

REPORT

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.



Site Works, Ali East and Otago University Dance Students: 2016
Wall Street Mall: Dunedin Dream Brokerage with DCC
Photo: Justin Spiers

ASSUMPTIONS

ITEM REVENUE	NOTES
Grants and Contributed Revenues	<p>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 DŌPAC.</p> <p>Sponsorships, donations and fundraising for Fortune in FY16 totalled \$235k. We have assumed a conservative target the new entity of \$150k per annum.</p>
Venue Rentals	<p>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,</p> <p>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.</p> <p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p>
DŌPAC Presentations – Box Office	<p>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.</p>
Labour Recoveries	<p>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.</p>
Earned Revenues	<p>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.</p> <p>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.</p>
Ticketing Business	<p>Theatre Box Office fees are based on attendance and average 3.20 per ticket net.</p>
Other Cost Recoveries/Misc Revenues	<p>Minor amounts forecast from equipment, marketing costs for hirers and other misc. charges.</p>

EXPENDITURE

Salaries and Wages	<p>A core permanent staff of fourteen. Seven full time employees have been assumed and this is detailed in the model. Key Positions/Accountabilities are:</p> <p>CEO/Director - \$ 125-150K</p> <ul style="list-style-type: none">– Reports to Board/Governance– Strategic partnerships (Mana Whenua, Council, Central Government, CNZ and supporters/sponsors.)– Artistic Direction– Business sustainability– Organisational development <p>Head of Programming and Creative Partnerships - \$90-100K</p> <ul style="list-style-type: none">– 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. <p>Industry Development Manager (This could be positioned within Programming and Creative Partnerships depending on scale.) \$90-100K</p> <ul style="list-style-type: none">– 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 <p>Venue Operations Manager \$90-100K</p> <ul style="list-style-type: none">– 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.) <p>Head of Marketing Services and Commercial \$90-100K</p> <ul style="list-style-type: none">– 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.) <p>Corporate Services Manager - \$90-100K</p> <ul style="list-style-type: none">– Financial management, analysis and reporting.– Accounts and Salaries.– Human Resources.– Governance related services.– IT and systems. <p>Casual FOH and BOH Staff</p> <p>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.</p> <p>A figure of 13% industrial on-costs has been used.</p>
Other Employee Related Costs	<p>Provision for training, travel, recruitment and similar.</p>
Corporate Marketing	<p>All events related marketing are within programming project budgets. Provision made for limited general promotional activities.</p>

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 Studios 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	<p>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.</p> <p>A further \$50k net subsidy PA has been set aside for commissions, free/low cost and industry development activities.</p>
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
<u>Revenue</u>	
Grants and Contributed Revenues	\$ 150,000
Venue Rentals	\$ 485,008
DOPAC Presentations - Box Office	\$ 582,000
Labour Recoveries	\$ 261,606
Earned Revenues	\$ 181,500
Ticketing Business	\$ 255,429
Other Cost Recoveries/Misc	\$ 42,000
Total Revenues	\$ 1,957,542
<u>Expenditure</u>	
Salaries and Wages	\$ 1,676,155
Other Employee Related Costs	\$ 70,500
Corporate Marketing	\$ 80,000
Ticketing Costs	\$ 21,000
Administration and Facility Costs	\$ 356,940
Programming Expenditures	\$ 650,000
Food and Beverage Costs	NA – See Assumptions
Total Expenditures	\$ 2,854,595
<u>Net Result/Subsidy Required</u>	- \$897,054

Table 1
Indicative Annual Operating Budget – Mature Business

RDT HIGH LEVEL COSTINGS OF SITE OPTIONS

02/08/2019

Item	Description	Rate	Site 1 - type 1 Filleul St	Rate	Site 1 - type 2 Filleul St +KEC	Rate	Site 2 Dowling St	Rate	Site 3 Sammy's + Adjacent building	RDT COMMENT
	Site prep	\$51	\$320,331	\$51	\$320,331	\$43	\$270,083	\$129	\$810,249	
	Building Structure	\$4,648	\$29,194,088	\$2,408	\$15,124,648	\$4,472	\$28,088,632	\$1,113	\$6,990,753	
	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	
A	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 Archaeological Items		\$30,000		\$100,000		\$30,000		\$100,000	
	Exisiting building refurb		\$0		\$8,129,250		\$0		\$0	
B	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	
	Margin	5%	\$2,905,147	5%	\$2,148,493	5%	\$2,841,379	6%	\$2,254,136	For Site 3, we have increase the % because it is a refurb works.
C	Prelims and Margin Subtotal		\$61,008,083		\$45,118,357		\$59,668,966		\$39,823,067	
	Contingency	10%	\$6,100,808	10%	\$4,511,836	10%	\$5,966,897	15%	\$5,973,460	Higher uncertainty working around the existing 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%	\$403,651	Different % for Refurb works
	Fees	17%	\$12,932,689.00	17%	\$9,564,334.00	17%	\$12,648,818.00	17%	\$9,149,413.00	
	Development contribution	Sum	\$269,462.00	Sum	\$269,462.00	Sum	\$318,302.00	Sum	\$84,207.00	This is the Dunedin Council cost for any new development
	TOTAL \$72,913,379									
E	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 construction cost		\$12,112		\$8,957		\$11,846		\$8,569	Rates include P&G. contingency & escalation, 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.

APPENDIX A - INDICATIVE ANNUAL OPERATING
BUDGET

	A	G	H	I	J	K	L	M	N	Q	R	
1												
2	Option 2						1.02					
3	INDICATIVE Multi-Year OPERATING BUDGET											
4												
5		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8			
6	Key Indicators	Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State			
7		FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29			
8												
12	Detailed Operating Budget											
13		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State			
14	INCOME & EXPENDITURE \$	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29			
15	INCOME											
16												
17												
18	Sponsorship/Donations/Fundraising - Towards Operating, not Capital	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		
19		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
20	Grants -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
21	Grants -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
22	Grants and Contributed Revenues	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		
23	Venue Rentals (Excluding Internal Hire Charges if applicable)											
24	Studio Theatre - Flexible set at 350 pax average capacity											
25	Standard	\$ -	\$ -	\$ -	\$ 282,783	\$ 282,783	\$ 288,438	\$ 294,207	\$ 300,091			
28	"Dance" Studio	\$ -	\$ -	\$ -	\$ 116,325	\$ 116,325	\$ 118,652	\$ 121,025	\$ 123,445			
32	Temporary Venue TBC											
36	Whare Haka											
40	Foyer											
41	Standard	\$ -	\$ -	\$ -	\$ 29,400	\$ 29,400	\$ 29,988	\$ 30,588	\$ 31,200			
44	Large Ensemble Room 1 - 100m2											
45	Standard	\$ -	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 12,750	\$ 13,005	\$ 13,265			
48	Medium Studios x 1 50 m2											
49	Standard	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	\$ 32,640	\$ 33,293	\$ 33,959			
52	Small practice rooms x 2 - 20 m2 each											
53	Standard	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734			
59												
63												
64	Venue Rentals	\$ -	\$ -	\$ -	\$ 485,008	\$ 485,008	\$ 494,708	\$ 504,602	\$ 514,694			
65												

