

Strategic Plan for a Performing Arts Centre of Excellence

**Utilising the former TAFE buildings
William Street Bathurst NSW 2795**

**PREPARED FOR BATHURST
REGIONAL COUNCIL BY:**

THE PACE GROUP

Henry Bialowas Chartered Architect

Dr. Ron Camplin DA OAM

Stephanie Camplin OAM

Maurice McNeil

Pauline Barker

Judith Black

David Black



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KNOWING IS NOT ENOUGH; WE MUST APPLY.
WILLING IS NOT ENOUGH; WE MUST DO.

GOETHE

Section 2: Strategic Plan Summary

A unique opportunity presents itself to the Bathurst and regional community. That Community, represented by the current Bathurst Regional Council received from the NSW Government in 2016, an invaluable gift in the form of the earlier TAFE buildings in William Street Bathurst, originally the Mechanics Institute of 1896.

This remarkable educational building with its large and wonderful spaces, handsome joinery details and high ceilings is ideal as a Centre for the Performing Arts. The adjoining buildings of more recent vintage and lesser quality are perfectly capable of being sub-divided into the necessary smaller spaces as studios for two or more persons as may be required.

To reinstate this complex of buildings to an educational purpose has many benefits. It restores the significant heritage item to its former glory with the least impact on its heritage status and fabric. Indeed, an educational use such as proposed would be the least costly of all possible options for the adaptive re-use of the building. This minimal cost option would nevertheless provide the maximum benefit to the greatest number of people of all ages and backgrounds for generations to come.

While the Bathurst region has always had a keen interest in the arts and cultural matters, at no time has there been a comprehensive school or centre of training for the performing arts which embraces its many varied and evolving forms. Nor one which is open to people of all ages and backgrounds. It is now time that Bathurst took the leading role in creating a venue that actually nurtures the talents of the people of the region and raises them to a professional level.

As we have stated elsewhere, creating sports fields inevitably creates sports people. The same cannot be said of the arts. A new theatre will not of itself produce actors, nor does an art gallery produce artists. We need therefore to create the facility that will grow the arts culture, which then may fill the theatres and venues.

Performing arts are diverse and interactive. Having a variety of such arts in the one facility provides the connectivity that engenders creativity and ensures success and survival. This is no different from any other ecosystem. We know that a rainforest is far more diverse and capable of enduring than say a monoculture, which is always highly vulnerable.

It is this sheer variety and diversity which such a facility would provide that ensures its success.

Bathurst Regional Council has the means, motive and opportunity to make this happen. It would not only create a permanent and viable home for the performing arts but would also significantly enliven the CBD and its historical and recently recognised Town Square. The former TAFE buildings are a historically significant part of this precinct. To add a major cultural component to this precinct can only ensure its success.

Section 3: Goals/objectives

3A: Vision statement

To provide a Regional and integrated Performing Arts Centre of Excellence (PACE) and the allied crafts and skills associated with those arts.

3B: Objective

To make the Centre as far as possible self funding by the integration and delivery of commercial goods and services and providing individual and group education as well as creating performances for the attendance by the general public.

The hybrid nature of performing arts centres is here to stay. Theatre, dance, music all need homes; the challenge is finding and sharing spaces. Our immediate goal is to take the former TAFE buildings out of mothballs and begin the process of returning them to a functioning environment of shared spaces. Initially this will entail general maintenance and repairs and dealing with access issues. Floor levels, remedial work and the provision



The Wool Classing area ready for adaptive reuse

of a glass lift that will allow accessibility to all.

3C: Commitment

We ask that Bathurst Regional Council provide funding of up to \$5,000,000 to undertake the necessary restoration and adaptive implementation works.

We understand that Governments at other levels will likely contribute once the Project is committed.

Section 4: The Future

4A: Increasing the PACE

Our intention is to expand this Regional Performing Arts Centre of Excellence (PACE) to include as many aspects of performance as are feasible and to foster new directions in the arts.

4B: Recording Studio

We aim to include a recording studio of professional standard, similar to those provided by the ABC. Indeed we hope to get the ABC interested in providing a Regional facility here in Bathurst's Performing Arts Centre of Excellence.

4C: Extension

There is ground space and scope for the extension of the PACE. This would not necessarily mean losing valuable ground floor area of the Bathurst town Square. In order to create new buildings on this campus. We have judiciously avoided painting ourselves into a corner by providing a commercial residential component adjacent, facing Howick Street. We understand that such a development may have beneficial qualities in helping to enliven the Bathurst Town Square while also providing a measure of security to the area. Such a development paves the way for the Bathurst Regional Council to bring in some of the necessary funding for this project funding through private enterprise.

This, in turn, opens the way for further development in the area of the present car park behind the Mineral and Fossil Museum.

4D: Modification

As and when further funding becomes available the Mechanics Workshop building and the Wool Classing portions could be entirely redeveloped with new three storey buildings, each with their own lifts. This would preserve the ground space within the Bathurst Town Square.

Section 5: Stage 1



Ground Floor

5A: Staging

The purpose of Staging in any building context, is to allow for emerging realities to be accommodated and for funding to be defrayed over a longer time scale. This, clearly, has many advantages. The sooner a particular stage can get under way, the sooner can be established an income stream. The obvious benefits of this are to more realistically determine what works best, how to implement the next stage and plan for a more realistic future. The project could be seen in a number of stages.

5B: Introduction

At the initial stage the entire ground floor of the buildings could conceivably be made fit for purpose and available for hire/lease/use by local and regional performing arts groups as well as possible retail spaces, for example a music shop and or a musical instrument repair shop and tuck-shop/cafe. Stage 1 could be broken down into Stages 1A and 1B.

It is hoped for example, that the Mitchell Conservatorium of Music, as recommended by the recent AJC report as well as the earlier CMP (2002) may find its new home here in the extended and generous premises that will allow them to expand their present constrained premises and restricted activities and thereby create further opportunities for their valuable services. Their present premises in the West Wing of the Bathurst Court House are destined to be progressively reclaimed by the Department of Justice and Community Services, as the City expands. The move to say, the Head Space premises in Havannah Street can be seen as a life raft, rather than the ship that takes them to their future destination.

The existing ground floor is, to a considerable extent, already accessible to people with disabilities and who have access to serviceable amenities. The new entry would be from the lane and from the courtyards currently at the rear. This would become the

operational front of the proposed refurbished building, thereby interacting with the Bathurst Town Square.

5C: Ground Floor

Arguably, the most pressing need is for the Mitchell Conservatorium to relocate. The MitCon, who we see as key participants in the future of the Centre, in line with the AJC recommendations, need to find interim short term accommodation elsewhere until Stage 1, in whole or in part is fit for occupation. We have therefore broken Stage 1 into parts A and B.

