

GOLD COAST CULTURAL PRECINCT



Positive Solutions and The Maytrix Group engaged with the Gold Coast City Council to design, develop and deliver a robust commercial model for the Gold Coast Cultural Precinct development

> THE CONTEXT

To be built on 16.9 hectares within walking distance of Surfers Paradise, the \$37 million Gold Coast Cultural Precinct will be a heart for the arts, culture and creative enterprise. The City Council's GCCP Master Plan, adopted in December 2014, provides for mixed sites and a staged development. Arts and cultural services and spaces will 'anchor' and be the focus of the precinct.

The Precinct will include a state-of-the-art gallery, performance arts facilities and a programmed outdoor Artscape. Stage One of works has begun and is due for completion prior to the Gold Coast Commonwealth Games in 2018.

> THE BRIEF

Positive Solutions and The Maytrix Group, with the Gold Coast City Council, developed a robust commercial model for the cultural precinct, which supported the vision to "create a cultural centre of gravity; a new, distinctly Gold Coast and distinctly 21st century". This commercial model also needed to include assessments of commercial activities and recommendations.

> OUR APPROACH

A commercial model ensuring a 'live' and 'activated' precinct was developed. An accompanying commercialisation plan included an optimal operating environment while Stage One was being built, capitalising on this first-stage investment to build capacity for progressing subsequent stages. Consultation and engagement with stakeholders informed benchmarking of cultural precinct performances and analyses of proposed commercial options.

The Maytrix Group identified other commercial options to support the project vision and to develop a staged commercial strategy for the three-stage development, while Positive Solutions consulted stakeholders and facilitated stakeholder workshops to inform precinct planning.

> THE RESULTS

Stage One commercial activities aimed to diversify the visitor experience through food, beverage, retail and a wide range of tenancing. Revenues generated were anticipated to offset precinct costs and fund project stages. The commercial model has been developed alongside four other projects to inform transition planning. The prioritisation of projects provided a roadmap for Stage One that will help deliver commercial viability within the precinct vision.