	A	G	H	I	J	K	L	M	N	Q	R						
	Programming (includes payment of venue rentals)																
66					\$	582,000	\$	590,400	\$	590,400	\$	591,600					
67	DOPAC Presentations - Box Office	\$	-	\$	-	\$	-	\$	582,000	\$	590,400	\$	590,400	\$	591,600		
68																	
69	Wage Recoveries				\$	261,606	\$	313,369	\$	311,307	\$	314,666	\$	318,093	1.10		
70	BOH Casual Staffing - Cost plus 10% margin																
71	FOH Casual Staffing - Cost plus 10%margin																
72	Other Recoveries see PermSals Sheet		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-			
73																	
74	Labour Recoveries	\$	-	\$	-	\$	-	\$	261,606	\$	313,369	\$	311,307	\$	314,666	\$	318,093
75	Eamed Revenues e.g. F and B,Tenants																
76	Estimated net Revenues from Theatre Bars					\$	45,101	\$	50,977	\$	51,997	\$	53,460	\$	54,745		
77	Estimated Net Revenues from Functions and Events					\$	6,975	\$	8,670	\$	8,889	\$	9,114	\$	9,297		
78	Estimated Net Revenues from Restaurant	\$	-	\$	-	\$	-	\$	90,900	\$	92,718	\$	94,572	\$	96,464	\$	98,393
79	Estimated Revenue from Incubator/Hub Tenants					\$	10,000	\$	10,000	\$	10,000	\$	10,000	\$	10,000	TBC	
80	Estimated Net Revenues from Retail Tenants						20,000		20,400		20,808		21,224		21,649		
81	Merchandise Royalties					\$	8,524	\$	8,805	\$	8,981	\$	9,212	\$	9,423		
82	Eamed Revenues e.g. F and B,Tenants	\$	-	\$	-	\$	-	\$	181,500	\$	191,570	\$	195,247	\$	199,475	\$	203,506
83	Ticketing Business																
84	Net Ticketing Fees - projected					\$	255,429	\$	263,377	\$	268,645	\$	276,651	\$	283,527		
85	Ticketing Business	\$	-	\$	-	\$	-	\$	255,429	\$	263,377	\$	268,645	\$	276,651	\$	283,527
86																	
87	Equipment Hire					\$	10,000	\$	10,200	\$	10,404	\$	10,612	\$	10,824		
88	Publicity Fees/Cost Recoveries					\$	2,000	\$	2,000	\$	2,000	\$	2,000	\$	2,000		
89	Other Cost Recoveries					\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000		
90	Internal Charges Cost Recoveries					\$	10,000	\$	10,000	\$	10,000	\$	10,000	\$	10,000		
91	Asset sales																
92	Security Recoveries																
93	Car Parking																
94	Other Cost Recoveries/Misc Revenues	\$	-	\$	-	\$	-	\$	42,000	\$	42,200	\$	42,404	\$	42,612	\$	42,824
95	TOTAL INCOME	\$	-	\$	-	\$	-	\$	1,957,542	\$	2,035,924	\$	2,052,711	\$	2,078,406	\$	2,104,245
96																	
97	EXPENDITURE \$																
98	Salaries & Wages																
99	Permanents					\$	1,245,500	\$	1,270,410	\$	1,295,818	\$	1,321,735	\$	1,348,169		
100	Casuals					\$	237,823	\$	284,881	\$	283,006	\$	286,060	\$	289,175		
101	Contract Staff																
102																	
103	On Costs on Perms and Casuals @ 13 % - current					\$	192,832	\$	202,188	\$	205,247	\$	209,013	\$	212,855		
104	Salaries & Wages	\$	-	\$	-	\$	-	\$	1,676,155	\$	1,757,479	\$	1,784,072	\$	1,816,808	\$	1,850,199

	A	G	H	I	J	K	L	M	N	Q	R
105	Other Employee Related Costs										
106	Membership Fees				\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165		
107	Seminars/Conference Fees				\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165		
108	Staff Training				\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412		
109	Staff Recruitment Costs				\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247		
110	Medical Costs				\$ 500	\$ 510	\$ 520	\$ 531	\$ 541		
111	Uniforms				\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412		
112	OH & S Costs				\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412		
113	Travel Fares				\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824		
114	Travel Accomodation				\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824		
115	Travel TA/Meals				\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247		
116	Travel Other					\$ -	\$ -	\$ -	\$ -		
117	Travel Taxi Costs				\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165		
118	MV Lease Expenses				\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649		
119	Vehicle Fuel				\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165		
120	MV Interest Expense					\$ -	\$ -	\$ -	\$ -		
121	Other Vehicle Expenses				\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082		
122	Total Other Employee Related Costs	\$ -	\$ -	\$ -	\$ 70,500	\$ 71,910	\$ 73,348	\$ 74,815	\$ 76,311		
123	Marketing & Publicity (Institutional - not show related)										
124	Publicity/Marketing/PR				\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122		
125	Publicity Advertising					\$ -					
126	Publicity Printing				10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824		
127	Publicity Research					\$ -	\$ -	\$ -	\$ -		
128	Publicity Distribution					\$ -	\$ -	\$ -	\$ -		
129	Publicity Publications/Design					\$ -	\$ -	\$ -	\$ -		
130	Digital Marketing				\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649		
131	General Marketing/Admin					\$ -					
132	Total Corporate (Non Events) Marketing & Publicity	\$ -	\$ -	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595		
133	Ticketing Costs										
134	General				\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236		
135	IT Software				\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495		
136	Credit Card Clearing A/C										
137	Ticketing Expenses	\$ -	\$ -	\$ -	\$ 21,000	\$ 21,420	\$ 21,848	\$ 22,285	\$ 22,731		
138	General Admin Costs										
139	General Council Services										
140	Cleaning										
141	Stationary Costs										
142	Security Building										
143	Security Cash Handling										
144	Licence Fees										
145	Taxes FBT Non Salary										
146	Taxes Rates										
147	Phone										
148	Website Costs										

	A	G	H	I	J	K	L	M	N	Q	R						
149	IT Consumables																
150	Equip Replace/Breakage																
151	Equipment Hire																
152	Access Services																
153	LPA Fees																
154	Hospitality Non FBT																
155	Hospitality FBT																
156	Internal Charges catering and other expnses																
157	Printing																
158	Postage																
159	Freight																
160	Sponsor Costs																
161	Bank Charges																
162	Books/Journals/Subscriptions																
163	Repairs and Maintenance																
164	Minor Equipment Purchases																
165	R&M Equip General																
166	R&M Build Annual Contracts																
167	R&M Build Ann Contr T'Care																
168	R&M Building General																
169	R & M Other																
170	Total R and M	\$	-	\$	-	\$	-	\$	-	\$	-						
171																	
172	Miscellaneous Expenses																
173	Grounds																
	Estimate of Facility Management and Operating Costs										3,966						
174	based on an estimate per m2 -																
175											90						
176	Cost per M2					\$	356,940	\$	364,079	\$	371,360	\$	378,788	\$	386,363		
177	Estimated annual cost																
178	Total Administration/Facility OpEx	\$	-	\$	-	\$	-	\$	356,940	\$	364,079	\$	371,360	\$	378,788	\$	386,363
179	Professional Fees																
180	Consultant/Contractor Fees																
181	Other																
182	Professional Fees/Consultancies	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
183	Programming Expenditures																
184	Venue Presented Programming Costs					\$	600,000	\$	600,000	\$	600,000	\$	600,000	\$	600,000		
185	Transfer to Programming Reserve																
	NET Subsidy for Opening Year, Special					\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000		
186	Events/Commissions. Industrv Development and																
187	Total Net Programming	\$	-	\$	-	\$	-	\$	650,000	\$	650,000	\$	650,000	\$	650,000		
188	F and B Costs																
189	Net revenues only -refer Fand B spreadsheet																
190	Total Food and Beverage Costs	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
191	TOTAL EXPENDITURE	\$	-	\$	-	\$	-	\$	2,854,595	\$	2,946,488	\$	2,983,861	\$	3,027,593	\$	3,072,200
192	Operating SURPLUS/(DEFICIT) -	\$	-	\$	-	\$	-		-\$897,054		-\$910,564		-\$931,150		-\$949,187		-\$967,955