Stage 1A could very quickly and economically be implemented. In particular, the former Mechanics Workshop and the ground floor of the Wool Classing addition lend themselves to adaptive re-use as the much needed studio spaces. Parts of the Ground floor could also be made available for administration and rehearsal spaces for larger groups. This early Stage could also see the reinstatement of the Kitchen as Tuck-shop.

This Stage can be achieved within one year of project commencement at a cost of \$850,000

The immediate goal is to restore sufficient parts of the TAFE Buildings to workable use with the least resources. The former Mechanics Workshop and the old woodworking areas on the ground floor, (coloured beige above) are suited to being subdivided to form studio spaces where one on one and small group teaching can take place. Such spaces could vary in number and size depending on actual need. This would almost immediately allow some occupation as there is a serviceable toilet block (coloured blue above) for male, female and disabled persons adjacent at ground floor.



Existing Ground floor Plan

Stage 1B would see the installation of the Lift and the atrium courtyard entry completion among other rooms at ground floor.

5C1: Clavier

Ideally, the new practice clavier (**Stage 1A**) should be located at ground floor in a reasonably large room so that small scale recitals and group tuition could comfortably take place. This would allow the Carillonneur easy and convenient access to the Bathurst War Memorial Carillon and its new Clavier.

5C2: Kitchen

The former home science rooms (coloured green above) could readily convert to a commercial kitchen (**Stage 1A**) which would service not only the students, who could get discounted food and drinks with ID's but also service the general public from the outer courtyard facing Howick Street. There is no reason why TAFE students could not use this as part of their training course in hospitality related subjects nor why this could not be a commercially viable food outlet.

5C3: Lift

The several buildings that unite to make the former TAFE complex, occur on two main floor levels but in fact consist of some seventeen different floor levels. Most of the areas on those multiple levels need to be accessed by people with disabilities. This can be achieved only by means of ramps and/or lifts.

We have been able to identify a location from which a single lift (coloured red above) (**Stage 1B**) with a front and rear door could be used to make those areas accessible. Ideally, this would take place with the introduction of that strategically placed lift within the courtyard. The present weatherboard clad two storey section in the courtyard, would be removed entirely and the reconfigured space would form an entry court with lift and stairs. This part of the building, formerly a caretaker's residence, is deemed to be an intrusive element in the Conservation Management Plan and would therefore not be an obstruction to the placement of the necessary lift.

The inclusion of the lift within a glass roofed atrium space would provide the new entry court and allow access to the several levels above ground by means of landings and short ramps in **Stage 1B**.

5C4: Existing Parking

There is an existing carpark at the rear of the Mechanics Workshop which could remain for the interim. This has already been successfully used as part of the recent and highly successful Inland Sea of Sound and could continue in its dual role as car park or events space.

Similarly, the carpark on Howick Streets (accessed from William Street) which can provide some 10-12 spaces can continue until the proposed new residential wing can be completed with its new partially underground carpark providing 25 secure car spaces.

Section 6: Stage 2

6A: Recording Studio Ground Floor

Our secondary goal, having carried out the general maintenance and remedial work, is the installation of a fully operational state of the art digital recording studio.

We intend to contact the ABC in regard to this and can see no reason why a first class facility cannot be established in an important regional area such as Bathurst.

Although some recording facilities exist in the Bathurst area, many are of an amateur standard and even fewer if any, to our knowledge, have professional sound recording Engineers qualifications. The costs of a group travelling to Sydney for recording purposes, can be prohibitive in terms of accommodation and studio costs.

We envisage that such a commercial studio could also, when desired, be visible to the public at ground floor level via suitably double-glazed viewing windows with the sound and activity being on display for the general public. This would further add interest and activity to the Town Square and provide reasons for people being there.

This would also add another income stream which might possibly be implemented at Stage 1.

6B: Upper Level Floors

Once the lift and atrium are completed, that would allow the use of select parts of the upper levels on a needs basis and would prioritise their renovations progressively to



First Floor Plan

completion.



The Great Hall

6B1: The Great Hall

A major secondary goal is to renovate the first floor hall, here referred to as The Great Hall. This valuable and handsome space lends itself ideally to being a recital venue for up to 200 persons as well as a grand ballroom, dance studio, space for large meetings and conferences. We see this as a high level income stream.

It is also a much needed rehearsal space for major works involving larger choirs and orchestras.

We aim to have general maintenance and remedial works carried out to the second floor, so that all the spaces can be progressively and fully utilised. This involves completing the several landings and stairs that link and unite the building for easy access and safe egress.

6B2: Amenities

A new first floor amenities will be created within the old wool classing building. Again, this preserves the main building and its almost irreplaceable joinery and detail. The old wool classing building lends itself to a remake and adaptive re-use. An additional DPWC would be added at the level of the Great Hall.

6B3: Break-out space

Adjacent to the Great Hall and at the same level will be the break-out space. This will be the entry, reception area and at times refreshments bar for functions held in the Grand Hall. It can be accessed directly from the lift as well as the Main Stairwell and also the new secondary stairwell connecting the entry courtyards.

6B4: Refreshments

A small refreshments bar could be placed in the corner as shown and a back-up and storage space could be discreetly installed above the corridor as a mezzanine. This could serve as a butlers pantry with refrigeration etc.

It would be possible to service the Great Hall with food from the kitchen at ground floor utilising the adjacent lift. Many commercial hotels with remote kitchens operate successfully using suitable equipment. The long term goal would be to progressively reinstate the entire building as an educational facility and restore and make full use of the wonderful spaces that exist as well as using the newly renovated studio spaces, amenities and facilities of the adjoining buildings. as using the newly renovated studio spaces, amenities and facilities of the adjoining buildings.

Section 7: Stage 3

7A: Residential

There is provision made in the overall planning to provide residential accommodation. This would take place in the Howick Street space currently used as a carpark between the Headmasters Cottage and the G & T buildings on the corner. The placement of this residential component has been carefully considered to avoid painting ourselves into a corner with future, as yet unforeseen, developments.

The staging of this development could take place at any time and possibly sooner rather than later as it could help with the funding of the rest of the Project. The development is not dependent on the TAFE works and therefore could be carried out at the earliest possible stage. The plan allows for six one bedroom units at the first floor level and six two bedroom units above which have an attic bedroom. The new building will be serviced by a lift at Howick Street and stairwell at the other end. The lift can be accessed from the secure car park.

