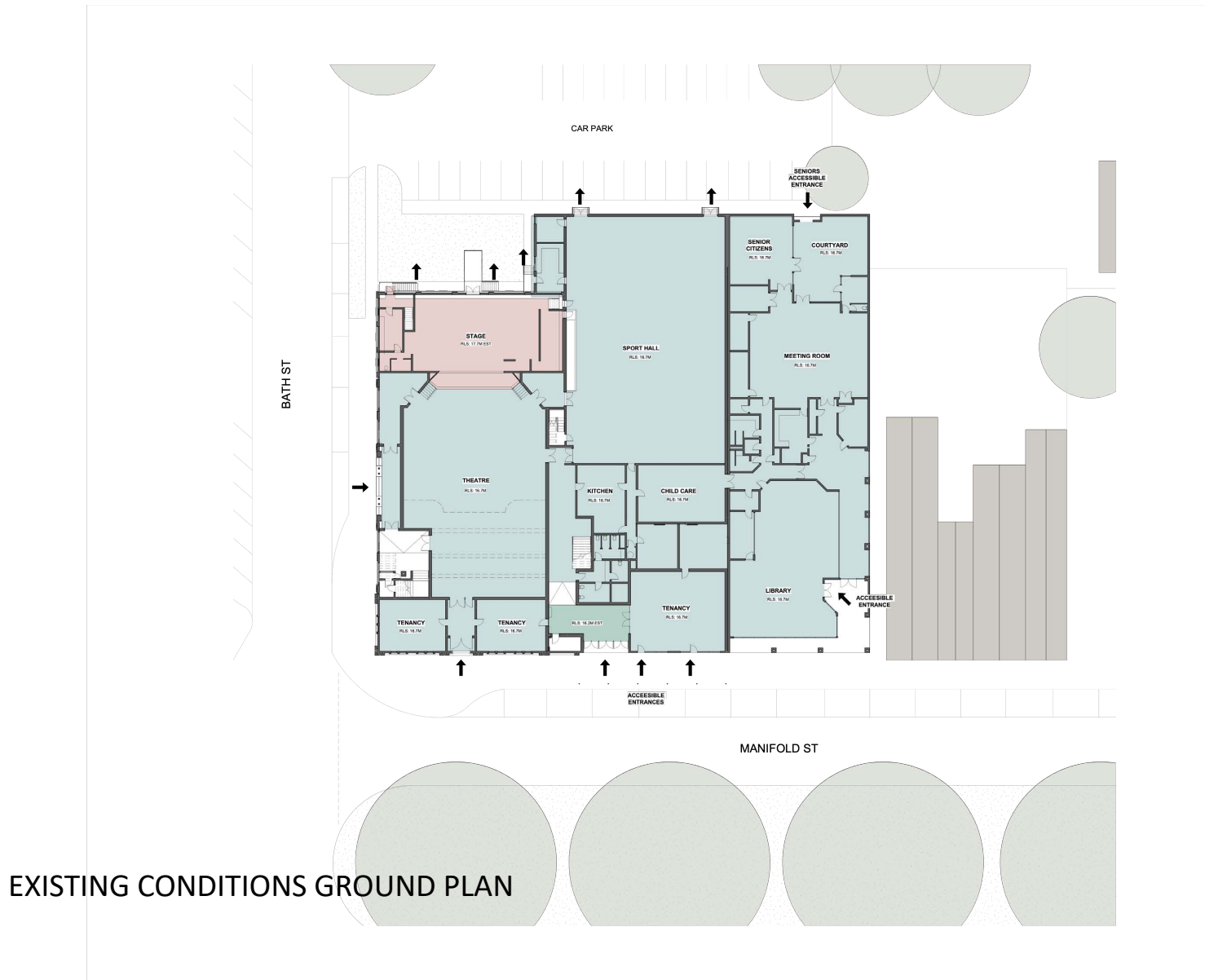