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

		Asst BO	1	\$	60,000	\$	60,000
						\$	-
		Mgr Audience Development/Research		\$	85,000	\$	-
Sponsors/Development Mgr				\$	85,000	\$	-
Asst			0	\$	95,000	\$	-
		Asst	0	\$	65,000	\$	-
						\$	-
Head of Programming and Creative Partnerships			1	\$	100,000	\$	100,000
Venue							
Sales/Presenter							
Services			1	\$	75,000	\$	75,000
		Event Coordinator/s	0	\$	70,000	\$	-
Producer DOPAC Presents			1	\$	80,000	\$	80,000
		Production Manager	0	\$	80,000	\$	-
Head of Public Programs			0	\$	95,000	\$	-
		Program Sales and Coord Programs Managers	0	\$	65,000	\$	-
			0	\$	70,000	\$	-
						\$	-

Producer Major Events, Festivals and Partnership				0	\$	95,000	\$	-	\$	-
Venue Operations Manager				1	\$	100,000	\$	100,000		
Ops Coord					\$	85,000	\$	-		
Manager VS					\$	75,000	\$	-		
FOH Super				1	\$	70,000	\$	70,000		
VS Coord				0	\$	65,000	\$	-		
							\$	-		
Technical Mgr				1	\$	90,000	\$	90,000		
Discipline HOD				1	\$	80,000	\$	80,000		
Stage Door				0	\$	60,000	\$	-		
Facilities Mgr					\$	85,000	\$	-		
Contracts/ Projects Coord				0	\$	85,000	\$	-		
							\$	-		
							\$	-		
Industry Development Manager				1	\$	90,000	\$	90,000		
Asst				0	\$	65,000	\$	-		
					\$	75,000	\$	-		
				14.7			\$	1,245,500	\$	-
				LESS RECOVERIES			\$	1,245,500		

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 co-presentation.				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 mornings 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	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Programming Streams	Comments								

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		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									
Same Day Performance		0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0

Whare Haka									
		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									
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

Foyer									
		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)					10	10	10	10	10
Self/Co-presented season - Music (Sunday Sessions/Dunedin sound)					12	12	12	12	12
Rehearsals/Workshops/Development									
Self/Co-presented season - Kids and Families					10	10	10	10	10
Rehearsals/Workshops/Development									
Meetings/Functions/Special Events					10	10	10	10	10
Total Projected Performances PA		0			42	42	42	42	42
Days					42	46	46	46	46
By Venue Hire Rates	Comments								
Standard Hire -		0	0	0	42	42	42	42	42
					42	42	42	42	42
By Tech Scale	Comments								
Large									
Standard									
Same Day Performance		0	0	0	42	42	42	42	42
		0	0	0	42	42	42	42	42

Large Ensemble Room 1 - 100m2									
		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		At least twice per week			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 - Regular		0	0	0	100	100	100	100	100
					100	100	100	100	100
By Tech Scale	Comments								
Large									
Standard									
Same Day Performance		0	0	0	100	100	100	100	100
		0	0	0	100	100	100	100	100

Medium Studios x 1 50 m2									
		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	Assume at least 4 uses PW								
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					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	0	100	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	Assume at least 4 uses PW per room									
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						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	0	400	400	400	400	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”		TBC									
Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)											
Other											
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											
0000000											
By Venue Hire Rates		Comments									

[illegible]

Year 1																					
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump-In)	Level 3 Staff 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	Level 2 Staff 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	Level 1 Staff 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 on cost	
Studio Theatre - Flexible set at 350 pax average capacity									\$41.00					\$35.00					\$29.00		
	Large		249	2	269	5	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$37,704.33	1	4	4	\$29.00	\$31,240.73	
		Standard		0		0	5	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	1	4	4	\$29.00	\$0.00
		Same Day Performance		0		0	5	0	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		\$31,241	
Dance Studio									\$41.00					\$35.00					\$29.00		
	Large		26	2	28	4	0	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	1	4	4	\$29.00	\$3,248.48	
		Standard		181		181	4	0	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	1	8	8	\$29.00	\$41,980.40
		Same Day Performance		52		52	4	0	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	1	8	8	\$29.00	\$11,994.40
	Sub Totals		259					0		\$0			0		\$0.00			20		\$67,223	
Temporary Venue TBC									\$41.00					\$35.00					\$29.00		
	Large		0	2	0	5	0	0	\$41.00	\$0.00		4	0.00	\$35.00	\$0.00		4	0	\$29.00	\$0.00	
		Standard		0		0	5	0	0	\$41.00	\$0.00		4	0.00	\$35.00	\$0.00		4	0	\$29.00	\$0.00
		Same Day Performance		0		0	5	0	0	\$41.00	\$0.00		4	0.00	\$35.00	\$0.00		4	0	\$29.00	\$0.00
	Sub Totals		0					0		\$0			0		\$0.00			0		\$0	
Where Haka									\$41.00					\$35.00					\$29.00		
	Large		0	2	0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard		0		0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
		Same Day Performance		0		0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		0					0		\$0			0		\$0.00			0		\$0	
Foyer									\$41.00					\$35.00					\$29.00		
	Large		0	2	0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard		0		0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
		Same Day Performance		42		42	4	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$5,880.00	2	8	16	\$29.00	\$19,488.00
	Sub Totals		42					0		\$0			4		\$5,880.00			16		\$19,488	
Large Ensemble Room 1 - 100m2									\$41.00					\$35.00					\$29.00		
	Large			2	0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard				0	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
		Same Day Performance		100		100	4	0	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		100					0		\$0			0		\$0.00			0		\$0	
Medium Studios x 1 50 m2									\$41.00					\$35.00					\$29.00		
	Large		20	2	22	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard		140		140	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
		Same Day Performance		100		100	4	0	0	\$41.00	\$0.00		4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		260					0		\$0			0		\$0.00			0		\$0	
Small practice rooms x 2 - 20 m2 each									\$41.00					\$35.00					\$29.00		
	Large		0	2	0	4	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard		0		0	4	0	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	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		0					0		\$0			8		\$0.00			0		\$0	
0									\$41.00					\$35.00					\$29.00		
	Large		0	2	0	4	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard		0		0	4	0	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	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		0					0		\$0			8		\$0.00			0		\$0	
0									\$41.00					\$35.00					\$29.00		
	Large			2	0	4	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	0	4	0	\$29.00	\$0.00	
		Standard				0	4	0	0	\$41.00	\$0.00	1	4	4	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
		Same Day Performance				0	4	0	0	\$41.00	\$0.00	0	4	0	\$35.00	\$0.00	0	0	0	\$29.00	\$0.00
	Sub Totals		0					0		\$0			8		\$0.00			0		\$0	
TOTAL			909					0		0			40		43,584			48		107,952	\$151,536

Totals per classification	Lvl 3	Lvl 2	Lvl1
Annual FT Salary	\$81,016	\$43,584	\$57,304
Notional FTE	0.00	0.63	1.88