An opinion of probable costs for the construction of the carpark and the 12 units would be in the order of \$3.5M and depending on market values, could bring in between \$6M-\$8M

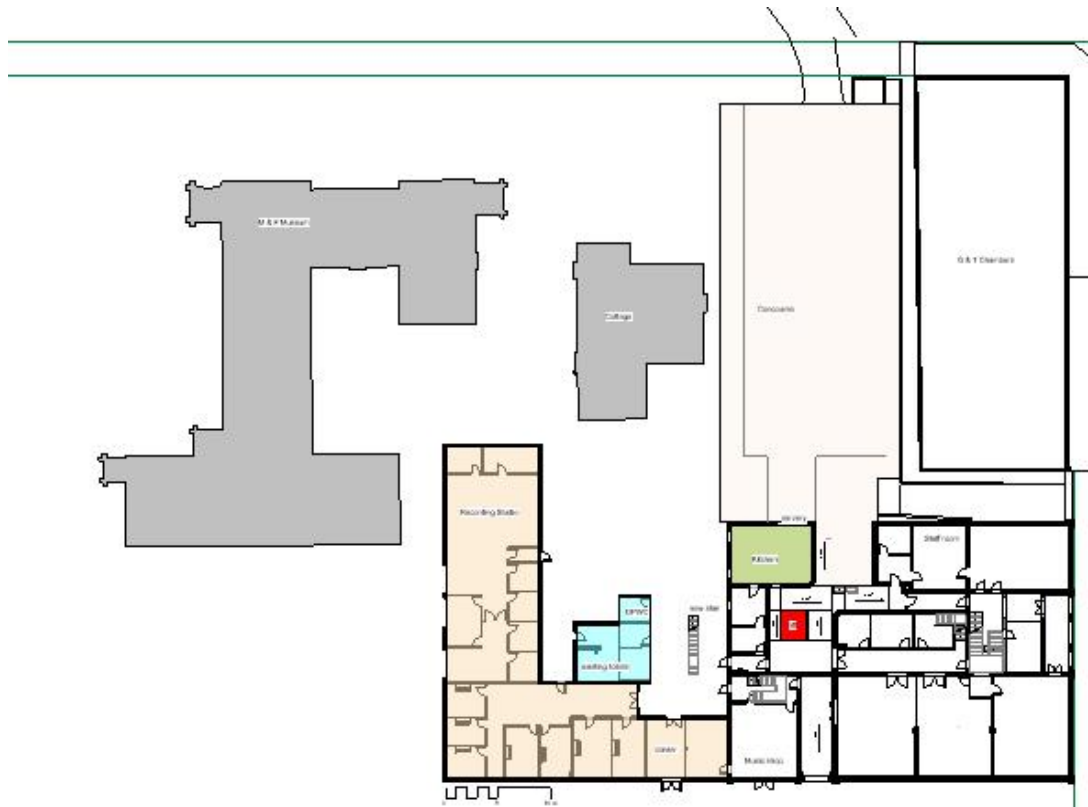


First Floor Units

7B: Concourse

Such a covered paved plaza or concourse (hatched below) area, at the same floor level as the Headmaster's cottage, would give visual and pedestrian access to the Performing arts Centre and the greater Town Square.

It would also provide a public gathering space for performances or outdoor activities or just sheltered seating space, with access to amenities and cafes, the Mineral and Fossil Museum and of course the Performing Arts Centre.



Ground floor Concourse

7C: Additional Parking

The present limited carpark (some 10-12 spaces) will be reworked to provide a partially underground carpark for 25 vehicles. Access would be only from William Street and egress only into Howick Street. The ground level floor of this building, that is the roof of the car park below, would be an open area, the Concourse, with the residences above.

Section 8: S.W.O.T. analysis

Strengths	Weaknesses
<p><i>The old TAFE buildings are in a prime location in the CBD.</i></p> <p><i>There is an urgent need at this moment in time in the city for a central focus for performing arts.</i></p> <p><i>The re-born buildings will bring families/local communities/tourists and visitors together across generational and cultural divides.</i></p> <p><i>The renaissance of these buildings will add a liveliness and vibrancy to the adjacent Town Square, beneficially affecting the CBD.</i></p>	<p><i>We are reliant on the local authority for initial funding for the project.</i></p> <p><i>Excellence in the performing arts may be considered a discretionary service.</i></p> <p><i>Availability of resources may stretch the ability to adequately complete the re-adaptation works.</i></p>
Opportunities	Threats
<p><i>This proposed cultural centre of excellence will attract and nurture a diverse variety of skills and talents benefitting the individuals, the city and the entire region.</i></p> <p><i>We can grow Bathurst into The Premier Cultural City of NSW.</i></p> <p><i>In the process we can preserve a suite of heritage buildings as close to their original state and intended function as is possible.</i></p>	<p><i>Access to funding.</i></p> <p><i>Lack of meaningful engagement on the return on investment in the performing arts sector.</i></p> <p><i>Other (unknown) potential competitors for the use of the buildings.</i></p>

Section 9: The Enterprise

9A: Business name

Performing Arts Centre of Excellence (PACE) This is simply a working title; the naming of the Enterprise may be decided by others. Depending on the structure decided by others, the registration and other similar matters can be settled.

9B: Business structure

The Buildings to remain the Property of the Bathurst Regional Council. They are a gift to the Community from the NSW State Government and it is fitting they remain a community oriented enterprise.

9B1: Operation

The operational aspect of the Enterprise to be decided.

9B2: ABN

As required or applicable. 9B1

9B3: ACN

As required or applicable.

9B4: Business location

The Bathurst Town Square

9B5: Date established

2021

9B6: Business owner(s)

Bathurst Regional Council

9C: Business premises

The former TAFE buildings originally faced William Street. It now intended that the Building's main entry occur from the Bathurst Town Square side. This will allow dignified access to all people and allow safe drop-off and pick- for parents with young children via Ribbon Gang Lane.

The premises presently contain some 1,800 sq. m. of floor space. We note that the MitCon has operated in confined premises at the Bathurst Courthouse plus the Machattie Park cottage which together have a total floor area of some 520 sq. m. Their inclusion in the TAFE project not only allows for considerable expansion but also the ability to house and include many other allied activities and the range of activities and services outlined above.

Section 10: Target market

10A: People and students

People and students of all ages throughout the region of the Central Tablelands and beyond, who are interested in the performing and similar arts and the associated technical skills required to bring them about and those wishing to use the many services and facilities the Centre can provide.

10B: Indigenous

We see a significant role for indigenous groups and individuals who may wish to further their cultural aspirations, art forms, dance and music.

10C: Special Needs

The proposed Centre would include special needs activities for persons of all ages, who may benefit from specialised training, workshops and activities conducive to their wellbeing and development.

10D: Inclusiveness

At present there is no one school or educational facility that can provide or cater to all the performing arts on the one campus outside the Metropolitan areas.

The proposed facility would provide a regional educational base enabling classes, training workshops and courses from Certificate and Diploma levels to Graduate Degrees.

