

Tuesday 12<sup>th</sup> August 2008

Catherine Watson  
The Committee Manager  
Public Works Committee  
Parliament House  
Macquarie Street  
Sydney NSW 2000

Pegasus

RECEIVED  
12/08/08

Dear Ms Watson,

**RE: THE DEVELOPMENT OF ARTS AND CULTURAL INFRASTRUCTURE  
OUTSIDE THE SYDNEY CBD**

I note with some interest the NSW Public Works Committee's inquiry into the above. Pegasus Performing Arts Consulting and Pegasus Venue Management, both part of the Pegasus Group of companies, work with all levels of government in the development and management of arts and cultural facilities across Australia, and in particular, NSW. In terms of venue management, we offer venue owners an alternative management structure that enables them to operate the venue at a predetermined, limited cost.

Whether as Venue Managers, or as consultants, we offer expertise in strategic and business planning for arts centres that meet the cultural requirements of the community and industry. In the planning of a cultural space our experience is vital in ensuring any proposed facility is designed and built to the needs of the community and the marketplace. Importantly, Pegasus also provides a realistic long-term financial plan for existing and proposed facilities in order to obtain the best possible financial outcome for the owner whilst still achieving the cultural and operational aims at a predetermined limited cost.

We consult to government on best-practice design and management of these facilities and our range of services include:

- ◆ Venue Management of government-owned facilities;
- ◆ Feasibility studies, needs analysis and assessing appropriateness of current facilities
- ◆ Community and industry consultations;
- ◆ Operational advice on design, including assessing the implications of design options through the provision of operational and financial plans;
- ◆ Social and economic impact statements;
- ◆ Oversight and management of operational design and fit out, working either for the Owner directly, the venue, the contracted architect or lead agency engaged by the Owner;
- ◆ Audits, conducted with users, of operational and technical requirements for both front and back of house;
- ◆ Development and management of budgets and, if required, the coordination and management of a range of specialist contractors
- ◆ Preparation of operational manuals, business plans and management systems;

I have attached a copy of our company brochure for your further information on the Pegasus Group and associated companies.

We would be pleased to assist the Public Works Committee with the inquiry process and you can contact me at anytime on 0419 428 412 or at [kathconnor@pvm.com.au](mailto:kathconnor@pvm.com.au) for further information.

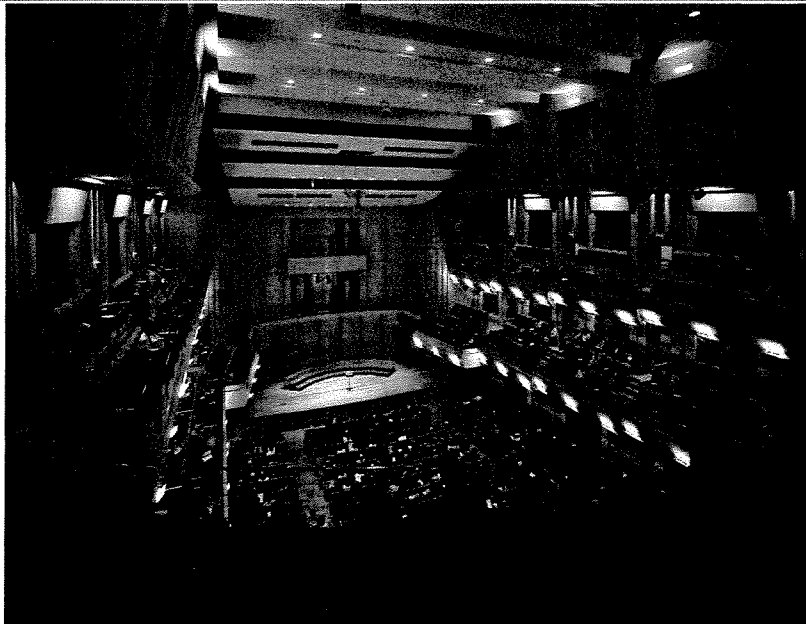
Yours sincerely,

A handwritten signature in black ink, appearing to read 'Katherine Connor', written in a cursive style.