Year 5																					
Space	Event Type	Notes	No of Events PA	Bump In/Out (hrs per event)	Notional Events (Incl. Bump-In)	Level 3 Staff 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	Level 2 Staff 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	Level 1 Staff 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 on cost	
Studio Theatre - Flexible set at 350 pax average capacity																					
	Large		25	2	27		5	0	\$44.38	\$0.00	1	4	4	\$37.89	\$4,081.24	1	4	4	\$31.39	\$2,381.60	
	Standard		174		174		5	0	\$44.38	\$0.00	1	4	4	\$37.89	\$26,371.08	1	4	4	\$31.39	\$21,850.32	
	Same Day Performance		50		50		5	0	\$44.38	\$0.00	1	4	4	\$37.89	\$7,534.59	1	4	4	\$31.39	\$6,242.95	
Sub Totals			249		0		10	0	\$44.38	\$0.00		10	0	\$37.89	\$0.00		10	0	\$31.39	\$0.00	
Sub Totals								0		\$0					\$37,987			12		\$31,475	
"Dance" Studio																					
	Large		26	2	28			0	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	1	4	4	\$31.39	\$3,516.26	
	Standard		181		181		4	0	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	1	8	8	\$31.39	\$45,440.94	
	Same Day Performance		52		52		4	0	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	1	8	8	\$31.39	\$12,983.12	
Sub Totals			259				10	0		\$0			0		\$0			20		\$61,940	
Temporary Venue TBC																					
	Large		0	2	0			0	\$44.38	\$0.00		4	0.00	\$37.89	\$0.00		4	0	\$31.39	\$0.00	
	Standard		0		0		4	0	\$44.38	\$0.00		4	0.00	\$37.89	\$0.00		4	0	\$31.39	\$0.00	
	Same Day Performance		0		0		4	0	\$44.38	\$0.00		4	0.00	\$37.89	\$0.00		4	0	\$31.39	\$0.00	
Sub Totals			0					0		\$0			0		\$0.00			0		\$0.00	
Where Haka																					
	Large		0	2	0			0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard		0		0		4	0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance		0		0		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	
Foyer																					
	Large		0	2	0			0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard		0		0		4	0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance		42		42		4	0	\$44.38	\$0.00	1	4	4	\$37.89	\$6,364.70	2	8	16	\$31.39	\$21,094.44	
Sub Totals			42				10	0		\$0			4		\$6,365			16		\$21,094	
Large Ensemble Room 1 - 100m2																					
	Large		0	2	0			0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard		0		0		4	0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance		100		100		4	0	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
Sub Totals			100				10	0		\$0			0		\$0			0		\$0	
Medium Studios x 1 50 m2																					
	Large		20	2	22			0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard		140		140		4	0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance		100		100		4	0	\$44.38	\$0.00		4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
Sub Totals			260				10	0		\$0			0		\$0			0		\$0	
Small practice rooms x 2 - 20 m2 each																					
	Large		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		4	0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	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	
Sub Totals			0				10	0		\$0			8		\$0			0		\$0	
0																					
	Large		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		4	0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	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	
Sub Totals			0				4	0		\$0			8		\$0			0		\$0	
0																					
	Large			2	0			0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard				0			0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance				0			4	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
Sub Totals			0				10	0		\$0			8		\$0			0		\$0	
0																					
	Large			2	0			0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	0	4	0	\$31.39	\$0.00	
	Standard				0			0	\$44.38	\$0.00	1	4	4	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
	Same Day Performance				0			4	\$44.38	\$0.00	0	4	0	\$37.89	\$0.00	0	0	0	\$31.39	\$0.00	
Sub Totals			0				1	4	0				8		\$0			0		\$0	
TOTAL			909			0				0			40		44,352			48		114,510	
										Totals per classification		Lvl 3		Lvl 2		Lvl1					
										Annual FT Salary		\$0		\$44,352		\$114,510					
										Notional FTE		\$87,694		\$74,861		\$62,028					
												0.00		0.59		1.85					

Casual Staffing Models

Full Year Operations

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								ON Costs	Industrial	Plus Margin	Total On Cost %	0													
Functions and Events - Recoverable Staff					Year 1																				
	Attendance	Range	Average Attendance	No of Events PA	Total Attendance	Level 3 Staff	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 inc on-costs)	Level 2 Staff	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 inc on-costs)	Level 1 Staff	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 inc on-costs)		
Table Meal Service eg. Wedding/Cabaret/Banquet - A single formal or informal dining event (including buffet and drinks) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100		50	0	0				0	\$35.42	\$0.00			4	0	0	\$27.83	\$0.00			4	0	\$22.77	\$0.00	
	100 to 200		150	0	0				0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			4	0	\$22.77	\$0.00	
	200to 300		200	0	0				0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			4	0	\$22.77	\$0.00	
	300 to 500		300	0	0			5	0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			4	0	\$22.77	\$0.00	
	500 to 700		500	0	0			5	0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	Totals			0	0				0		\$0.00				0		\$0.00					0		\$0.00	
	10 to 50		30	0	0				0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	50 to 75		60	0	0				0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	75 to 100		80	0	0				0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	100 to 150		125	0	0				0	\$35.42	\$0.00			8	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	150 to 300		225	3	675				0	\$35.42	\$0.00			10	0	0	\$27.83	\$0.00			8	0	\$22.77	\$0.00	
	300 to 500		300	0	0			10	0	\$35.42	\$0.00			8	0	0	\$27.83	\$0.00			6	0	\$22.77	\$0.00	
	500 to 1,000		600	0	0			10	0	\$35.42	\$0.00			10	0	0	\$27.83	\$0.00			6	0	\$22.77	\$0.00	
	Totals		0	3	675				0		\$0.00						\$0.00							\$0.00	
	10 to 20		15	0	0				0	\$35.42	\$0.00				0	0	\$27.83	\$0.00			3	0	\$22.77	\$0.00	
	20 to 50		35	0	0				0	\$35.42	\$0.00			3	0	0	\$27.83	\$0.00			3	0	\$22.77	\$0.00	
	50 to 100		60	15	900				0	\$35.42	\$0.00			3	0	0	\$27.83	\$0.00			3	0	\$22.77	\$0.00	
	100 to 300		85	0	0				0	\$35.42	\$0.00			3	0	0	\$27.83	\$0.00			3	0	\$22.77	\$0.00	
	300 to 600		150	0	0				0	\$35.42	\$0.00			3	0	0	\$27.83	\$0.00			3	0	\$22.77	\$0.00	
	Totals		0	15	900						\$0.00						\$0.00							\$0.00	
	10 to 25		20	6	120				0	\$35.42	\$0.00				0	0	\$27.83	\$0.00			8	0	\$22.77	\$0.00	
	25 to 75		60	2	120				0	\$35.42	\$0.00			6	0	0	\$27.83	\$0.00			8	0	\$22.77	\$0.00	
	75 to 150		120	1	120				0	\$35.42	\$0.00			6	0	0	\$27.83	\$0.00			8	0	\$22.77	\$0.00	
	150 to 300		200	0	0				0	\$35.42	\$0.00			6	0	0	\$27.83	\$0.00			6	0	\$22.77	\$0.00	
	Totals		0	9	360					\$35.42	\$0.00						\$27.83	\$0.00					\$22.77	\$0.00	
	300 to 1000		500	0	0			5	0	\$35.42	\$0.00			5	0	0	\$27.83	\$0.00			5	0	\$22.77	\$0.00	
	Totals			0	0						\$0.00						\$0.00							\$0.00	
TOTAL	1,935									\$0.00							\$0.00							\$0.00	\$0