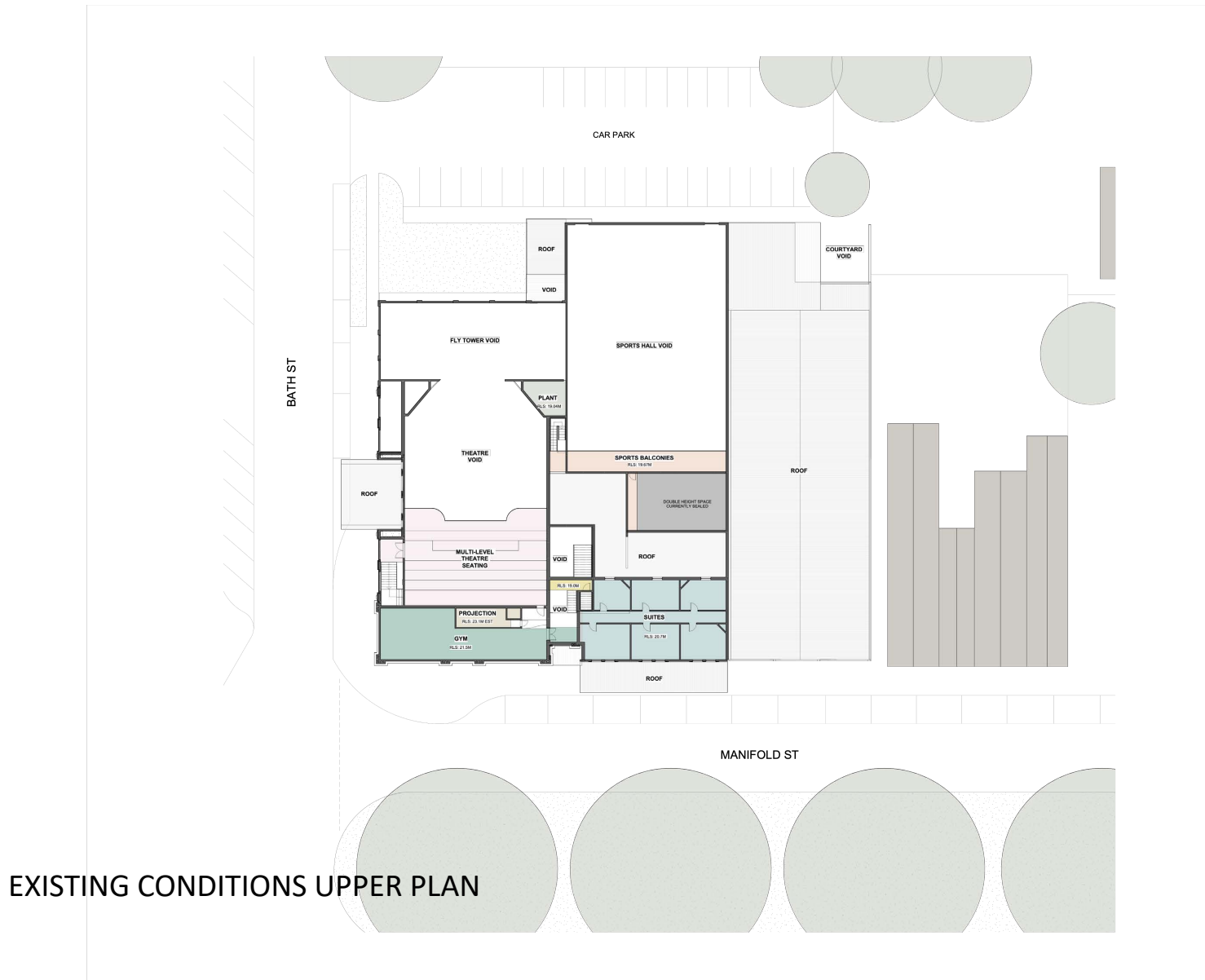