Katherine Connor  
Special Projects Manager

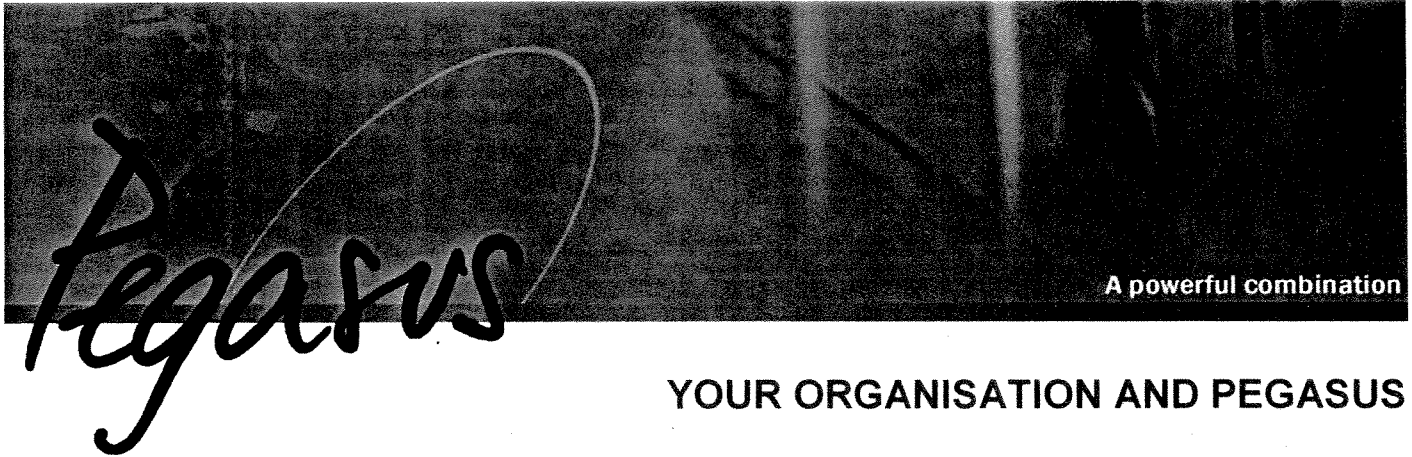
VENUE MANAGEMENT  
THEATRE CONSULTANTS  
VENUE PLANNING  
ARTS MANAGEMENT

# The Pegasus Group of Companies



*Pegasus*

RECEIVED  
18/08/08



Pegasus Venue Management (the lead consultants) are performing arts management specialists and consultants providing management and planning expertise to both public and private sectors, reflecting all spheres of the arts and culture industries.

Whether as Venue Managers, or as consultants, we offer expertise in strategic and business planning for arts centres that meet the cultural requirements of the community and industry. In the planning of a cultural space our experience is vital in ensuring any proposed facility is designed and built to the needs of the community and the marketplace. Importantly, Pegasus also provides a realistic long-term financial plan for existing and proposed facilities in order to obtain the best possible financial outcome for the owner whilst still achieving the cultural and operational aims at a predetermined limited cost.

These efficiencies enhance the status of the facility owners and the venue within the community and the industry which in turn maximises the usage of the facility. This allows Pegasus to develop audiences and increase attendances through innovative approaches to programming and marketing.

Previous and current Pegasus projects include:

- ◆ Venue Management of Government-owned facilities;
- ◆ Feasibility studies, needs analysis and assessing appropriateness of current facilities
- ◆ Community and industry consultations;
- ◆ Operational advice on design, including assessing the implications of design options through the provision of operational and financial plans;
- ◆ Social and economic impact statements;
- ◆ Oversight and management of operational design and fit out, working either for the Owner directly, the venue, the contracted architect or lead agency engaged by the Owner;
- ◆ Audits, conducted with users, of operational and technical requirements for both front and back of house;
- ◆ Development and management of budgets and, if required, the coordination and management of a range of specialist contractors
- ◆ Preparation of operational manuals, business plans and management systems;
- ◆ Branding and marketing positioning; and
- ◆ Programming advice and negotiation.



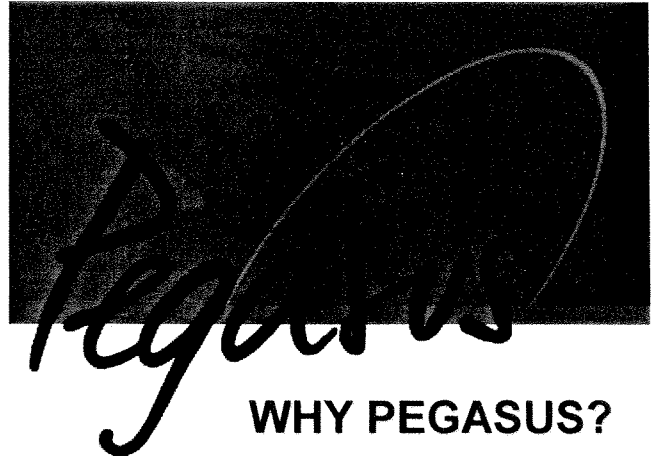
Pegasus successfully works with local government officials, cultural and town planners, architects, acousticians, engineers, compliance authorities and construction companies. We've worked with them all to help create successful venues.

Look at the City Recital Hall Angel Place. With 220 busy nights a year, this first class venue attracts leading performers from around the world, Australia's most successful orchestras, commercial promoters and corporate hirers. Pegasus was instrumental in the logistics design and fit out and has managed this venue since it's' opening in 1999.

Other success stories include the refurbishment of the Jetty Memorial Theatre in Coffs Harbour and Tamworth Regional Entertainment Centre. We consulted with councils in those cities and designed refurbishment solutions to upgrade those venues which better suit their respective communities and subsequently oversaw the refurbishment programs in both.

Pegasus has developed a Total Quality Management system that is utilized in all Pegasus-managed venues and projects to ensure that our clients receive superior standards of service and reinforces our best-practice management approach. This translates into the best possible outcomes for the venue and the community it serves. Our "*Quality Policy*" and "*Commitment to Quality*" is included later in this document. Our Occupational Health and Safety Management System (OHSMS) was also developed to apply to all operations of the Pegasus Group and ensures compliance with the latest regulations.

# VENUE MANAGEMENT



## WHY PEGASUS?

Pegasus offers venue owners an alternative to other management models at a pre-determined, limited cost. The venues under contract are managed by superior arts administrators with high levels of competency and venue management experience. The operations of all venues are also closely monitored by the board of directors to ensure operational charters are being met.

Our commitment extends beyond the Directors' broad experience; we train and nurture local talent in cultural management and actively encourage the development of community arts and local artists. Venues reflect a community's cultural maturity, they evoke community pride and can revitalise the creative and financial economy. Pegasus not only recognises this but aims to be a driver of such cultural investment.