FOH Staff - Perfs Recoverable

Type of Event		Average Attendance	No of Events PA	Total Attendance	Level 3 Staff			Total hours per event	Avg Hourly Rate (based on \$70,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 2 Staff			Avg Hourly Rate (based on \$55,000PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 1 Staff			Avg Hourly Rate (based on \$45,000 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)
					Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours					Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours	Total hours per event			Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours	Total hours per event		
Studio Theatre - Flexible set at 350 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	
"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	
Foyer			0	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 - 20 m2 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								\$0.00					\$63,644.43					\$22,642.49		\$86,286.92
								Lvl 3				Lvl 2				Lvl1				
Year 1	0							Totals per classification	\$0			\$63,644			\$22,642			\$86,287		
								Annual FT Salary	\$70,000			\$55,000			\$45,000					
								Notional FTE	0.00			1.16			0.50					

Functions and Events - Recoverable Staff					Year 3														
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Level 3 Staff		Total hours per event	Avg Hourly Rate (based on \$72,100 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 2 Staff		Total hours per event	Avg Hourly Rate (based on \$56,550PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 1 Staff		Total hours per event	Avg Hourly Rate (based on \$46,350 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)
					Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours			
Table Meal Service eg. Wedding/Cabaret/Banquet - A single formal or informal dining event (including buffet and drinks) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50	0	0			0	\$36.48	\$0.00		4	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
	100 to 200	150	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
	200to 300	200	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
	300 to 500	300	0	0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		4	0	\$23.45	\$0.00
	500 to 700	500	0	0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	0																		
	10 to 50	30	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	50 to 75	60	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	75 to 100	80	0	0			0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	100 to 150	125	0	0			0	\$36.48	\$0.00		8	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	150 to 300	225	3	675			0	\$36.48	\$0.00		10	0	\$28.66	\$0.00		8	0	\$23.45	\$0.00
	300 to 500	0	0	0		10	0	\$36.48	\$0.00		8	0	\$28.66	\$0.00		6	0	\$23.45	\$0.00
	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
	Totals	0	3	675			0		\$0.00					\$0.00					\$0.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	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	\$0.00
	50 to 100	60	15	900			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	\$0.00
	100 to 300	85	0	0			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	\$0.00
	300 to 600	150	0	0			0	\$36.48	\$0.00		3	0	\$28.66	\$0.00		3	0	\$23.45	\$0.00
	Totals	0	15	900					\$0.00					\$0.00					\$0.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	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	\$0.00
	50 to 75	60	1	60			0	\$36.48	\$0.00		6	0	\$28.66	\$0.00		8	0	\$23.45	\$0.00
	75 to 100	80	0	0			0	\$36.48	\$0.00		6	0	\$28.66	\$0.00		6	0	\$23.45	\$0.00
	Totals	0	9	250					\$0.00					\$0.00					\$0.00
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500		0		5	0	\$36.48	\$0.00		5	0	\$28.66	\$0.00		5	0	\$23.45	\$0.00
	Totals		0	0					\$0.00					\$0.00					\$0.00
TOTAL	1,825								\$0.00				\$0.00					\$0.00	\$0

FOH Staff		Recoverable																				
					Level 3 Staff						Level 2 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 inc 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 inc 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 inc on-costs)			
Studio 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			
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 150 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	\$130,313.98	
Year 3	Year																					
								Lvl 3			Lvl 2			Lvl1								
								Totals per classification	\$44,027				\$63,644				\$22,642	\$130,314				
								Annual FT Salary	\$72,100				\$56,550				\$46,350					
								Notional FTE	0.61				1.13				0.49					

Functions and Events - Recoverable Staff					Year 4														
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Level 3 Staff		Total hours per event	Avg Hourly Rate (based on \$74,263 PA excl on-costs)	Labour Costs (Est 95% Recovered incl on-costs)	Level 2 Staff		Total hours per event	Avg Hourly Rate (based on \$58247PA excl on-costs)	Labour Costs (Est 95% Recovered incl on-costs)	Level 1 Staff		Total hours per event	Avg Hourly Rate (based on \$47,741 PA excl on-costs)	Labour Costs (Est 95% Recovered incl on-costs)
					Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours			
Table Meal Service eg. Wedding/Cabaret/Banquet - A single formal or informal dining event (including buffet and drinks) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50	0	0			0	\$37.58	\$0.00		4	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	100 to 200	150	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	200to 300	200	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	300 to 500	300	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	500 to 700	500	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff 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	\$0.00
	75 to 100	80	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	100 to 150	125	0	0			0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	150 to 300	225	3	675			0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	300 to 500	0	0	0		10	0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
	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
	Totals	0	3	675			0		\$0.00					\$0.00					\$0.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	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
	50 to 100	60	15	900			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	100 to 300	85	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	300 to 600	150	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	Totals	0	15	900					\$0.00					\$0.00					\$0.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120			0	\$37.58	\$0.00			0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	25 to 50	35	2	70			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	50 to 75	60	1	60			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	75 to 100	80	0	0			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
	Totals	0	9	250					\$0.00					\$0.00				\$24.16	\$0.00
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500		0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	Totals			0					\$0.00					\$0.00					\$0.00
TOTAL	1,825						\$0.00					\$0.00						\$0.00	\$0

Functions and Events - Recoverable Staff					Year 5														
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Level 3 Staff		Total hours per event	Avg Hourly Rate (based on \$74,263 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 2 Staff		Total hours per event	Avg Hourly Rate (based on \$58247PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)	Level 1 Staff		Total hours per event	Avg Hourly Rate (based on \$47,741 PA excl on-costs)	Labour Costs (Est 95% Recovered inlc on-costs)
					Avg Number of Lvl 3 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 2 casual staff per Event	Average Length of individual call - Hours				Avg Number of Lvl 1 casual staff per Event	Average Length of individual call - Hours			
Table Meal Service eg. Wedding/Cabaret/Banquet - A single formal or informal dining event (including buffet and drinks) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50	0	0			0	\$37.58	\$0.00		4	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	100 to 200	150	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	200to 300	200	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	300 to 500	300	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		4	0	\$24.16	\$0.00
	500 to 700	500	0	0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	Totals	0	0	0			0		\$0.00			0		\$0.00			0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff 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	\$0.00
	75 to 100	80	0	0			0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	100 to 150	125	0	0			0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	150 to 300	225	3	675			0	\$37.58	\$0.00		10	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	300 to 500	0	0	0		10	0	\$37.58	\$0.00		8	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
	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
	Totals	0	3	675			0		\$0.00					\$0.00					\$0.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	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
	50 to 100	60	15	900			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	100 to 300	85	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	300 to 600	150	0	0			0	\$37.58	\$0.00		3	0	\$29.47	\$0.00		3	0	\$24.16	\$0.00
	Totals	0	15	900					\$0.00					\$0.00					\$0.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120			0	\$37.58	\$0.00			0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	25 to 50	35	2	70			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	50 to 75	60	1	60			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		8	0	\$24.16	\$0.00
	75 to 100	80	0	0			0	\$37.58	\$0.00		6	0	\$29.47	\$0.00		6	0	\$24.16	\$0.00
	Totals	0	9	250					\$0.00					\$0.00				\$24.16	\$0.00
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500		0		5	0	\$37.58	\$0.00		5	0	\$29.47	\$0.00		5	0	\$24.16	\$0.00
	Totals		0	0					\$0.00					\$0.00					\$0.00
TOTAL	1,825						\$0.00				\$0.00							\$0.00	\$0

Food and Beverage																					
Assumption is that all catering including bars are contracted out and DÖPAC receives a minimum net 10% of Gross Turnover																					
1,020																					
Space	Description	m2	capacity	Avg pax per day	Avg Est \$ per head	Total PAX PA - 6 days per week trading and less 10 days PA public hols, maint etc 303 trading days.	Gross Revenues PA	Labour 33%	COGS 34%	Overheads/Profit 33%	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	\$ 909,000	\$ 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	E.G Dancewear	50			\$ 200.00						\$ 10,000					10,000	10,200	10,404	10,612	10,824	
Retail 2	E.G Musical Instruments	50			\$ 200.00						\$ 10,000					10,000	10,200	10,404	10,612	10,824	