10E: Competitors

We see 'competitors' as partners. That is, the various Schools, Colleges, Universities and private groups etc. could be described as competitors because they are providing similar but not equal services. Our aim is to help all of the above as well as individuals from all walks of life to further their individual talents and skills and to raise existing standards to a higher level by providing access to specialised courses, programmes, workshops etc. For example, it cannot be said that Conservatorium's of Music compete with schools. They are seen as an adjunct, providing more specialised and further training. The beneficiaries of this process are not just the individuals concerned but also the schools they represent and the community at large.

Similarly, while schools may provide opportunities for staging say *Musicals* they can benefit greatly from specialised training and workshops by professional and highly experienced people at the PACE.

Few, if any, schools can afford to have trained lighting or sound engineers on hand. The PACE could provide such specialist services and help train young technicians

10F Advertising & Promotional Strategy

Part of PACE will be an advertising arm, providing voice overs, film ads and other media for commercial purposes. It is envisaged that a part of this will be utilised in advertising its own resources, services and various courses.

In addition there will be some community advertising through the normal channels of radio, press and television.

Sign boards, where appropriate would be displayed within the Town Square alerting people and visitors to current and coming events.

Section 11: Products/services

11A: Music

- i. This may range from individual lessons on particular instruments to ensembles and groups to orchestras capable of musicals, operas and symphonic works.
- ii. The varieties of music may range from classical to popular including a Jazz studies programme
- iii. Vocal tuition from individual voices to choirs

11B: Drama

Among possible other forms, this would include: stage, film, Shakespearian acting as well as musicals, opera, comedy mime and magic.

11C: Associated Skills

The performing arts require support from suitably qualified Set Designers, lighting technicians, Sound Engineers, Recording Engineers and Radio Engineers and technicians

11D: Services

The above faculties could therefore provide services such as Advertising and Corporate Training and we believe that people with special needs, whether that be some form of Autism or other condition, would benefit from suitably adapted courses and workshops.

Similarly, an ABC supported recording studio would prove an invaluable asset in the Central Western Region of NSW

Other services such as set design and costume design could be offered to Theatrical groups, schools and universities.

A music shop and an instrument repair shop are seen as being part of this enterprise.

Event Management and a Booking Agency would be an important part of the services offered.

The reconstituted commercial kitchen could be leased and provide cafe style meals, both to students at discount rates and the general public as well as providing catering for special events and conferences etc.

The many and varied spaces can be leased on an hourly rate or for longer terms for a variety of possible uses and functions and of course performances to which the paying public would be invited.

In particular, the Grand Hall is seen as a vital and valuable space for conferences, special events, recitals, rehearsals and so on.

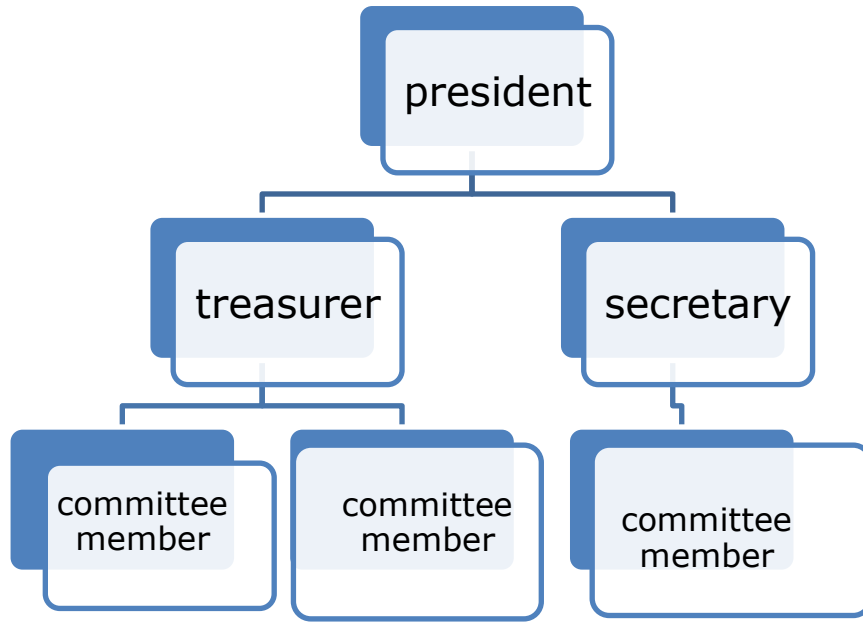
11E: Film

We can see the need and growing interest in film and filmmaking. This could include a film school and a venue for showing specialist films, short films, foreign etc.

Section 12: Organisation and Finance

12A: Structure

We see that initially, PACE will be managed by a suitably qualified unpaid community Board/Committee. (Section 355 committee) Various local organisations in Bathurst in the world of theatre and music already use this formula highly successfully.



ORGANISATION CHART

Volunteering in the performing arts industry is invaluable. We feel this community engagement with the PACE project will allow it to commence operations with a structure similar to that shown above. With appropriate venue management software which will carry out the task of scheduling; booking; financial management; marketing; event co-ordination etc the primary aims of providing appropriate, affordable cultural training spaces would be achieved.

12B: The Finances

The premises are owned by the Bathurst Regional Council who have indicated they would like to see the enterprise 'cost neutral' once established. We are of the view that this is highly possible. To that end, we have invited a highly qualified accountant to help prepare the financial statements.

By 'cost neutral' it is understood that Council will not be seeking a return from the premises via rents or earnings profits. Moreover therefore, all monies earned by the enterprise would go directly into its operational costs.

It is assumed that the ongoing financial returns from the Residential Units will be part of the income stream for the PACE or at least defray the Councils expenditure to a considerable extent.

Any major works beyond the \$5,000,000 expended by the Bathurst Regional Council in getting the enterprise up and running with the renovations and adaptive works would be funded by the PACE earnings as well as Grants from State and Federal Governments as part of the general educational system of schools, colleges and universities.

12C: Market position

Affordable cultural space in the CBD is at a premium. No other enterprise in this location offers these opportunities.

12D: Unique selling position

As above.

12E: Anticipated demand

We anticipate a healthy and immediate demand for the various building spaces.

12F: Pricing strategy

This is a ***not for profit endeavour***. To provide maximum benefit to the community we are aiming for an affordable pricing structure which will produce a self funding operation.

12G: Value to customer

Increases the PACE's utilisation to a wide audience contributing to good public outcomes for the community

12H: Growth potential

Natural growth progression through three stages.

12I: Innovation

By the creation of a hothouse environment, we believe this will act as an incubator, and a means of cross pollinating ideas and activities amongst creative individuals and groups who are relatively free to experiment with ideas related to music, film, drama and so on. This is not unlike those Universities that are concentrated within a CBD where students and teachers can intellectually interact alongside the rest of the population, rather than being more or less isolated on a remote campus.