The Plans



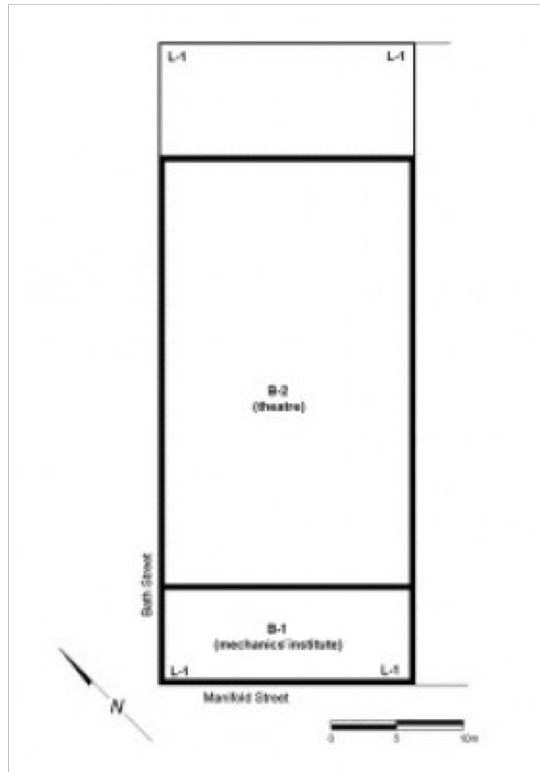
EXISTING CONDITIONS GROUND PLAN





Statement of Significance

Last updated on - May 19, 1999



theatre royal & mechanics institute camperdown plan

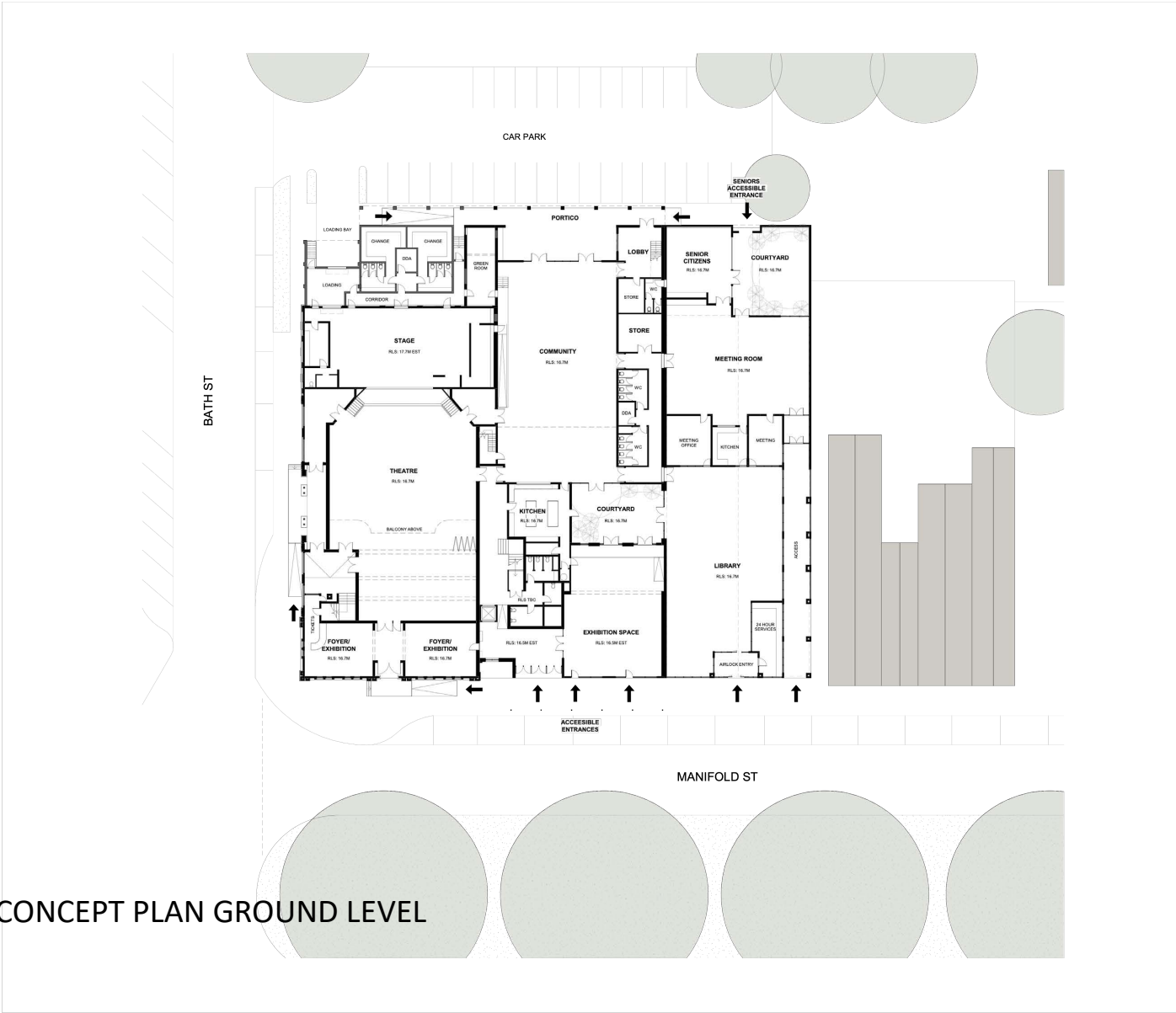
The combined Theatre Royal and Mechanics' Institute (former Free Library) Camperdown, make a significant contribution to the culture and architectural character of the town. The Mechanics' Institute was built in 1890 to a design by Alexander Hamilton, in Renaissance Revival style. It featured a first floor museum to house the collection of local ethnographer and amateur anthropologist, James Dawson, who was renowned for his humanitarian interest in, and study of, Western District Aborigines. The Institute is intact (though no evidence of Dawson's collection remains), and continues to serve an educational role in the community. It is also one of several 19th century mechanics' institutes in Victoria to include a purpose-built museum, the others being at Warrnambool (demolished) and Beechworth (1856/63). The Theatre Royal, which replaced an earlier timber hall, was built in 1927-28 (during the boom period of cinema construction) at the rear of the Institute. It is a picture theatre-cum-hall in Free Classical Revival style, to a design by local architect W Perry Knights. The main auditorium (hall) has a flat floor to accommodate other uses such as public meetings, balls and dances, and civic events. Other extant theatre-halls in country Victoria include Swan Hill, Nhill, Leongatha, Morwell and Colac, and of these the Royal at Camperdown is comparatively intact, a very good representative example, and one of the few still operating as a picture theatre. It retains many original elements including a ticket box and decorative features in the foyer, a bio-box (projection room), and timber railings on the stairs and landings and an imposing full-height proscenium. Garland motifs are featured throughout. The main entrance is also enhanced by decorative paving, a cantilevered canopy with Ionic columns, and the words 'Picture Theatre' in relief on the parapet.