Music Venue Artists Share \$ -

MICE and Functions Revenue Model

MICE Functions Revenue Model Year 1 Transition						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
Table Meal Service eg. Wedding/Cabaret/Banquet - A single formal or informal dining event (including buffet and drinks) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret. Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$120.00	\$0.00
	100 to 200	150	0	0	\$120.00	\$0.00
	200 to 300	200	0	0	\$120.00	\$0.00
	300 to 500	300	0	0	\$120.00	\$0.00
	500 to 700	500	0	0	\$120.00	\$0.00
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage (non-alcohol) service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$50.00	\$0.00
	50 to 75	60		0	\$50.00	\$0.00
	75 to 100	80		0	\$50.00	\$0.00
	100 to 150	125		0	\$50.00	\$0.00
	150 to 300	225	3	675	\$50.00	\$33,750.00
	300 to 500	300		0	\$50.00	\$0.00
	500 to 1,000	600		0	\$50.00	\$0.00
	Totals		3	675		\$33,750.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$30.00	\$0.00
	20 to 50	35		0	\$30.00	\$0.00
	50 to 100	60	15	900	\$30.00	\$27,000.00
	100 to 300	85		0	\$30.00	\$0.00
	300 to 600	150		0	\$30.00	\$0.00
	Totals		15	900		\$27,000.00
Seminar/Meeting- Single group discussion/meeting event including light catering, normally of one day duration as per conference ratios	10 to 25	20	6	120	\$25.00	\$3,000.00
	25 to 75	60	2	120	\$25.00	\$3,000.00
	75 to 150	120	1	120	\$25.00	\$3,000.00
	150 to 300	200	0	0	\$25.00	\$0.00
	Totals		9	360		\$9,000.00
Special Major Event - e.g Deb Ball	300 to 1000	500	0	0	\$45.00	\$0.00
	Totals			0		\$0.00
TOTAL			27	1,935		\$69,750

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	



MICE Functions Revenue Model Year 2						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
/Cabaret/Banquet - A single formal or informal dining event (including buffet) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$122.40	\$0.00
	100 to 200	150	0	0	\$122.40	\$0.00
	200 to 300	200	0	0	\$122.40	\$0.00
	300 to 500	300	0	0	\$122.40	\$0.00
	500 to 700	500	0	0	\$122.40	\$0.00
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$51.00	\$0.00
	50 to 75	60		0	\$51.00	\$0.00
	75 to 100	80		0	\$51.00	\$0.00
	100 to 150	125		0	\$51.00	\$0.00
	150 to 300	225	3	675	\$51.00	\$34,425.00
	300 to 500			0	\$51.00	\$0.00
	500 to 1,000			0	\$51.00	\$0.00
	Totals		3	675		\$34,425.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$51.00	\$0.00
	20 to 50	35		0	\$51.00	\$0.00
	50 to 100	60	15	900	\$51.00	\$45,900.00
	100 to 300	85		0	\$51.00	\$0.00
	300 to 600	150		0	\$51.00	\$0.00
	Totals		15	900		\$45,900.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120	\$25.50	\$3,060.00
	25 to 50	35	2	70	\$25.50	\$1,785.00
	50 to 75	60	1	60	\$25.50	\$1,530.00
	75 to 100	80	0	0	\$25.50	\$0.00
	Totals		9	250		\$6,375.00
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500	0	0	\$102.00	\$0.00
	Totals			0		\$0.00
TOTAL			27	1,825		\$86,700

MICE Functions Revenue Model Year 3						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
Cabaret/Banquet - A single formal or informal dining event (including buffet) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$124.85	\$0.00
	100 to 200	150	0	0	\$124.85	\$0.00
	200 to 300	200	0	0	\$124.85	\$0.00
	300 to 500	300	0	0	\$124.85	\$0.00
	500 to 700	500	0	0	\$124.85	\$0.00
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$52.02	\$0.00
	50 to 75	60		0	\$52.02	\$0.00
	75 to 100	80		0	\$52.02	\$0.00
	100 to 150	125		0	\$52.02	\$0.00
	150 to 300	225	3	675	\$52.02	\$35,113.50
	300 to 500			0	\$52.02	\$0.00
	500 to 1,000			0	\$52.02	\$0.00
	Totals		3	675		\$35,113.50
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$52.53	\$0.00
	20 to 50	35		0	\$52.53	\$0.00
	50 to 100	60	15	900	\$52.53	\$47,277.00
	100 to 300	85		0	\$52.53	\$0.00
	300 to 600	150		0	\$52.53	\$0.00
	Totals		15	900		\$47,277.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120	\$26.01	\$3,121.20
	25 to 50	35	2	70	\$26.01	\$1,820.70
	50 to 75	60	1	60	\$26.01	\$1,560.60
	75 to 100	80	0	0	\$26.01	\$0.00
	Totals		9	250		\$6,502.50
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500	0			
				0	\$105.06	\$0.00
	Totals			0		\$0.00
TOTAL			27	1,825		\$88,893

MICE Functions Revenue Model Year 4						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
Banquet - A single formal or informal dining event (including buffet) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$127.34	\$0.00
	100 to 200	150	0	0	\$127.34	\$0.00
	200 to 300	200	0	0	\$127.34	\$0.00
	300 to 500	300	0	0	\$127.34	\$0.00
	500 to 700	500	0	0	\$127.34	\$0.00
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$53.06	\$0.00
	50 to 75	60		0	\$53.06	\$0.00
	75 to 100	80		0	\$53.06	\$0.00
	100 to 150	125		0	\$53.06	\$0.00
	150 to 300	225	3	675	\$53.06	\$35,815.77
	300 to 500			0	\$53.06	\$0.00
	500 to 1,000			0	\$53.06	\$0.00
	Totals		3	675		\$35,815.77
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$54.11	\$0.00
	20 to 50	35		0	\$54.11	\$0.00
	50 to 100	60	15	900	\$54.11	\$48,695.31
	100 to 300	85		0	\$54.11	\$0.00
	300 to 600	150		0	\$54.11	\$0.00
	Totals		15	900		\$48,695.31
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120	\$26.53	\$3,183.62
	25 to 50	35	2	70	\$26.53	\$1,857.11
	50 to 75	60	1	60	\$26.53	\$1,591.81
	75 to 100	80	0	0	\$26.53	\$0.00
	Totals		9	250		\$6,632.55
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500	0			
				0	\$108.21	\$0.00
	Totals			0		\$0.00
TOTAL			27	1,825		\$91,143.63

MICE Functions Revenue Model Year 5						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
Cabaret/Banquet - A single formal or informal dining event (including buffet) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$129.89	\$0.00
	100 to 200	150	0	0	\$129.89	\$0.00
	200to 300	200	0	0	\$129.89	\$0.00
	300 to 500	300	0	0	\$129.89	\$0.00
	500 to 700	500	0			
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$54.12	\$0.00
	50 to 75	60		0	\$54.12	\$0.00
	75 to 100	80		0	\$54.12	\$0.00
	100 to 150	125		0	\$54.12	\$0.00
	150 to 300	225	3	675	\$54.12	\$36,532.09
	300 to 500			0	\$54.12	\$0.00
	500 to 1,000			0	\$54.12	\$0.00
	Totals		3	675		\$36,532.09
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$55.19	\$0.00
	20 to 50	35		0	\$55.19	\$0.00
	50 to 100	60	15	900	\$55.19	\$49,669.22
	100 to 300	85		0	\$55.19	\$0.00
	300 to 600	150		0	\$55.19	\$0.00
	Totals		15	900		\$49,669.22
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20	6	120	\$27.06	\$3,247.30
	25 to 50	35	2	70	\$27.06	\$1,894.26
	50 to 75	60	1	60	\$27.06	\$1,623.65
	75 to 100	80	0	0	\$27.06	\$0.00
	Totals		9	250		\$6,765.20
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500	0	0	\$112.55	\$0.00
	Totals			0		\$0.00
TOTAL	27			1,825		\$92,966.50