12J: Research & development (R&D)/innovation activities

It follows from the above that innovation is more likely to follow and that directed R&D can be readily implemented across several faculties.

12K: Public liability insurance

details to be provided.

12L: Professional indemnity

details to be provided.

12M: Business assets

details to be provided.

12N: Risk management

Risk	Likelihood	Impact	Strategy
<i>Lower than forecast revenue</i>	<i>Highly Unlikely</i>	<i>low</i>	<i>Targeted marketing</i>
<i>Reputational</i>	<i>Highly Unlikely</i>	<i>Medium,</i>	<i>Focussed contact and communication with the community</i>
<i>Personal injury within the buildings</i>	<i>Unlikely</i>	<i>High/ Medium]</i>	<i>Outline rules/regulations prior to admission Suitable supervision for activity</i>
<i>Emergency Evacuation</i>	<i>Highly Unlikely</i>	<i>Medium</i>	<i>Detailed emergency evacuation strategy in place</i>

12P: Inventory

Not applicable at this time.

12Q: Technology (Software)

The PACE will need a managed web site to provide information on current and forthcoming activities in the buildings.

There is also a need, as previously mentioned, for Venue Management Software which will be purpose built. This will carry out the task of scheduling; booking; financial management; marketing; event co-ordination etc.

12R: Trading hours

Unlike many enterprises that are locked into a 9-5 Monday to Friday routine, the PACE can operate well beyond those hours and include weekends and holidays.

For example many workshops could take place during term or semester holidays and could run into evening classes. Similarly, performances can run into evenings and weekends.

In effect, this allows the PACE to create an income stream well beyond normal business hours. The ability to make use of spaces for a wide variety of activities adds to the financial viability as each space can have different revenues sources and for extended hours.

For instance, a drama class can take place in a space that later holds a workshop for music or dance or some other activity or function. Like many Universities, the PACE could hold summer schools, which extends the normal teaching terms or semesters and allows otherwise occupied students to attend.

12S: Communication channels

Pace will employ all social media opportunities and such technology as is currently available.

12T: Payment types accepted

Credit cards are now commonly the accepted means of exchange as well as direct debit payments.

12U: Credit policy

To be decided.

12V: Memberships & affiliations

Performing Arts Connections throughout NSW, Australia and Internationally.

We will endeavour to create sponsorship and scholarships through engagement with the corporate and academic world.

Section 13: Environmental Sustainability

13A: Environmental/resource impacts

Saving existing buildings and adapting them for future long term use is in itself an environmentally responsible act. The ethical use of embodied energy is everyone's responsibility and we look to Governments at all levels to set standards and lead by example.

Existing buildings represent an enormous amount of embodied energy. This accounts for all the energy used in the growth, harvesting, manufacture, assembly, transportation and implementation of all the materials and services used in the construction process.

It is imperative that we maintain as much of this building as possible with the least possible destruction of existing fabric and the energy thereby expended in its demolition, transportation and disposal.

This proposal aims to **minimise** as far as possible the destructive processes that are involved in any demolition and construction work.

13B: Solar

We can see no reason why a solar array with battery storage cells cannot be implemented. Solar panels placed on the roof of the Mechanics Workshop, for instance could yield some 15Kw of energy. With battery storage this would add substantially to the energy requirements of the building, reducing costs and greenhouse gas emissions.

13C: Lighting

The building should be refitted with LED lighting throughout. External lighting to be conscious of light pollution to night skies.

13D: Insulation

Where possible in the existing fabric, insulation should be added to reduce heat loss and gain. All new work should include high levels of both sound and thermal insulation.

13E: Heating and Cooling

Modern reverse cycle air-conditioning is very efficient and economical to run.

The building's inherently large thermal mass can be used to balance the heat and cooling loads.

Section 14: Community impact & engagement

14A: Community

There is virtually no one in the community that would be adversely affected by this initiative.

Our intention is not to take away but to add to existing facilities and thereby further existing services and facilities and create new services and facilities.

The benefits on the other hand are great. The flagging CBD can be much improved by introducing liveliness and populating the Bathurst Town Square with activities, amenities and points of historical and cultural interest. The Town Square could then become a tourist destination in itself as activities and points of interest increase in number, frequency and diversity.

Such a vital and lively addition to the cultural assets of Bathurst would add immeasurably to its' Regional and State reputation as a place of genuine interest. It will become a destination attraction.

Bathurst is already established as the oldest European Inland Settlement. The creation of museums and places of historic and cultural interest and above all the preservation of genuine heritage buildings is a necessary step in nurturing and furthering Bathurst's valuable historical reputation.

It is the careful handling and integration of all such elements that creates the value and critical mass that is needed to propel the tourist business.

A PACE will reinforce the cultural credentials of the City and be a drawcard for the Region the State and Internationally.

Section 15: The Market

15A: Market Targets

The city of Bathurst is growing at a healthy rate and with it the importance of performing arts for both the residents of the region, the visitor and broader tourism economy. Most towns and cities struggle to gain ascendancy in the competitive arena of tourist dollars. The more successful have something to offer in the way of culture, spectacles, events, history, food and accommodation.

Where they are most successful is in **Town Squares** which have always been a gathering place for people since the beginning of civilisation to the present day. Fundamentally we all wish to meet, to experience, to learn, to discover, to entertain or be entertained, to amuse or be amused, to be delighted, to be astonished, to be discovered.

15B: Customer demographics

Whether we are children, adults, or elderly, regardless of background or ethnicity, we are endlessly fascinated by new people, new situations and new experiences. Everyone is within our demographic. We are determined to bring performance arts to all people, of all ages by all people and of all ages.

15C: Key customers

All schools, colleges and universities in the region. Conservatorium's; music groups, both instrumental and choral; solo musicians; dance schools and groups; theatre companies and groups; local and regional businesses and production and service industries. The PACE will present as a social and commercial enterprise offering a broad range of community and access programmes and spaces.

The PACE being in the heart of the CBD can readily connect with the public in the Bathurst Town Square. Live performances, whether busking or more formal recitals or concerts can take place in and around the building and the adjoining public spaces.

Both students and the public can gain from such activities which will bring people into and enliven the CBD.

15D: Customer management

The PACE will develop strategic partnerships with corporate and educational institutions and bodies to grow its business and support its aspirations. One example is tailoring workshops to a customer's specific need.

We have had very enthusiastic responses from NIDA; the performing arts departments of local schools; local music and dance organisations.

15E: Market research

To a considerable extent the Market already exists in a variety of forms and in diverse locations. The intention is simply to bring the existing facilities and disparate groups together and to extend the opportunities currently available and thereby expand the cultural base. This would enable cross pollination of ideas, from one form to others. For

example: the writing of music for a film score; the ability to record that music. Or, to provide workshops for aspiring actors and to provide the necessary lighting and sound to accompany a play or a musical.