The Theatre Royal and Mechanics' Institute Camperdown are historically, socially and architecturally important to the State of Victoria.

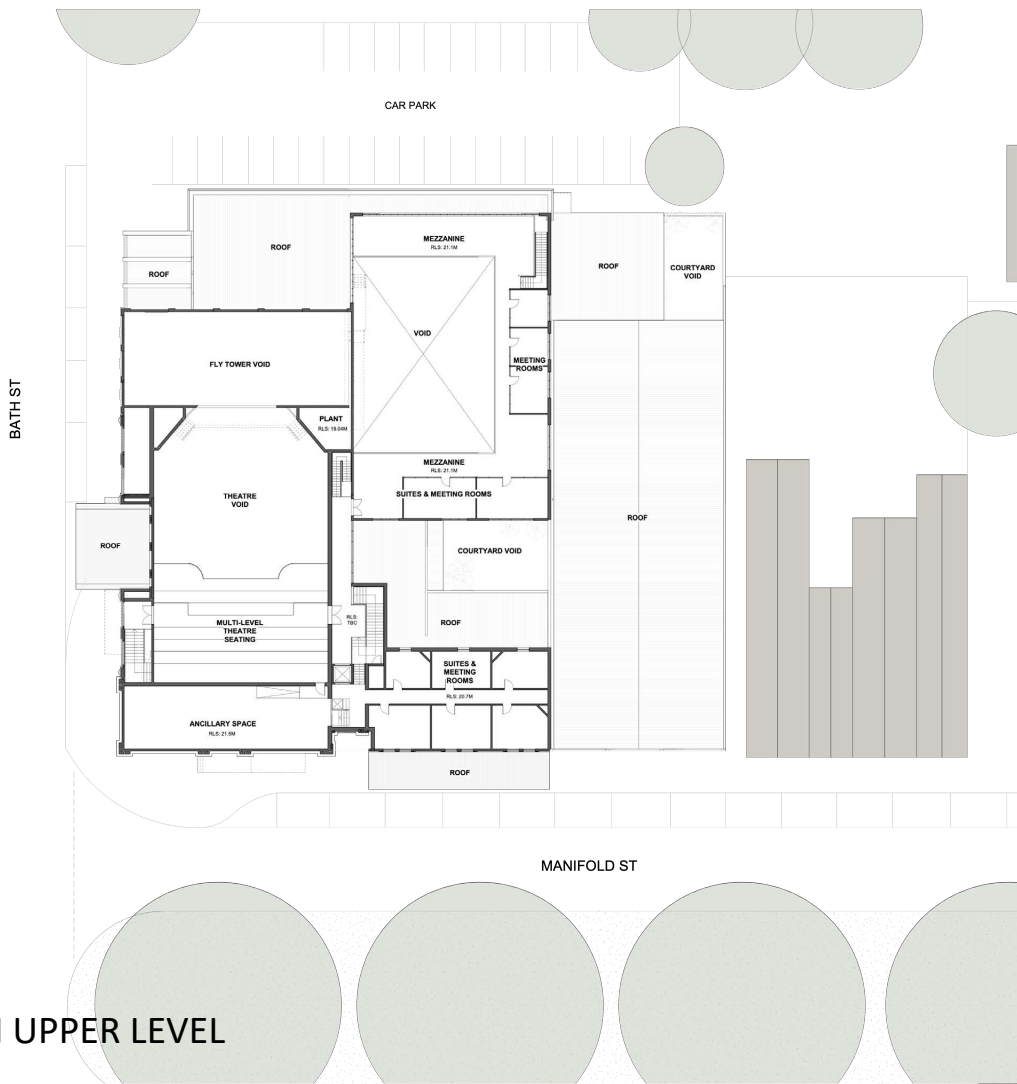
The Theatre Royal and Mechanics' Institute Camperdown are historically and socially important for their ongoing contribution to the cultural, recreational, social and educational needs of the Camperdown district. The Mechanics' Institute is an important civic amenity, with a significant early association with James Dawson, a pioneering ethnographer and anthropologist in Victoria. The Theatre Royal is an excellent and comparatively intact example of a once common entertainment and community facility in rural Victoria, which retains its original function.