Our aim is to realise your vision through expert management, detailed knowledge of the venue management industry and customised services.

### Each community is unique...

Whether a venue is in the suburbs or the CBD, regional or remote, Pegasus knows how to connect with each individual community and its vision. We can create events, activities and programs that work for your community, wherever it is.

### Pegasus is there for the long run...

We are currently into our third consecutive management contract with the Baulkham Hills Shire Council. This is an Australian first in the history of contract-managed venues. Pegasus has enjoyed a partnership with the City of Sydney since 1998 and Tamworth Regional Council since 2002.

### Venues are more than just bricks and mortar...

Pegasus appreciates the civic ownership and cultural importance that a local venue represents. We have a track record of community involvement, encouragement and collaboration which ensures that venues are valued and supported.

### Our economies of scale...

We have centralised payroll, inventory, financial and reporting systems, specifically geared to performance venues, complementary to customised event management and venue booking software.

### Pegasus is your custodian...

We understand the importance of our role as a custodian to protect and build the goodwill and reputation of a publicly owned asset and we commit to ensuring proper governance and accountability to all stakeholders.

### An active industry member...

Pegasus actively encourages and invests in entrepreneurial programs, representing the wide cultural spectrum within the Australian performing arts market. Pegasus has a close working relationship with key players in the performing arts industry, both commercial and not-for-profit.

# SPECIALISED RESOURCES OF PEGASUS VENUE MANAGEMENT & CONSULTING

## PROGRAMMING

- detailed understanding of hirer and audience needs
- identifying and contracting quality artistic programs appropriate to specific communities
- industry-compliant contractual procedures
- flexible approach to ensure maximum sustainable occupancy of venues

## MARKETING & CUSTOMER NEEDS

- branding and market positioning of performance venues
- management of patron data and compliance with the Privacy Act and Spam Act
- audience and market research
- media relations and marketing
- audience development strategies

## HIRER SERVICES

- specialised industry software is used for providing event and management venue booking services
- daily box office sales
- a single point of contact for hospitality, ticketing and technical services
- provision of sophisticated promotional and ticketing services for hires
- a commitment to contain in-house costs

## INSURANCES

- Pegasus shares responsibility for public liability insurances with councils and is also covered by all relevant business insurances, including professional indemnity insurance.

## FINANCIAL MANAGEMENT

- monthly profit and loss accounts
- detailed financial accounts against budget, with variations noted and analysed
- statistical data relating to agreed KPIs
- activity cost-centre accounting
- inventory and stock controls

## HUMAN RESOURCE MANAGEMENT

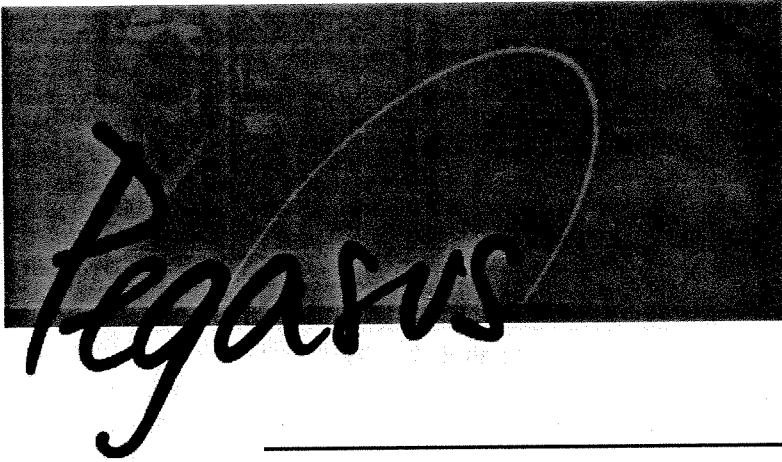
- centralized payroll tailored for relevant industrial agreements
- equal opportunities employer
- family friendly – flextime options
- compliant with relevant statutes and acts
- risk and dispute procedures