It is hoped that the NSW Conservatorium's of Music would see a valuable role within this facility to expand and enhance their present activities and educational goals.

Similarly, NIDA, the CSU, the ABC and the TAFE are seen as part of this enterprise in creating the diversity and scope of each of their current activities.

All schools in the region will benefit from this facility in being able to provide specialised training and run programs that may otherwise prove too costly at each separate school. This in no way competes with existing schools, groups or organisations; it simply allows them access to higher levels of tuition, enhanced facilities and otherwise inaccessible opportunities.

Section 16: The Costings

16A: Financial objectives

It is intended that the PACE, once refurbished and established along the lines described above, will be in a position to sustain its annual activities.

Like other educational institutions it too will be eligible for Government subsidies and /or grants for any new buildings or further modifications.

As far as possible, the PACE will reduce its utilities costs by using technology where applicable like solar panels, storage batteries, insulation and more economic heating /cooling systems.

16B: Finance required

The following figures represent an opinion of probable costs, based on measured areas and elements as defined and published in Rawlinsons Australian Cost Guide Ed 29 2021. The figures on the next page pertain to the former TAFE buildings only. The proposed Residential component and its associated works has not been included.

It is estimated that the \$5,000,000 which the Bathurst Regional Council have been asked to put into the adaptation and refurbishments will suffice to have the Centre operational.

As described above, the Project can be broken down in Stages. Each Stage can be modified to suit prevailing conditions.

Typically, Stage 1 would see the MitCon rehoused in refurbished premises at ground floor. They would occupy the former Mechanics Workshop and the former wool classing building's ground floor. Along with refurbished amenities adjacent in the courtyard.

Stage One is estimated to be \$850,000

Depending on how subsequent stages are defined, they can be tailored on a needs basis as many be seen fit at the time but essentially the next stage would include the lift and such areas of the main building as possible. So stage two might say be a \$2M build and stage three another \$2M.

16C: The Residential component

The development of the residential component is seen as being separate to the primary goal of this report. Nevertheless, we can see that its value to Council could be extremely beneficial.

If we take out the land value, which we assume the Council would hold on behalf of the community and simply lease for an extended period say 30 years. This would allow a prospective developer to take advantage of the opportunity to develop the site as units so both parties may benefit.

As mentioned previously in Section 7 above, the benefits would far outweigh the costs resulting in a net profit to Council of several million dollars.

Section 17: The Financial Tables

The financial tables on the subsequent pages are projections.

17A: Balance sheet forecast year1 to year 3

BALANCE SHEET FORECAST	YEAR 1	YEAR 2	YEAR 3
<i>Current Assets</i>			
Cash on Hand	\$500	\$500	\$500
Petty Cash	\$250	\$250	\$250
Inventory	\$1,000	\$3,000	\$3,500
Prepaid Expenses	\$0		
Trade Debtors	\$3,000	\$4,000	\$4,500
Other Current Assets (Bonds etc)	\$5,000	\$5,000	\$5,500
TOTAL CURRENT ASSETS:	\$9,750	\$12,750	\$14,250
<i>Non Current Assets</i>			
Plant & Equipment @ Cost	\$1,500	\$2,500	\$3,000
Computer Equipment @ Cost	\$2,750	\$4,000	\$4,000
Furniture & Fittings @ Cost	\$2,000	\$3,000	\$5,000
TOTAL NON CURRENT ASSETS:	\$6,250	\$9,500	\$12,000
Other Assets			
Formation Expenses	\$1,250	\$1,250	\$1,250
TOTAL OTHER ASSETS:	\$1,250	\$1,250	\$1,250
TOTAL ASSETS	\$17,250	\$23,500	\$27,500
Current Liabilities			

Trade Creditors	\$2,500	\$3,300	\$4,400
Card/Hire Payments	\$250	\$300	\$300
Staff PAYG Payable	\$230	\$20	\$20
Staff Superannuation Payable	\$0		
GST Payable	\$550	\$588	\$688
Other Liabilities	\$1,000	\$1,025	\$1,050
TOTAL CURRENT LIABILITIES:	\$4,530	\$5,233	\$6,458
<i>Non Current Liabilities</i>			
Deferred Liabilities	\$500	\$500	\$500
TOTAL NON CURRENT LIABILITIES:	\$500	\$500	\$500
TOTAL LIABILITIES	\$5,030	\$5,733	\$6,958
NET DIFFERENCE ASSETS/LIABILITIES	\$12,220	\$17,768	\$20,543
EQUITY			
Accumulated Funds at Year's End	\$12,220	\$17,768	\$20,543

17B: Profit & Loss forecast year 1 to year 3

PROFIT & LOSS	YEAR 1	YEAR 2	YEAR 3
Rent of Floor Spaces	\$19,920	\$35,000	\$41,000
Booking Services	\$49,800	\$71,000	\$72,000
Café & Other	\$2,750	\$3,000	\$3,000
Donations Received	\$2,400	\$2,500	\$3,000
Bank & Other Interest Received	\$60	\$55	\$55
Tenants - Permanent (MC)	\$5,700	\$5,750	\$5,800
Other Income	\$6,120	\$6,140	\$6,160
Gross profit/net sales	\$86,750	\$123,445	\$131,015
Expenses			
Accountant fees	\$2,500	\$3,300	\$4,400
Advertising & marketing	\$3,000	\$3,500	\$3,500
Bank fees & charges	\$230	\$20	\$20
Bank interest	\$0		
Credit card fees	\$2,694	\$3,086	\$3,275
Utilities (electricity, gas, water)	\$10,650	\$10,675	\$10,700
Telephone	\$3,000	\$3,150	\$3,150
Lease/loan payments	\$5,300	\$15,000	\$15,000
Rent & rates	\$0		
Motor vehicle expenses	\$2,130	\$2,135	\$2,140
Repairs & maintenance	\$4,800	\$4,850	\$4,900
Stationery & printing	\$875	\$900	\$950
Insurance	\$3,600	\$3,750	\$3,800
Superannuation	\$4,000	\$5,900	\$6,500
GST/PAYG	\$1,320	1,805	1,801
Wages (including PAYG)	\$40,000	\$59,000	\$65,000
Sundry Expenses	\$700	\$1,250	\$1,300
Total expenses	\$84,299	\$118,321	\$126,436

NET PROFIT (Net Income)	\$2,451	\$5,124	\$4,579
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Assumptions:

All figures are GST inclusive.

