0
Private/MICE/Non-ticketed Total						0 400	0 400		0	0 400	400 400		0 0	0
Total						400	400	40	JU	400	400		U	U
Average - Occupancy per venue (attendances)														
% of Room Filled Pax per event (avge)	4					8% 2	58% 2)% 2	62% 2	63% 3		65% 3	
rax per event (avge)	7					2	2		2	2			3	
Attendances								_						
Attendances						928	928	96	60	992	1,008	3	0	
Attendances						928	928	96	60	992	1,008	}	0	
Catering Charges - spend per head					\$ 5	.50 \$	5.75	\$ 5.8	37 \$	5.98	\$ 6.10	\$	6.22	
Annual Revenue					\$5	,104	\$5,336	\$5,6	30	\$5,934	\$6,15		\$0	
Ticketing Charges	NA - Negligible													
Average Ticketing Charges per attendance - NET (10% non-ticketed)					•	- \$		•	\$	-	\$ -	\$	-	
Revenue					\$	- \$	-	\$ -	\$	-	\$ -	\$	-	
Manakan dia a Barrana														
Merchandise Revenues Merchandise/Program Royalty (Avge)	NA - Negligible				12	.5%	12.5%	12.5	5%	12.5%	12.5%	6	12.5%	
Merchandise Spend (Avge) -						- \$			\$	-			-	
Revenues					\$	- \$	-	\$ -	\$	-	\$ -	\$	-	

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

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

Internal Rentals	Construct Year 2 Construct Year 3	Construc	ct Year 4	f Full	Ops Year 1	1 Full	Ops Year	2 Full O	ps Year 3	3 Full C	ps Year 4	Full O	ps Year 5
No		0)		0		0		0		0		0
Rate		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Exclude from Venue Rentals in P and L		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

END OF THEATRE CONSULTANT'S REPORT Dunedin Performing Arts Feasibility Report