## OPERATING MANUALS & TRAINING

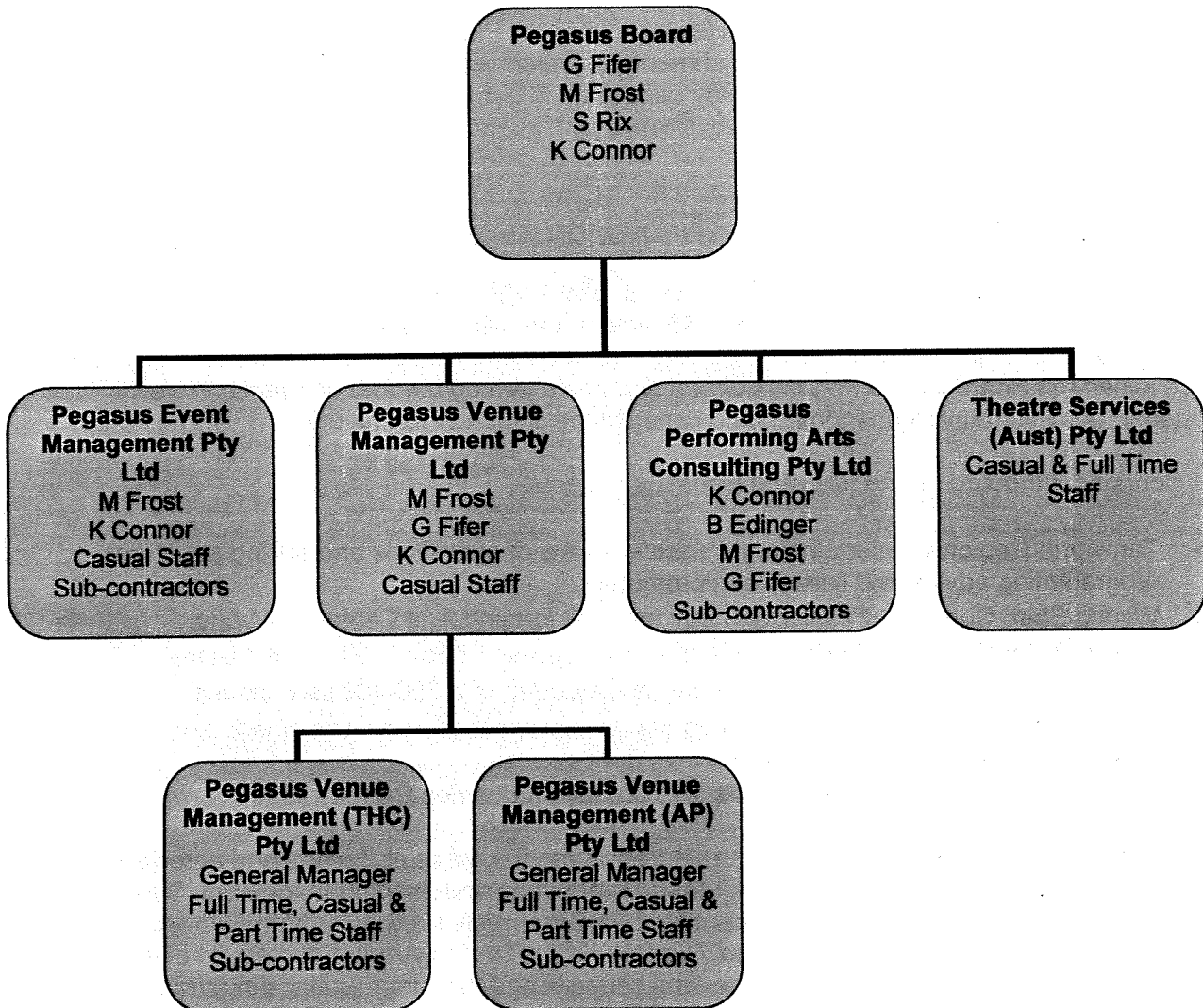
- Pegasus provides manuals and training for:
- front-of-house: box office, food & beverage, customer services
  - back-of-house: logistics, lighting and sound fit outs and operation
  - occupational health and safety practices

## ASSET MANAGEMENT

- provision of asset registers and up-to-date evaluations
- development of contracts that ensure clear delineation of roles between landlord and tenant
- capital works and maintenance programs, projections and costings



# Organisation Structure







## OUR PEOPLE

### **Jack Frost – Director & General Manager**

With a background in contemporary music management, Jack Frost has been involved with venue operations and event management since 1977 and joined Pegasus in 1987.

As General Manager of The Pegasus Group, Jack's specialties lie in Venue Management and Planning, specifically the operational and infrastructure requirements of venues. He maintains an active role in the technical, IT and logistical systems as well as quality assurance in Pegasus-managed venues and these skills translate into all Pegasus consultancies.

Jack, who led the fit-out logistics for City Recital Hall Angel Place during its construction, has managed the operational designs, refurbishments and technical planning of a number of venues across Australia. He was also Pegasus' key consultant in our projects with Tamworth Regional Council and Coffs Harbour City Council.

### **Katherine Connor – Special Projects Manager & Company Secretary**

Katherine joined The Pegasus Group in 1998, where she was subsequently appointed Venue Manager at The Hills Centre for the Performing Arts and Administrator for the Group. Katherine has since joined the Board of The Pegasus Group and has taken on the role of Special Projects Manager, administering management and consultancy contracts for the firm.

Ms Connor contributed on the following Pegasus projects:

- ◆ Tamworth Regional Entertainment Centre – review of operations and pricing structures, programming advice and liaison with promoters.
- ◆ Wyong Shire Council – Feasibility Study for a Performing Arts Centre in Wyong.
- ◆ The Hills Centre for the Performing Arts – management of this 1,600 seat theatre
- ◆ Tamworth Shire Council – advice on the development of a 350-400 seat theatre
- ◆ Coffs Harbour City Council – advice on the development of an entertainment centre and the redesign of Jetty Memorial Theatre.
- ◆ Shire of Busselton – Performing Arts and Creative Industries Centre

Since joining Pegasus, Katherine has also worked in various areas of the arts and entertainment industries, including venue management, theatre production and event management. She was the Associate Producer of *Leader of the Pack: The Ellie Greenwich Musical* for both Sydney and Melbourne seasons as well as working on *The Boy From Oz: The Arena Spectacular* in early pre-production. Katherine has also assisted several councils and arts organisations in attracting funding for both arts facilities and regional tours.

Katherine is currently managing the entrepreneurial program at The Hills Centre as well as the business development of The Pegasus Group.

## **Bronwyn Edinger (BA; Postgrad Dip Bus) – Senior Consultant**

Bronwyn Edinger has a background in management, marketing and strategic planning, in both arts and commercial environments. She holds a Bachelor of Arts in politics and a Postgraduate Diploma of Business in marketing.