MICE Functions Revenue Model Year 6						
Type of Event	Attendance Range	Average Attendance	No of Events PA	Total Attendance	Avg Per Head Spend	Gross Revenue
Cabaret/Banquet - A single formal or informal dining event (including buffet) of any size, catering for breakfast, lunch or dinner with no meeting element including weddings and Cabaret Style perfs 1:25 Max staffing ratio	50 to 100	50		0	\$132.49	\$0.00
	100 to 200	150		0	\$132.49	\$0.00
	200to 300	200		0	\$132.49	\$0.00
	300 to 500	300		0	\$132.49	\$0.00
	500 to 700	500				
	Totals		0	0		\$0.00
Conference - A meeting event including food and beverage service requirements (possibly with exhibition element) of more than more than one days duration - assume 2 coffee/tea services, buffet style lunch, 9 hour day, 1:60 staff ratio	10 to 50	30		0	\$55.20	\$0.00
	50 to 75	60		0	\$55.20	\$0.00
	75 to 100	80		0	\$55.20	\$0.00
	100 to 150	125		0	\$55.20	\$0.00
	150 to 300	225		0	\$55.20	\$0.00
	300 to 500			0	\$55.20	\$0.00
	500 to 1,000			0	\$55.20	\$0.00
	Totals		0	0		\$0.00
Cocktail Reception - A stand up function providing light hot and/or cold finger food with beverage service 1:30 Staff Ratio min 3 hour call plus bar	10 to 20	15		0	\$56.29	\$0.00
	20 to 50	35		0	\$56.29	\$0.00
	50 to 100	60		0	\$56.29	\$0.00
	100 to 300	85		0	\$56.29	\$0.00
	300 to 600	150		0	\$56.29	\$0.00
	Totals		0	0		\$0.00
Seminar - Single group discussion/meeting event including catering, normally of one day duration as per conference ratios	10 to 25	20		0	\$27.60	\$0.00
	25 to 50	35		0	\$27.60	\$0.00
	50 to 75	60		0	\$27.60	\$0.00
	75 to 100	80		0	\$27.60	\$0.00
	Totals		0	0		\$0.00
Special Event - An event organized usually in house – Christmas Day Function, Mother's Day Function, New Years Eve Function, Food Festival etc	300 to 1000	500	21	10500	\$111.46	\$1,170,310.62
	Totals			10500		\$1,170,310.62
TOTAL	21			10,500		\$1,170,310.62

Venue Presented Programming

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

Self/Co-presented season Festivals (e.g Fringe, Arts, Comedy)

Venue Presentsed- Total Annuals adjusted for CPI		Revenue	Expenditure	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

Studio Theatre - Flexible set at 350 pax average capacity							Estimated Spend per perf	\$ 6,500.00	Per perf Total Expend
		Revenue	Expenditure (including internal venue rental)	Net Result	No of Events	Attendance			
							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			
Steady State	Year 8	\$ 554,400	\$ 520,000	\$34,400	80	18,480			

"Dance" Studio							Estimated Spend per perf	\$ 4,000.00	Per perf Total Expend
		Revenue	Expenditure (including internal venue rental)	Net Result	No of Events	Attendance			
							Base Average Tix Price for this Category =	\$ 20.00	Net of Tix Fees
Construction	Year 1								
Steady State	Year 2								
Steady State	Year 3								
Steady State	Year 4	\$ 36,000	\$ 80,000	(\$44,000)	20	1,800			
Steady State	Year 5	\$ 36,000	\$ 80,000	(\$44,000)	20	1,800			
Steady State	Year 6	\$ 36,000	\$ 80,000	(\$44,000)	20	1,800			
Steady State	Year 7	\$ 36,000	\$ 80,000	(\$44,000)	20	1,800			
Steady State	Year 8	\$ 37,200	\$ 80,000	(\$42,800)	20	1,860			

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

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ASSUMPTIONS -Studio Theatre

350

350 Seats

Studio Theatre

CPI growth per annum - unless otherwise indicated1.02

	Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State
	Yr 1	Yr 2	Yr 3	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 Rate							
Standard Casual Hire - see Note 1	\$ 3.25			\$ 1,138	\$ 1,138	\$ 1,160	\$ 1,183	\$ 1,207
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	249
Local/Regular- see Note 2	0	0	0	0	0	0	0	0
Private/MICE/Non-ticketed - See Note 3	0	0	0	0	0	0	0	0
Total	0	0	0	249	249	249	249	249

Average - Occupancy per venue (attendances)								
% of House Filled				65%	66%	66%	66%	66%
Pax per perf Main Auditorium (avge)	350			228	231	231	231	231

Attendances								
Attendances Main Auditorium Perfss				56,557	57,427	57,427	57,427	57,427
Attendances - non performance				0	0	0	0	0
Attendances				56,557	57,427	57,427	57,427	57,427

Theatre Bars Gross Income per pax	No indentified as [art of overall catering contract		\$ 4.00	\$ 4.50	\$ 4.59	\$ 4.68	\$ 4.78
Annual Revenue	Performances only Refer Functions Revenue Worksheet		\$226,226	\$258,420	\$263,588	\$268,860	\$274,237
Net to Theatre	15% of gross		\$ 33,934	\$ 38,763	\$ 39,538	\$ 40,329	\$ 41,136

Ticketing Charges							
Average Ticketing Charges per attendance - NET (10% non-ticketed)			\$ 3.20	\$ 3.26	\$ 3.33	\$ 3.40	\$ 3.46
Revenue			\$ 180,981	\$ 187,440	\$ 191,189	\$ 195,013	\$ 198,913

Merchandise Revenues							
Merchandise/Program Royalty (Avge)			12.5%	12.5%	12.5%	12.5%	12.5%
Merchandise Spend (Avge) -			\$ 1.00	\$ 1.02	\$ 1.04	\$ 1.06	\$ 1.08
Revenues			\$ 7,070	\$ 7,322	\$ 7,468	\$ 7,618	\$ 7,770

Note 2 - Reduced rate offered for volume based and Local user discounts
Note 3 - Higher flate rate reflect no ability to eam 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 Rate			80	80	80	80	80
Exclude from Venue Rentals in P and L			\$ -	\$ -	\$ -	\$ -	\$ -

