

Tamworth Performing Arts Centre and Cultural Precinct Business Case

EXECUTIVE SUMMARY

Tamworth Regional Council

October 2019



Rob Gebert Arts Consultancy

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1. INTRODUCTION

1.1 Key Proposal Details

PROPOSAL INFORMATION	
Proposal Name	Tamworth Performing Arts Centre and Cultural Precinct
Council	Tamworth Regional Council
Council ABN	52 631074450
LEAD CONTACT	
Name	Peter Ross
Position	Manager Entertainment Venues Tamworth Regional Council
Phone	02 67675200
Email	p.ross@tamworth.nsw.gov.au
Address	PO Box 555, Tamworth, NSW 2340
PROPOSAL SCOPE	
<p>Cultural activities give a place a soul. They play a major part in contributing to the community in a way that feeds and strengthens spirit and social pride within a community.</p> <p>The development of the Tamworth Performing Arts Centre and Cultural Precinct is a major arts and cultural infrastructure project for the Tamworth community. It is a project that is of significance at a Regional, State and National level.</p> <p>It will create a suite of venues which will meet the social inclusion, performing arts, creative industries, conference and events needs of the Tamworth community well into the future. Its integration with the existing Tamworth Regional Gallery and Tamworth Library, and with the inclusion of other creative commercial tenants, will create a vibrant and exciting Cultural Precinct which is of national significance. It will drive visitation through cultural tourism and business events. All these factors will drive long term economic and employment benefits for Tamworth.</p> <p>This project is about Placemaking. Placemaking is the art and science of planning and making authentic, vibrant and resilient public spaces that are valued by their communities and admired by visitors. It's about contributing to our city's soul.</p>	
PROPOSAL LOCATION	
Proposal Address	468 -474 Peel Street Tamworth
Latitude and Longitude	-31.093798, 150.933727
Local Government Area	Tamworth Regional Council
NSW Electorate	Tamworth
Federal Electorate	New England
SUPPORTING INFORMATION	
Appendix 1	Economic Impact Assessment Report
Appendix 2	Design Report – Williams Ross Architects

1.2 Foreword

The development of the Tamworth Performing Arts Centre and Cultural Precinct is expected to drive a range of interrelated cultural, social, economic, civic and employment benefits for the region.

The project benefits include:

- Increased social inclusion and engagement.
- Expanded cultural and entertainment options for the community.
- Increased creative capacity supporting the development of community groups and professional artists.
- Provision of functions and conference facilities which strengthen Tamworth's position as an events hub for the New England region.
- Synergies from the integration of Tamworth Performing Arts Centre, Tamworth Regional Gallery, Tamworth Library, Tamworth Regional Conservatorium of Music and ABC New England North West into a cohesive cultural precinct.
- Economic benefits for the Tamworth Community from the construction and operation of the project.
- Increased employment.

The development of the Business Case included extensive consultation with community user groups, benchmarking against similar facilities and industry and demographic research.

The key elements of the Concept Design and the Business Case were regularly tested with the Project Control Group and with Council to ensure that optimal outcomes from the project can be achieved.

The key contributors to the development of the Business Case included:

Business Case Development	Rob Gebert Arts Consultancy
Concept Design including Architectural Concepts	Williams Ross Architects
Theatre Consultant	Setting Line Theatre Consulting
Cost Plans	Wilde and Woollard, Quantity Surveyors
Operational Cost Modelling	Rob Gebert Arts Consultancy
Cost Benefit Analysis	Economic Development, Tamworth Regional Council

2. EXECUTIVE SUMMARY

Cultural activities give a place a soul. They play a major part in contributing to the community in a way that feeds and strengthens spirit and social pride within a community.

Tamworth Regional Council is committed to providing arts and cultural facilities and programs which meet the needs of the community and enhance the liveability of Tamworth.

The community and stakeholders were consulted during the development of Council's Community Strategic Plan (Keychange 2017-2027) and the Tamworth Region Cultural Plan 2018-2023. A New Performing Arts Centre and Cultural Precinct were identified as a priority project in both these plans.

Tamworth is a growing major regional centre. The Blueprint 100 Strategic Plan will provide a local strategic plan and pathway to achieve a potential population of 100,000 residents by 2041. Key to Blueprint 100 is the growth of the City Centre driven by projects including the Performing Arts Centre and Cultural Precinct, the establishment of a major CBD campus for the University of New England and expansion of the Health Precinct.

The development of the Tamworth Performing Arts Centre and Cultural Precinct is a major arts and cultural infrastructure project for the Northern Inland Region and for the Tamworth community. It is a project that is of significance at a Regional, State and National level.