Bronwyn's roles in the arts sector have included:

- ◆ Director of the Illawarra Performing Arts Centre
- ◆ General Manager of Arts on Tour (the state touring agency for NSW)
- ◆ General Manager of Perth Theatre Company
- ◆ National Convener of the State Touring Coordinators
- ◆ National Convener of the Australian Presenters Group
- ◆ Chair of the NSW Ministry For The Arts' Theatre Committee
- ◆ General Manager of Black Swan Theatre Company,
- ◆ Member of the NSW Premier's Arts Advisory Council.
- ◆ President of Incorporation of NSW and ACT Performing Arts Centres
- ◆ Chairperson of Circus Monoxide
- ◆ Committee member – Glen Street Theatre, Sydney
- ◆ Committee Member – Sydney Arts Management Advisory Group

Bronwyn's current roles include:

- ◆ General Manager of City Recital Hall Angel Place
- ◆ Committee member – ArtsNSW Performing Arts Touring Committee
- ◆ Treasurer - Australian Performing Arts Centres' Association (APACA)

As a strategic planning and market research consultant, Bronwyn has worked on projects for clients such as Wesfarmers, AlintaGas, TAB, BankWest, Department of Transport, Health Department of WA, WA Newspapers and a number of arts clients. Her market research work in the arts has covered such areas as venue feasibility studies, audience analysis, sponsorship effectiveness, and brand awareness. She has developed strategic and business plans for many arts organisations including festivals, theatre companies, performing arts venues and arts service organisations

## **Gary Fifer B.Bus, FPNA, FTIA – Director & Finance Director**

A qualified accountant, Gary has practiced for 30 years in his own tax practice and specialises in operational, financial and management systems for the performing arts and has also spent several years touring with arts and entertainment organisations, managing budgets, negotiating with venues and organising financial resources.

Mr Fifer was on the consulting committee for the National Institute of Accountants with the Tax Office and his firm was instrumental in obtaining the first GST Ruling for the Performing Arts industry. His knowledge of the venue, arts and event management sectors in Australia includes compliance guidelines and relevant statutes and regulations.

Gary is also a Director of The Pegasus Group. In this role he provides expert advice on all aspects of the operations of venues as well as the legal and contractual relationships and has formulated and maintained budgets for all Pegasus-managed venues as well as several other regional venues across Australia

## **Susan Rix - Director**

Susan Rix is a long-standing member of the Pegasus board and holds a Degree in Art Education and is a dance educator with some 15 years experience. She has taught Fine Arts in both the public and private education systems and is currently also a consultant for the Department of Education's Arts Unit.

The logo for Pegasus, written in a stylized, cursive script.

## **Quality Policy Statement**

*Pegasus Venue Management consults to Local Government on the management and planning of arts and cultural venues. The company supplies these services under agreed terms and conditions, according to written or unwritten contracts with the owners of the venues and the organisations who use them.*

*The company aims to supply to its customers, the highest quality of these services available in Australia. All venue management and planning services supplied must meet all statutory requirements and guarantee customer satisfaction. The company shall make all endeavours to continually improve these services to clients.*

*Pegasus Venue Management believes that achieving such quality is reliant on a total quality approach and to meet these aims the company has established and will maintain an efficient quality management system, which has been planned and developed in conjunction with other management functions of the company.*

*Conformance to the requirements of the system is to be judged by objective evidence.*

*The requirements of ISO 9002 form the basis of the Pegasus Venue Management quality management system. The contents of the Quality Manual describe how this is to be achieved, including establishing and maintaining the necessary systems and procedures and how all customer and regulatory requirements are to be met.*

*This policy is issued to indicate the company attitude towards quality and its belief that this is an essential ingredient for long term viability and employee satisfaction.*

*This policy is basic to the company's operations and all staff are asked to actively support the quality management system and participate in its implementation.*

## **Commitment to Quality**

To ensure the continued effectiveness of the quality management system and to promote a uniform approach to quality, certain procedures that are basic to the success of Pegasus Venue Management shall be implemented throughout the organisation without deviation unless such deviation is carried out in the approved formal manner.

Each functional manager or supervisor is responsible for the integration of quality requirements into their normal work procedures and for ensuring that such procedures are documented and promulgated.

Pegasus Venue Management quality management system shall be subject to a planned and systematic review and audit by function to verify that all essential systems, procedures and work practices are in place and, if not in place, to ensure that such are prepared, authorised, implemented and maintained.

The review of the quality management system by management shall be aimed at determining whether the policies and operating procedures are still valid, whether aspects of the quality management system require correction or modification and that changing customer and/or regulatory requirements are being met. This review team will include those responsible for the function under review.

The formal auditing process is designed to detect whether the procedures, manuals, and work instructions are being implemented. The audit shall be carried out by personnel independent of the function under audit.

Fundamental to all work carried out by Pegasus Venue Management is the assurance of quality prior to handing to the client. All work, therefore, must be fit for the purpose intended and be in conformity with agreed specifications, standards and/or contracts.

Pegasus Venue Management quality function shall be so organised within the Company structure to be free of sales and production constraints, and have defined authority and responsibility commensurate with the implementation and maintenance of the Quality Policy.

A copy of the Quality Manual shall be made available to each new employee as an introductory training item and to each employee once a year as part of the company awareness programme. A copy shall be kept in the office so that all staff may easily access it. Where it is considered relevant, individual pages or sections of the Manual may be issued to employees on a permanent basis.

The Quality Management Policy is displayed in the offices of Pegasus Venue Management themselves and it defines the company's policy with respect to quality.