17C: Profit & Loss Statement

Profit & Loss for PACE BUSINESS PLAN as at 30 JUNE 20XX

PROFIT & LOSS	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yearly Total
Rent of Floor Spaces	\$1,000	\$1,120	\$1,240	\$1,360	\$1,480	\$1,600	\$1,720	\$1,840	\$1,960	\$2,080	\$2,200	\$2,320	\$19,920
Booking Services			\$2,000	\$2,200	\$2,600	\$4,000	\$5,000	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000	\$70,800
Café & Other		\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,750
Donations Received	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Bank & Other Interest Received	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$60
Tenants - Permanent (MC)	\$200	\$250	\$300	\$350	\$400	\$450	\$500	\$550	\$600	\$650	\$700	\$750	\$5,700
Other Income	\$400	\$420	\$440	\$460	\$480	\$500	\$520	\$540	\$560	\$580	\$600	\$620	\$6,120
Gross profit/net sales	\$1,805	\$2,245	\$4,435	\$4,825	\$5,415	\$7,005	\$8,195	\$13,385	\$14,075	\$14,765	\$15,455	\$16,145	\$107,750
Expenses													
Accountant fees											\$2,500		\$2,500
Advertising & marketing	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Bank fees & charges	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$230
Bank interest													\$0
Credit card fees	\$45	\$56	\$111	\$121	\$135	\$175	\$205	\$335	\$352	\$369	\$386	\$404	\$2,694
Utilities (electricity, gas, water)	\$750	\$775	\$800	\$825	\$850	\$875	\$900	\$925	\$950	\$975	\$1,000	\$1,025	\$10,650
Telephone	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Lease/loan payments			\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$12,500
Rent & rates													\$0
Motor vehicle expenses	\$150	\$155	\$160	\$165	\$170	\$175	\$180	\$185	\$190	\$195	\$200	\$205	\$2,130
Repairs & maintenance	\$500	\$550	\$600	\$650	\$700	\$750	\$800	\$850	\$900	\$950	\$1,000	\$1,050	\$9,300
Stationery & printing	\$50	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$875
Insurance	\$3,600												\$3,600

Setting the **PACE** 05.06.2021

Superannuation	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
GST/PAYG	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$1,320
Wages (including PAYG)	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000
Sundry Expenses	\$700													\$700
Total expenses	\$10,815	\$6,641	\$8,026	\$8,116	\$8,210	\$8,330	\$8,440	\$8,650	\$8,747	\$8,844	\$11,441	\$9,039		\$105,299
NET PROFIT (Net Income)	-\$9,010	-\$4,396	-\$3,591	\$3,291	-\$2,795	-\$1,325	-\$245	\$4,735	\$5,328	\$5,921	\$4,014	\$7,106		\$2,451

Assumptions:

All figures are GST inclusive.

Closing Statement:

Beyond any reasonable doubt this is a defining moment in the history of Bathurst. What is at stake for several generations to come is nothing less than the cultural future of this city.

We have a choice to make. This city can be a special place to be, a special place to come to. Or, we can let this unique opportunity slip through our fingers for a gamble at a quick profit and to the detriment of our children and grandchildren and those many talented people whose aspirations and talents must then find expression elsewhere.

Our former TAFE building is a treasured and historic institution which has played a major role in the educational life of this city since 1898. There is not a more appropriate purpose made building readily available in an ideal CBD site within the Town Square to become the cultural flagship of this integrated historic urban landscape (HUL).

Our proposal builds directly on Bathurst City Council's own declared aspiration to be a leading Regional Creative City (Vision 2030). Such creative city strategy is futureproofing Bathurst in the incubation, establishment and sustainability of its own creative talent, improving the quality of life which the city offers its residents and further harnessing the potential of its cultural and creative industries to contribute to a stronger local economy and a more self sustaining community.

Co-incidentally, The Mitchell Conservatorium, which in the view of its former director has been very constrained for space within the West Wing of the Courthouse, has now to urgently find new premises. We submit that our proposal for the old TAFE buildings would be an ideal match with purpose fit accommodation available in a timely fashion at no further cost to the Council.

The opportunity for Council to off-set some of the re-adaptation costs through developing, on a long term lease basis, the adjoining Howick Street site for residential units and car parking can leave little doubt as to the viability of the PACE proposal.

This proposal, carefully thought out and prepared, ticks so many boxes! The combination of community use as a Regional Centre of Learning for the Performing Arts and the provision of commercial uses both within the Centre and the adjoining premises results in a win win situation.

The Town Square is preserved and expanded, the CBD is enlivened and the city gains an invaluable cultural asset; Bathurst again takes the initiative in excellence in education, and an extraordinary item of heritage is not only preserved intact but re-purposed for use by the community, visitors and our finest and most talented performers.

So, now its time to **THINK BIG** and facilitate this once in a lifetime opportunity. The community of Bathurst has, over many years, clearly stated its preference that these buildings remain accessible to the community. Public surveys have repeatedly indicated that these buildings should remain our common heritage. The PACE proposal will expedite access to technical expertise and equipment which will inspire new skills and the development of creative practice which in turn will enrich the community and stimulate a strong local and visitor economy.

Section 18: Supporting documentation

18A Attached documents include:

1. Letter from John Bashford, Director of NIDA
2. Letter from Jonathon Clipsham, Director of Performing Arts, All Saints College
3. Letter from Andrew Gee, local federal Honorable Member
4. Letter from Don Harwin, NSW Minister for the Arts
5. Letter from Natalie Jean, Bathurst Dance Instructor
3. Letter from Justin Buchta, International Theatre Studies Tutor

18 B References

Performing Spaces. Performing Arts Connections of Australia
Conservation Management Plan. Bialowas & Assoc. Pty. Ltd.(2000)
The AJ&C Bathurst Town Centre Master Plan (2021)

i. Letter from John Bashford (Director) NIDA

National Institute
of Dramatic Art

215 Anzac Parade
Kensington NSW 2033
Australia
Tel +61 2 9697 7600
nida.edu.au

ABN 99 000 257 741
CRICOS 00756M

Mr Henry Bialowas
Bialowas & Associates Pty Ltd
967 O'Connell Road
Oberon
NSW 2787

25th May 2021

Performing Arts Centre – Bathurst TAFE

Dear Henry

Thank you for reaching out to me at NIDA and informing me of the proposal to convert the old Bathurst TAFE into an educational performing arts centre. As Centre Director, Acting, I am delighted to add my voice in support of your development proposal to Bathurst Council.

At NIDA, particularly at audition, my experience has been that young people who apply to our courses from non-urban locations have often been at a disadvantage. This is due simply to the lack of classes and training available that can help potential students achieve their aspirations.

The possibility of creating a regional hub to enable people from rural and diverse communities gain access to arts education and creative spaces will be of enormous benefit. It will help close the gap in terms of disadvantage and, more importantly, by being embedded in the community it serves, has the potential to further develop Bathurst's strong regional identity.