It will create a suite of venues which will meet the social inclusion, performing arts, creative industries, conference and events needs of the Tamworth community. Its integration with the existing Tamworth Regional Gallery and Tamworth Library will create a vibrant and exciting Cultural Precinct which is of national significance. It will drive visitation through cultural tourism and business events.

It will be one of the largest infrastructure projects undertaken by the Tamworth Regional Council with an estimated total project cost in 2019 dollars of \$120m. The project includes an expansion of both the Tamworth Regional Gallery and Tamworth Gallery, the construction and fit-out of the Tamworth Regional Conservatorium of Music's new leased premises, the construction of ABC New England North West's new leased premises, construction and fitout of Café and Function areas that will be leased by a contractor and the construction and fitout of the remaining building which will house the main Proscenium Theatre, Studio Theatre, Salon and other related areas for performance and public areas.

There are opportunities to secure significant funding including from the NSW State Government and the Commonwealth Government.

The Tamworth Performing Arts Centre and Cultural Precinct will drive strong economic benefits and provide increased employment in Tamworth.

The project benefits include:

- Increased social inclusion and engagement.
- Expanded cultural and entertainment options for the community.
- Increased creative capacity supporting the development of community groups and professional artists.
- Provision of functions and conference facilities which strengthen Tamworth's position as an events hub for the New England region.
- Synergies from the integration of Tamworth Performing Arts Centre, Tamworth Regional Gallery, Tamworth Library, Tamworth Regional Conservatorium of Music and ABC New England North West into a cohesive cultural precinct.
- Economic benefits for the Tamworth community from the construction and operation of the project.
- Increased employment.
- Increased cultural tourism.

The Economic Impact Assessment carried out, based on the Capital Cost Plan and the operational Financial Modelling for the project, identified significant benefits including:

- The direct addition of 288 jobs in the local Construction sector
- An estimated increase in gross regional product (GRP) in Tamworth Regional Council by \$72.38m
- An additional 11 FTE jobs directly created
- Operational savings of \$0.500m per annum for Council from the new structure
- A direct injection into Tamworth's economy of roughly \$1.6m per annum through cultural and business visitation
- A Benefit-Cost Ratio (BCR) of **1.53**

The Tamworth Performing Arts Centre and Cultural Precinct Project will include the following facilities:

- 600 seat Proscenium Theatre
- 200 seat flexible Studio Theatre
- 100 seat Salon recital room
- Subdivisible Rehearsal Room
- 200 seat subdivisible Function Room
- 30 person Meeting Room
- 180 -200 seat Amphitheatre
- Event Plaza
- Recording Studio.
- Café
- Studios for ABC New England North West
- Teaching studios and operations facilities for the Tamworth Regional Conservatorium of Music
- Back of house support and staff facilities

The Business Case incorporates a detailed Needs Analysis which incorporates:

- Demographic and economic profile analysis.
- Audience and visitor catchment analysis.
- Current performing arts venue environment in Tamworth.
- Options for addressing the constraints in the current facilities.
- Detailed needs analysis of the individual elements of the project.

The Concept Design proposes a new range of venues and support facilities to complement the existing venues that will remain in operation. Facility planning has identified that to adequately serve the components noted above requires a building in the order of 10,500-13,000m². The range in area reflects the complex, multi-venue brief and site constraints.

The concept design seeks to celebrate the identity of the new facilities to the street while connecting the public (front-of-house) areas into the Library and Art Gallery to enhance their activity and programming synergies. The building is conceived as a multi-storey “shopfront” of activities expressed through their form and visible use to people in the street.

The Concept Design stage Cost Plan A indicates a total project cost of \$128.2 million (based on an October 2022 tender and 26 month construction period). This includes numerous contingency allowances which would be investigated and confirmed during subsequent design phases.

COST CENTRE	Current Day Capital Cost Estimate	Tender Oct 2022 Capital Cost Estimate
1. Library & Art Gallery Expansion	\$2,508,000	\$2,660,000
2. Conservatorium TRCM	\$7,399,000	\$7,856,000
3. ABC Studio	\$2,308,000	\$2,460,000
4. All Other Building Area	\$108,370,000	\$115,224,000
ESTIMATED TOTAL PROJECT ex GST	\$120,585,000	\$128,200,000

Detailed Business Modelling was undertaken including:

- Options for the management model for the new facilities.
- Projected level of events and attendances for the different business streams.
- Staffing structure and resources.
- Financial modelling
- Cost Benefit Analysis for the impact of the Construction Phase and Operational Phase.

The Business Case presents a project which will have major benefits for the Tamworth community and is ready to proceed to Detailed Design and the implementation of a strategy to raise major funding.

This project is about Placemaking. Placemaking is the art and science of planning and making authentic, vibrant and resilient public spaces that are valued by their communities and admired by visitors. It’s about contributing to Tamworth’s soul.