To further ensure the ongoing quality and responsibility of all Pegasus operations, we also operate under the following codes:

- Code of Practice for the Ticketing of Live Entertainment in Australia
- LPA Member Guidelines: Privacy and Spam Acts
- Safety Guidelines for the Entertainment Industry
- The APACA Guides to Touring and the Touring Code of Conduct
- Code of Practice for the Contemporary Music Industry

Pegasus are members of the Australian Performing Arts Centres Association (APACA), the Venue Managers Association (VMA) and Live Performance Australia (LPA) and abide by the Codes of Conduct outlined for the venue management and planning industry in Australia.

Pegasus also operates within a strict regulatory environment. Listed below are some of the legislation that Pegasus ensures compliance with:

- Copyright Act 1968
- Income Tax Assessment Act 1936 (as amended)
- Goods & Services Tax Act 2000 (as amended)
- Workplace Relations Act 1996
- Relevant State and Federal Industrial Awards
- Trade Practices Act 1974
- Industrial Relations Act 1988
- NSW Occupational Health and Safety Act 2000 (as amended)
- Insurance Contracts Act 1984
- Workplace Health and Safety Act 1995
- Disability Discrimination Act 1992
- Sex Discrimination Act 1984

Pegasus Venue Management quality function shall be so organised within the Company structure to be free of sales and production constraints, and have defined authority and responsibility commensurate with the implementation and maintenance of the Quality Policy.

A copy of the Quality Manual shall be made available to each new employee as an introductory training item and to each employee once a year as part of the company awareness programme. A copy shall be kept in the office so that all staff may easily access it. Where it is considered relevant, individual pages or sections of the Manual may be issued to employees on a permanent basis.

The Quality Management Policy is displayed in the offices of Pegasus Venue Management themselves and it defines the company's policy with respect to quality.

To further ensure the ongoing quality and responsibility of all Pegasus operations, we also operate under the following codes:

- Code of Practice for the Ticketing of Live Entertainment in Australia
- LPA Member Guidelines: Privacy and Spam Acts
- Safety Guidelines for the Entertainment Industry
- The APACA Guides to Touring and the Touring Code of Conduct
- Code of Practice for the Contemporary Music Industry

Pegasus are members of the Australian Performing Arts Centres Association (APACA), the Venue Managers Association (VMA) and Live Performance Australia (LPA) and abide by the Codes of Conduct outlined for the venue management and planning industry in Australia.

Pegasus also operates within a strict regulatory environment. Listed below are some of the legislation that Pegasus ensures compliance with:

- Copyright Act 1968
- Income Tax Assessment Act 1936 (as amended)
- Goods & Services Tax Act 2000 (as amended)
- Workplace Relations Act 1996
- Relevant State and Federal Industrial Awards
- Trade Practices Act 1974
- Industrial Relations Act 1988
- NSW Occupational Health and Safety Act 2000 (as amended)
- Insurance Contracts Act 1984
- Workplace Health and Safety Act 1995
- Disability Discrimination Act 1992
- Sex Discrimination Act 1984



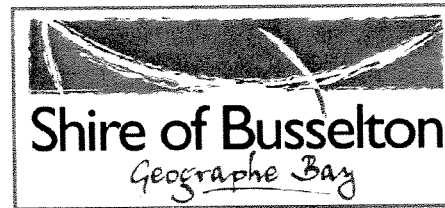
*Pegasus*

## RECENT PROJECTS

Detailed overleaf are case studies outlining the recent projects undertaken by the Pegasus group.. These projects demonstrate Pegasus' experience in:

- Arts & Cultural Centre consulting in a regional context
- Community and Industry Consultations
- Site Identification and analysis (social and cultural context)
- Developing space models (size, scope, facilities)
- Identifying community and business partnership opportunities
- Working with current and potential User Groups to establish their requirements
- Audience development and programming
- Financial modelling – capital requirements, operating budgets, financial plans
- Developing management models, business plans and facility audits
- Social, Cultural and Economic Impact analysis
- Technical Planning (for performance spaces)
- Working with Local Government officers, councillors, working groups and committees, State and Federal bodies

## Shire of Busselton



### Project Brief:

Pegasus is currently working with the Shire of Busselton in the development of a Feasibility Study into a Performing Arts and Creative Industries Centre.

### Services Provided:

- Community and Industry Consultation – via site visits, one-on-one consultations, public workshops and survey formats, Pegasus is connecting with the local community to ascertain their current and future needs, facilities currently used (analysing any shortfalls) and their needs and desires as both potential users/hirers and audience members. Pegasus is also consulting with tourism bodies, the Department of Culture and Arts WA, Department of Education and Training WA, Community Arts Network WA, WA Music Industry Association and neighbouring shires and arts bodies.
- Site assessments based on a pre-determined matrix including land status, access, visibility, flexibility, connections, partnerships, sustainability, landmark significance, innovation creativity, role in urban vitality and social inclusion.
- Identification of site models, programming opportunities, management models and co-location opportunities
- Financial modelling for the proposed centre including a Five Year Plan.
- Research into the continued development of emerging creative industries within the region e.g. the provision of conference and education opportunities through incorporation of technologies and venue design.
- Economic impact analysis of the creative industries in the region and the level of increased impact by developing the proposed centre.
- Development of programming and audience development policies.