ASSUMPTIONS -Dance Studio		150								Dance Studio
150		Seats								
CPI growth per annum - unless otherwise indicated		1.02								
		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State	
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	
Venue Rental Rates - Net per day		Benchmark Seat Rate								
Standard Casual Hire - see Note 1		\$ 3.00								
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	259	
Local/Regular Performance- see Note 2					0	0	0	0	0	
Local/Regular Events/Functions- see Note 3					0	0	0	0	0	
Private/MICE/Non-ticketed					0	0	0	0	0	
Total					259	259	259	259	259	
Average - Occupancy per venue (attendances)										
% of House Filled					60%	60%	60%	62%	63%	
Pax per perf Main Auditorium (avge)		150								
					90	90	90	93	95	
Attendances										
Attendances					23,265	23,265	23,265	24,041	24,428	
Attendances - functions. Meetings and events					0	0	0	0	0	
Attendances					23,265	23,265	23,265	24,041	24,428	
Theatre Bars Gross Income per pax					\$ 3.20	\$ 3.50	\$ 3.57	\$ 3.64	\$ 3.71	
Annual Revenue					\$74,448	\$81,428	\$83,056	\$87,541	\$90,732	
Net to Theatre		15% of gross								
					\$ 11,167	\$ 12,214	\$ 12,458	\$ 13,131	\$ 13,610	
Ticketing Charges										
Average Ticketing Charges per attendance - NET (10% non-ticketed)					\$ 3.20	\$ 3.26	\$ 3.33	\$ 3.40	\$ 3.46	
Revenue					\$ 74,448	\$ 75,937	\$ 77,456	\$ 81,638	\$ 84,614	
Merchandise Revenues										
PERFORMANCES ONLY - NOT INCLUDING FUNCTIONS AND EVENTS										
Merchandise/Program Royalty (Avge)					12.5%	12.5%	12.5%	12.5%	12.5%	
Merchandise Spend (Avge) -					\$ 0.50	\$ 0.51	\$ 0.52	\$ 0.53	\$ 0.54	
Revenues					\$ 1,454	\$ 1,483	\$ 1,513	\$ 1,594	\$ 1,653	

Note 2 - Reduced rate offered for volume based

Note 3 - Higher flate rate reflect no ability to eam 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

Whare Haka

120	Seats								
CPI growth per annum - unless otherwise indicated		1.02							
		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State
		Yr 1	Yr 2	Yr 3	Yr 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.									
	Benchmark Seat Rate								
Standard Casual Hire - see Note 1	\$ 3.00				\$ 360	\$ 360	\$ 367	\$ 375	\$ 382
Local/Regular- see Note 2					\$ -	\$ -	\$ -	\$ -	\$ -
NA					\$ -	\$ -	\$ -	\$ -	\$ -
Venue Utilisation									
Standard Hire - Regular					0	0	0	0	0
Private/MICE/Non-ticketed									
Total					0	0	0	0	0
Average - Occupancy per venue (attendances)									
% of Room Filled					58%	58%	60%	62%	63%
Pax per event (avge)	120				70	70	72	74	76
Attendances									
Attendances					0	0	0	0	0
Attendances					0	0	0	0	0
Catering Charges per head		Via Functions and Events business							
Annual Revenue - Gross					\$0	\$0	\$0	\$0	\$0
Ticketing Charges		NA - Negligible							
Average Ticketing Charges per attendance - NET (10% non-ticketed)					\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					\$ -	\$ -	\$ -	\$ -	\$ -
Merchandise Revenues		NA - Negligible							
Merchandise/Program Royalty (Avge)					12.5%	12.5%	12.5%	12.5%	12.5%
Merchandise Spend (Avge) -					\$ -	\$ -	\$ -	\$ -	\$ -
Revenues					\$ -	\$ -	\$ -	\$ -	\$ -

Note 2 - Reduced rate offered for volume based

Note 3 - Higher flate rate reflect no ability to eam 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			0	0	0	0	0
Rate			\$ -	\$ -	\$ -	\$ -	\$ -
Exclude from Venue Rentals in P and L			\$ -	\$ -	\$ -	\$ -	\$ -

ASSUMPTIONS -Main Foyer 700

Main Foyer

700 Seats									
CPI growth per annum - unless otherwise indicated		1.02							
		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
Venue Rental Rates - Net per day		Benchmark Seat Rate							
Standard Casual Hire - see Note 1		\$ 1.00			\$ 700	\$ 700	\$ 714	\$ 728	\$ 743
Local/Regular- see Note 2					\$ -	\$ -	\$ -	\$ -	\$ -
NA		\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Venue Utilisation									
Standard Hire - Regular					42	42	42	42	42
Total					42	42	42	42	42
Average - Occupancy per venue (attendances)									
% of Room Filled					58%	58%	60%	62%	63%
Pax per event (avge)		700			406	406	420	434	441
Attendances									
Attendances					17,052	17,052	17,640	18,228	18,522
Attendances					17,052	17,052	17,640	18,228	18,522
Catering Charges - spend per head					\$ 9.00	\$ 9.00	\$ 9.00	\$ 9.00	\$ 9.00
Annual Revenue					\$153,468	\$153,468	\$158,760	\$164,052	\$166,698
Ticketing Charges									
Average Ticketing Charges per attendance - NET (10% non-ticketed)					\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					\$ -	\$ -	\$ -	\$ -	\$ -
Merchandise Revenues									
Merchandise/Program Royalty (Avge)					12.5%	12.5%	12.5%	12.5%	12.5%
Merchandise Spend (Avge) -					\$ -	\$ -	\$ -	\$ -	\$ -
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.

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			0	0	0	0	0
Rate			\$ -	\$ -	\$ -	\$ -	\$ -
Exclude from Venue Rentals in P and L			\$ -	\$ -	\$ -	\$ -	\$ -

Large Ensemble Room 1 - 100m2

Large Ensemble Room

50 Seats											
CPI growth per annum - unless otherwise indicated		1.02									
		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State	Steady 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			\$ 125	\$ 125	\$ 128	\$ 130	\$ 133	\$ 135	\$ 138
Local/Regular- see Note 2		\$ -			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private/MICE/Non-ticketed - See Note 3		\$ -			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Venue Utilisation											
Standard Hire - Regular					100	100	100	100	100	100	0
Total					100	100	100	100	100	100	0
Average - Occupancy per venue (attendances)											
% of Room Filled					58%	58%	60%	62%	63%	65%	
Pax per event (avge)		50			29	29	30	31	32	33	
Attendances											
Attendances					2,900	2,900	3,000	3,100	3,150	3,250	
Attendances					2,900	2,900	3,000	3,100	3,150	3,250	
Catering Charges - spend per head		Via Functions and Events 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		NA - Negligible									
Merchandise/Program Royalty (Avge)					12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	
Merchandise Spend (Avge) -					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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.

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	Full Ops Year 5
No			0	0	0	0	0	0
Rate			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exclude from Venue Rentals in P and L			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Medium Studios x 1 50 m2

Medium Ensemble Room

20 Seats											
CPI growth per annum - unless otherwise indicated		1.02									
		Construction	Construction	Steady State	Steady State	Steady State	Steady State	Steady State	Steady State	Steady 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											
Standard Casual Hire - see Note 1	\$ 4.00				\$ 80	\$ 80	\$ 82	\$ 83	\$ 85	\$ 87	\$ 88
Local/Regular- see Note 2					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NA					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Venue Utilisation											
Standard Hire - Regular					400	400	400	400	400	0	0
Total					400	400	400	400	400	0	0
Average - Occupancy per venue (attendances)											
% of Room Filled					58%	58%	60%	62%	63%	65%	
Pax per event (avge)	20				12	12	12	12	13	13	
Attendances											
Attendances					4,640	4,640	4,800	4,960	5,040	0	
Attendances					4,640	4,640	4,800	4,960	5,040	0	
Catering Charges - spend per head		Via Functions and Events 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		NA - Negligible									
Merchandise/Program Royalty (Avge)					12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	
Merchandise Spend (Avge) -											
Revenues					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Note 2 - Reduced rate offered for volume based

Note 3 - Higher flate rate reflect no ability to eam 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 Year 4	Full 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			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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