From our perspective, it affords us the potential to connect to different communities through our outreach programme of workshops and classes and thereby help support the future creative practitioners of Australia.

I hope the council can support your proposal and I look forward to the time when my colleagues and I can visit the venue and contribute to its success.

With all best wishes,



John Bashford
Centre Director Acting

NIDA is supported by the
Australian Government



2. letter from Jonathon Clipsham

Hi Jude,

I received your document re **Bathurst Centre for Performing Excellence Group.**

How can I help? What can I do from my role?

I am very keen to join/assist!

Kind Regards,

Jonathan Clipsham

0408 162 105

Performing Arts Academy



Campus East (Scots)

Senior School, Boarding (Years 9-12)
4173 O'Connell Road
BATHURST NSW 2795

Campus West (Saints)

Preparatory School, Junior School (Years K-4),
Middle School, Boarding (Years 5-8)
70 Eglinton Road
BATHURST NSW 2795

02 6331 3911

connect@scotsallsaints.nsw.edu.au
scotsallsaints.nsw.edu.au

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3. letter from Andrew Gee

From: Gee, Andrew (MP) <Andrew.Gee.MP@aph.gov.au>
Sent: Thursday, 25 March 2021 3:50 PM
To: 'judeboomer@gmail.com' <judeboomer@gmail.com>
Subject: Bathurst Centre for Performing Excellence Group

Dear Judith,

I hope this finds you well.

Thank you kindly for your correspondence to Andrew providing him with an update on your discussions with Council in relation to the former TAFE building in Bathurst. We very much appreciate the update and being kept in-the-loop on how the matter is progressing.

I note you are developing a business and strategic plan for Council's consideration and hope you'll be able to provide an update again with the outcome of that process.

Thank you again for taking the time to update Andrew.

Kind regards,

Rebecca Jensen | Electorate Office Manager
Office of the Hon Andrew Gee MP
Federal Member for Calare
T: 02 6361 7138 | E: rebecca.jensen@aph.gov.au
Suite 1/179A Anson Street, Orange NSW 2800

4. Letter from Don Harwin

Judith Black
PAC Group
C/o Bialowas & Associates Pty Ltd
967 O'Connell Road
OBERON NSW 2787
Per email: bialowas@ix.net.au
Per email: judeboomer@gmail.com

Dear Ms Black

Thank you for your correspondence to the Minister for the Arts, the Hon. Don Harwin MLC of 3 March 2021 regarding the future use of the former TAFE buildings in Bathurst as a centre for performing excellence.

I understand that this proposal has been put to and viewed favourably by Bathurst Regional Council. I commend your group for your ongoing dedication to making Bathurst a centre for excellence in the performing arts.

The NSW Government is committed to supporting and advocating for excellence in the arts in regional NSW. You will be aware that through the Regional Cultural Fund, the Government has funded two projects in Bathurst city including \$79,254 for upgrade of facilities at the Bathurst Memorial Entertainment Centre.

Bathurst Regional Council is custodian of the suite of former TAFE buildings which are listed on the Local Environment Plan for their heritage values. We understand that Council has undertaken steps toward community involvement in the building's future by preparing and exhibiting a Conservation Management Plan and undertaking community consultation for the future use of the former TAFE site and Town Square.

Thank you for taking the time to bring this matter to the Government's attention. My department maintains a register of potential cultural infrastructure projects and I would be grateful if you could please keep us up to date on the progress of your initiative. Should you have any further queries, please contact Julia Pucci, Director, Create Infrastructure on (02) 8289 6565 or julia.pucci@create.nsw.gov.au.

Yours sincerely

Annette Pitman

Head of Create Infrastructure

DATE: 21.03.21

5. letter from Natalie Jean

From: Natalie Jean <natalie.fenlon@hotmail.com>
Sent: Monday, 8 March 2021 12:58 PM
To: judeboomer@gmail.com
Subject: Bathurst Centre of Performing Arts

Hi Judith,

Thank you for reaching out to me, I would like to discuss with you further the idea for plans for the tafe building. I have often thought this would be an amazing venue to teach what I am doing already within the community.

My mobile is 0403199947 if you would be free to chat further so I can further understand your plans for the building.

Many Thanks,
Natalie

Pure Imagination Performing Arts
Sent with [Aqua Mail for Android](#)
<https://www.mobisystems.com/aqua-mail>

6.letter from Justin Buchta

1

Sunday, 14 March 2021

To the Bathurst City Council,

I am responding to an invitation by Henry Bialowas to support his ideas for the proposed Performing Arts Centre of Excellence to be housed within the former TAFE College buildings in William St Bathurst. As a specialist Performing Arts teacher, I recognise this plan as the rare opportunity for the right project that, coming to fruition, will enrich and cultivate Bathurst and the surrounding districts with its Cultural Vision.

When I grew up in Bathurst, I actively participated in various community art groups and musical societies. Since that time, I have had much theatrical experience both in Australia and overseas. I have trained theatre students from all over Australia, including undergraduate actors for N.I.D.A and the Actors Centre Sydney. I have also worked with both French and Portuguese theatre companies. Such experiences lead me to consider the TAFE building and the space it offers. The TAFE building and, in particular, its grand hall, is a perfect match for the requirements for professional actor/ music training. There is a similar design, located at the International Ecole de Theatre Jacques Lecoq, Paris and it succeeds because the space accommodates the movement and physical needs required for training a class and school of actors. This beautiful space would be envied by many leading professional theatre schools all around the world.

Henry Bialowas has a vision that will benefit any student who would train at such a Centre. A student who undertakes any Performing Arts education, needs a professional creative centre that will give them the best possible chance to develop fundamental skills and knowledge. Such guidance, in a place such as this, could be monitored by performing arts industry specialists to maintain and direct students towards achieving a collective goal of excellence. The creation of this TAFE building as a Performing Arts Centre of excellence will equip and prepare students for the demands, challenges and competition presented within the performing arts industry of the 21st century.

Developing the TAFE building as a centre for performing excellence, would not only nurture a community that fosters an appreciation for arts culture, it would cater for the rapidly expanding demands for the many adult community theatre and music companies, organisations and groups seeking further creative educational opportunities. This centre would permit facilitators a diversity of opportunities to train students in the way of workshops and classes on a daily or weekly basis. Otherwise these could be only offered in major capital cities.

As a result, an educational space such as this one, could eventually attract students and artists from all over N.S.W. This will provide direct economic opportunities for the Bathurst community including jobs in tourism and hospitality.

To establish a Performing Arts Centre of excellence within the Bathurst town square is to lead the arts culture forward and could enable neighbouring cities and towns within the Central West to support and follow with their own creative focus. I have no hesitation in giving my full support to Henry Bialowas and I hope you do the same.

Yours Sincerely,



Justin Buchta