## Castle Hill Cultural Centre

In association with TompkinsMDA Architects, Pegasus has been appointed to conduct a Feasibility Study for Performing Arts/Cultural Facilities as part of the Terminus Street, Castle Hill Redevelopment. to assess the need, design, scale and capacity potential in the venue and advice of an appropriate mix of spaces to cater for a range of performance and rehearsal uses. Project Objectives:



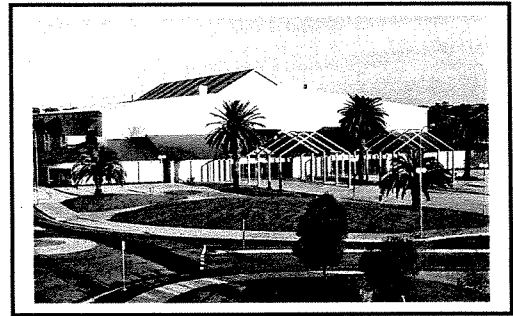
- Identify scale and scope of performing arts and associated ancillary facilities that best meet the performing arts needs in the Baulkham Hills Shire community in response to the Proposed Cultural and Performing Arts Facilities, Castle Hill project brief, development plan and comparison of benchmark regional and suburban theatres.
- Assess parking requirements to determine whether proposed parking spaces on the site will accommodate the activities of a Performing Arts Centre
- Confirm the feasibility or otherwise of locating such facilities on the Terminus Street site as part of its redevelopment
- Identify the preferred location of the site
- Produce conceptual plans for the complex
- Provide an estimate of cost for the development of the proposed facilities

## Tamworth Regional Council

### *Consultancy #1 – Needs Analysis & Design Brief – The Capital Theatre*

#### Project Brief:

Tamworth Regional Council was establishing the feasibility of a joint venture with a cinema chain to provide the region with a 350-400 seat theatre in the Town Centre. Pegasus was engaged to provide Council with a Facilities Brief, outlining all technical, front of house and operational requirements for the proposed theatre.



#### Services Provided:

- Consultation - Pegasus conducted a workshop style consultation with local arts groups to establish their requirements, expected levels of usage and capacity to pay for the proposed theatre. Regional touring companies, and the state touring coordinators were also contacted to ascertain the levels of touring product that would utilise the theatre annually and what their minimum technical requirements would be.
- Theatre Planning – in order to compile the brief, Pegasus reviewed the existing plans for the space, and provided council with a brief of all back of house, front of house and operational requirements to make the theatre fit the space.

### *Consultancy #2 – Review of Management, Operations, Programming and Technical Fit Out of Tamworth Regional Entertainment Centre (TREC).*

#### Project Brief:

Pegasus was engaged to conduct a complete review TREC for Tamworth Regional Council in order to increase usage, maximise financial return, lower the financial burden on Council and bring the centre into venue of positive national repute.

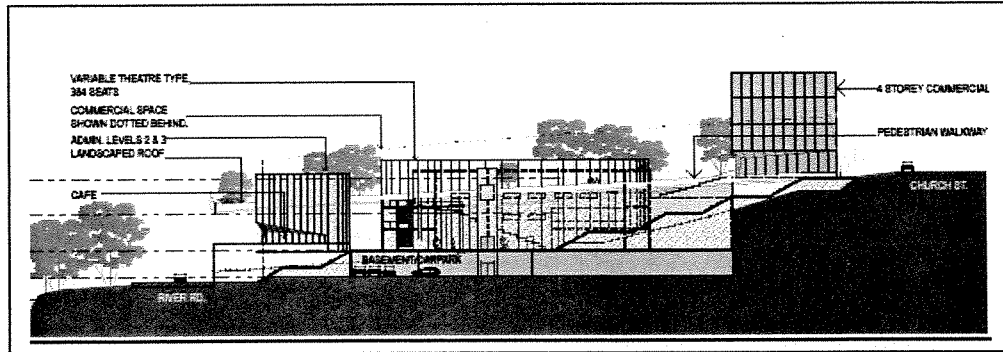
#### Services Provided:

- Community and Industry Consultation – Pegasus conducted a questionnaire of local users to establish their needs and potential uses of TREC and also consulted with promoters Australia wide to gauge the feasibility of including TREC in their regional touring circuit. Pegasus also worked closely with the Tamworth Tourism Bureau.
- Programming Advice – In several instances Pegasus acted on behalf of the management in securing large scale performances for the venue (e.g. *Long Way To The Top.*) Pegasus also provided advice to management on securing the best possible financial outcome in negotiating its future terms of hire.
- Technical & Front of House Refurbishment – Pegasus provided a report on the upgrades and refurbishments required for TREC to become a suitable venue for professional use. Once the report was adopted, Pegasus also acted as Project Managers on the works, including the installation of 1,500 retractable seating to enable the TREC to act in Lyric and Concert Mode, the installation of house audio and lighting equipment and general upgrades to all front of house and back of house facilities.
- Relocation of Museum – TREC previously hosted a small museum in its front foyer entitled "Walk a County Mile..." which Pegasus advised would be better suited to the Tourist Information Centre. This was subsequently relocated, and now enjoys a higher patronage.



## Wyong Shire Council

### *Consultancy – Feasibility Study for the Establishment of a Performing Arts Centre in Wyong*



#### Project Brief:

In consortium with TZG Architects and Australia Street Company (Cultural Planners) Pegasus was engaged to provide council with a detailed report on the feasibility of a performing arts centre in Wyong including the viability of already identified sites, the size, structure and capital requirements of any proposed facility. This project had a strong emphasis on fostering both commercial and community partnerships.

#### Services Provided:

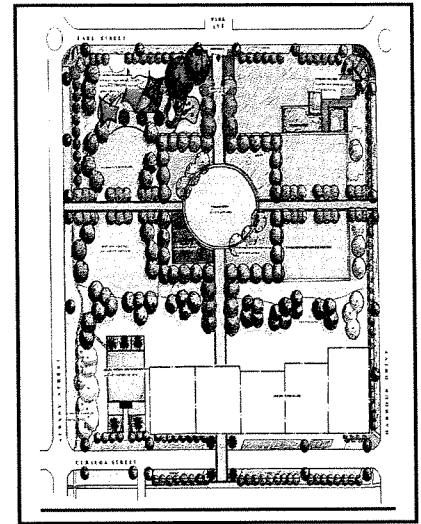
- Community Consultation – Pegasus conducted three workshops open to all local arts groups and other interested parties to provide a forum where local ideas and needs could be identified. Pegasus also conducted a survey with these groups to obtain data on potential levels of usage, size and infrastructure requirements and the user's capacity to pay for use of the new centre.
- Industry Consultation – Pegasus liaised with the NSW Ministry for the Arts to identify how a new PAC would fit with the Ministry's strategy for the region and for new spaces. Other performing arts centres of similar regional profile, size and cultural priority were also contacted.
- Business Opportunity Investigation – Pegasus investigated potential joint venture and other commercial opportunities available such as effective collocation, retail spaces and private partnerships.
- Identification of Theatre Style and usage – this component of the study involved the identification of the specific theatre type most appropriate for the needs of the community, as well as identifying the facilities and services that would be provided.
- Management and Financial Modelling – Pegasus provided options to Council on the different types of management structures which would best suit the operation of the proposed centre as well as providing a budget for capital and ongoing costs outlining the levels of subsidy / support that Council would need to provide.

## Coffs Harbour City Council

*Consultancy # 1 – Assessment of Current and Future Facilities, including Feasibility and Concept Designs for a new Entertainment Centre.*

### Project Brief:

Pegasus was engaged to review the existing facilities within the Coffs Harbour region to ascertain how arts and entertainment needs were being met and identifying any shortfalls. An initial plan and concept design for a new Entertainment Centre was also established, including site preferences, size and facilities.



### Services Provided:

- Community Consultation – Pegasus conducted both workshop consultations and surveys including the arts and cultural communities in Coffs Harbour as well as the general public.
- Industry Consultation – Pegasus conducted site inspections of all major arts, entertainment and cultural facilities within the region, including all tourism organisations.
- Concepts & Designs – Pegasus proposed sites, sizes and specifications for a new Entertainment Centre, including concept designs.

## *Consultancy #2 – Refurbishment to Jetty Memorial Theatre*

### Project Brief:

Pegasus provided Council with a report outlining the upgrades and refurbishments required to bring its heritage theatre *The Jetty Memorial Theatre* into line with current industry standards and subsequently project managed the refurbishments.

### Services Provided:

- Consultation with current users – To establish how the theatre was currently being used and outlining any requirements not being met.
- Management Modelling – Pegasus provided Council with a brief report on different management models to maximise usage and minimise the ongoing financial support.
- Design Brief – Pegasus developed a facilities brief detailing the front of house, back of house, technical and aesthetic upgrades and refurbishments required.
- Project Management – Once the Facilities Brief was adopted by Council, Pegasus project managed the upgrades / refurbishment process including managing all contractors and the allocated budget from Council.

**City Of Sydney – City Recital Hall Angel Place**

Prior to the Recital Hall's opening in 1999, Pegasus were engaged as venue management consultants, developing and implementing both Business and Marketing Plans as well as devising the human resource requirements, IT infrastructure (including ticketing software), pricing structures and hiring contracts. Pegasus also event managed the launch of the opening concert and opened bookings for hire to ensure the Hall opened with a steady flow of hirers.

Pegasus are also the contracted managers of this important venue, administering all aspects of the venue operations over two successive contract periods.



**Baulkham Hills Shire Council**

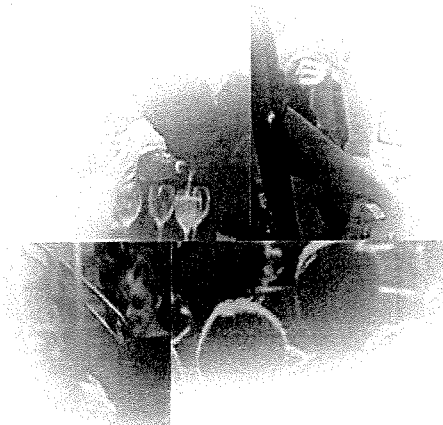
Pegasus were engaged as the venue managers of The Hills Centre of the Performing Arts Centre, a 1,678 seat theatre in regional NSW in 1992. Pegasus have been appointed for another two successive management periods since our initial engagement, proving our track record of successful venue management in practice.

The scope of our management of this venue includes (but is not limited to) all programming, marketing, and financial management of the venue's operation.



For further information on any of the Pegasus companies and the services they offer,  
please contact:

**Katherine Connor**  
**Special Projects Manager**  
T: 02 8858 2717  
M: 0419 428 412  
F: 02 9899 3181  
E: [kathconnor@pvm.com.au](mailto:kathconnor@pvm.com.au)  
W: [www.pvm.com.au](http://www.pvm.com.au)



*Pegasus*