The Theatre Royal and Mechanics' Institute Camperdown are architecturally important as intact and particularly fine examples of their type. They are also notable buildings by architects who have made outstanding contributions to the streetscapes and built heritage of Camperdown. The exuberant facade and elaborate internal features of the theatre reflect its construction during the boom period of cinema going. The Free Classical Revival style of the theatre is also unusual for this type of building, and strongly distinguishes it from other public and commercial buildings in Camperdown. The Mechanics' Institute is one of the most competent interpretations of the Renaissance Revival style in country Victoria.

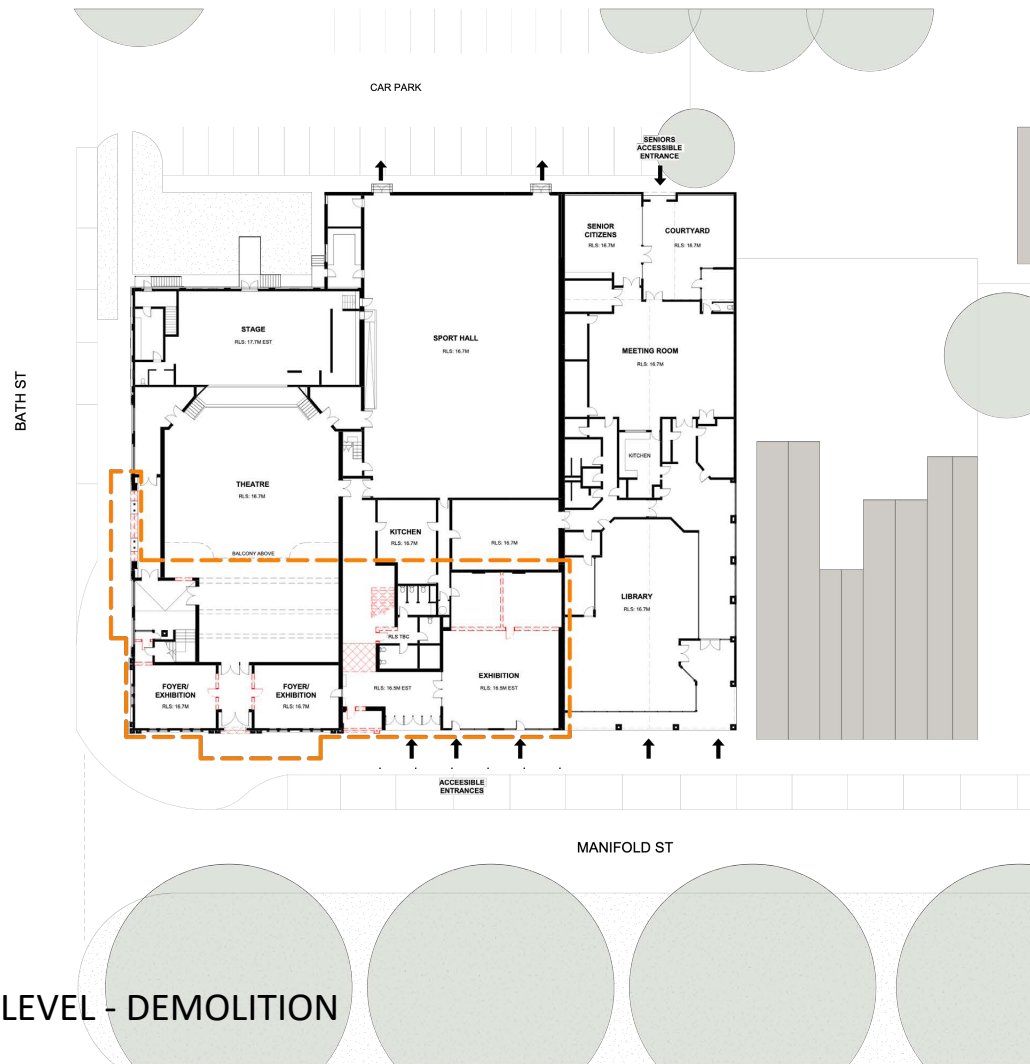
HERITAGE VICTORIA PLAN & STATEMENT OF SIGNIFICANCE



FULL CONCEPT PLAN GROUND LEVEL



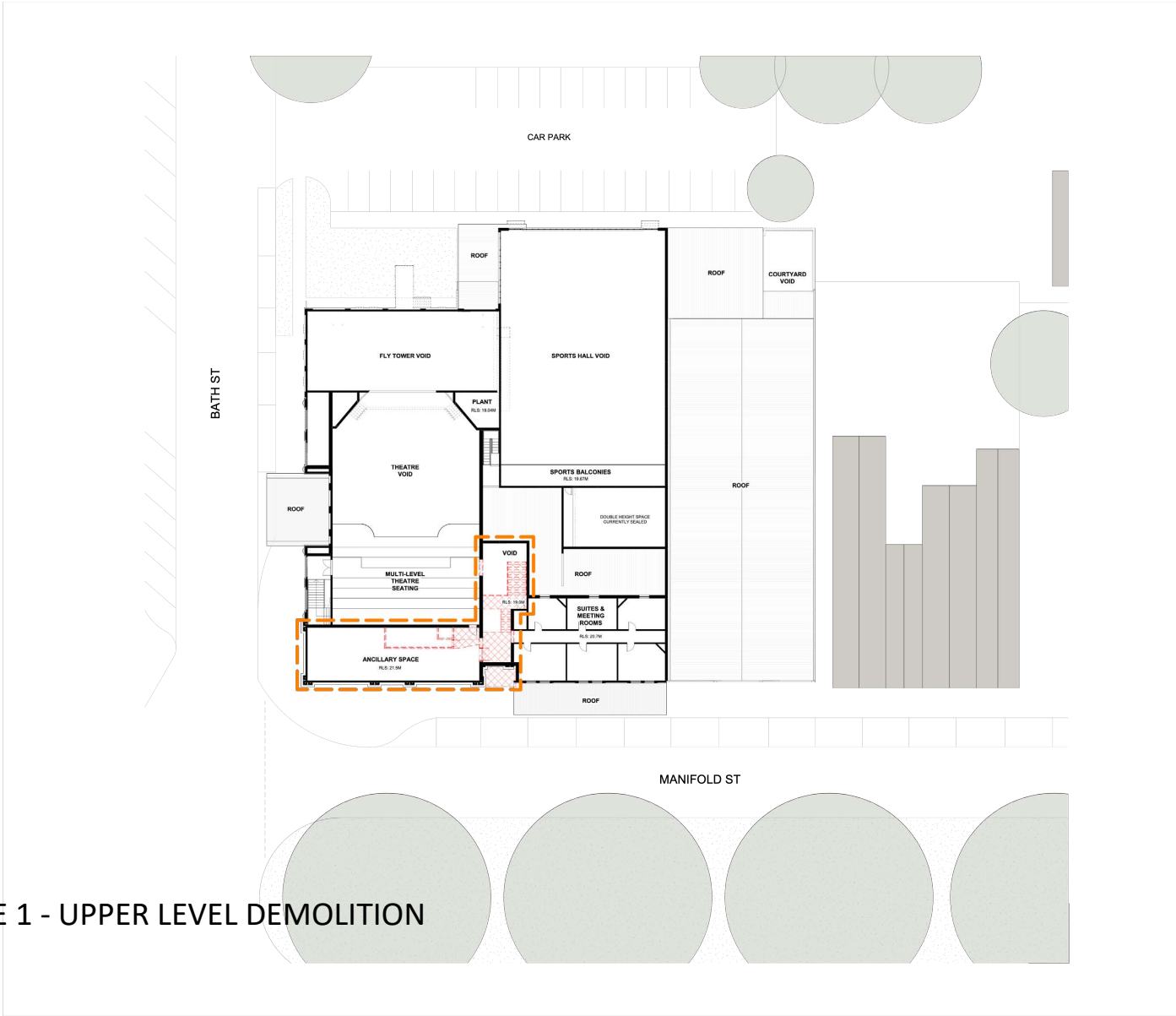
FULL CONCEPT PLAN UPPER LEVEL



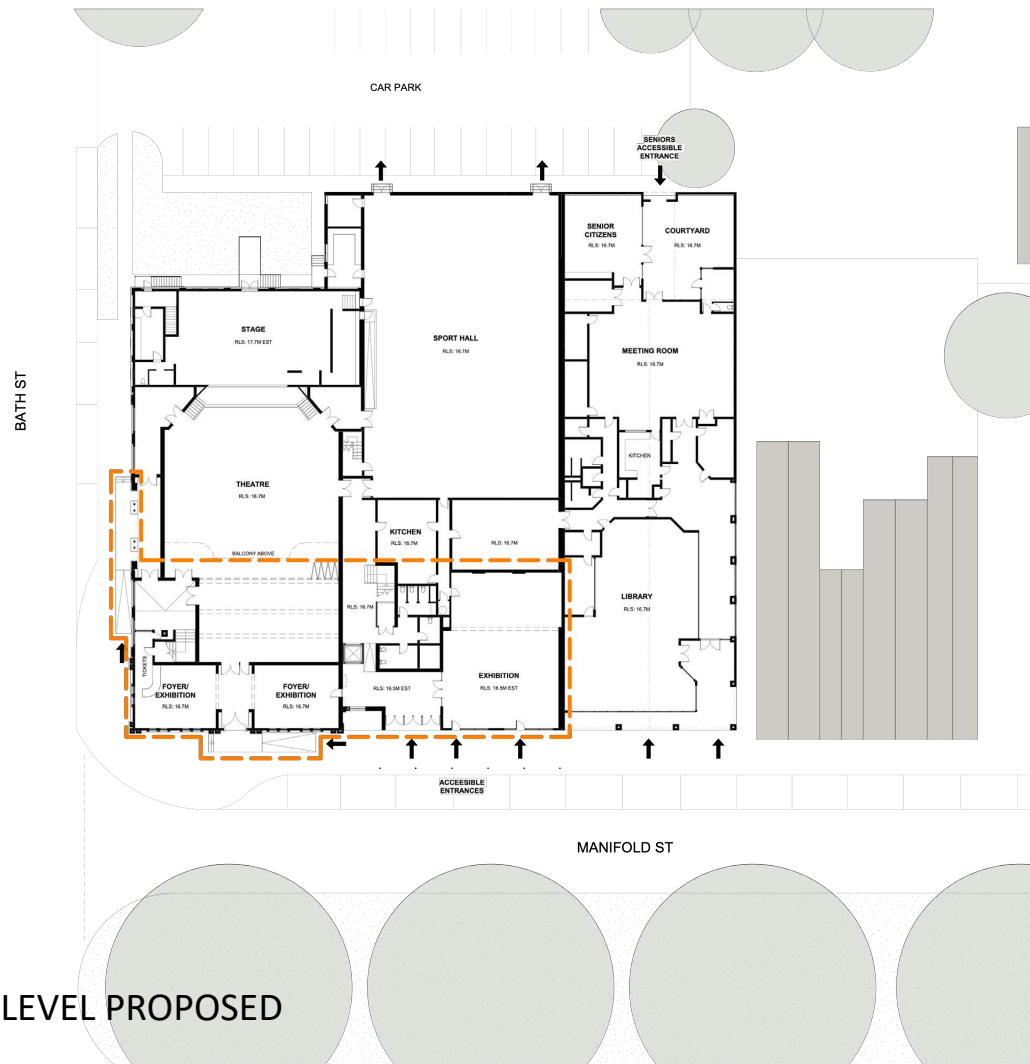
STAGE 1 - GROUND LEVEL - DEMOLITION

 **planning for
communities**

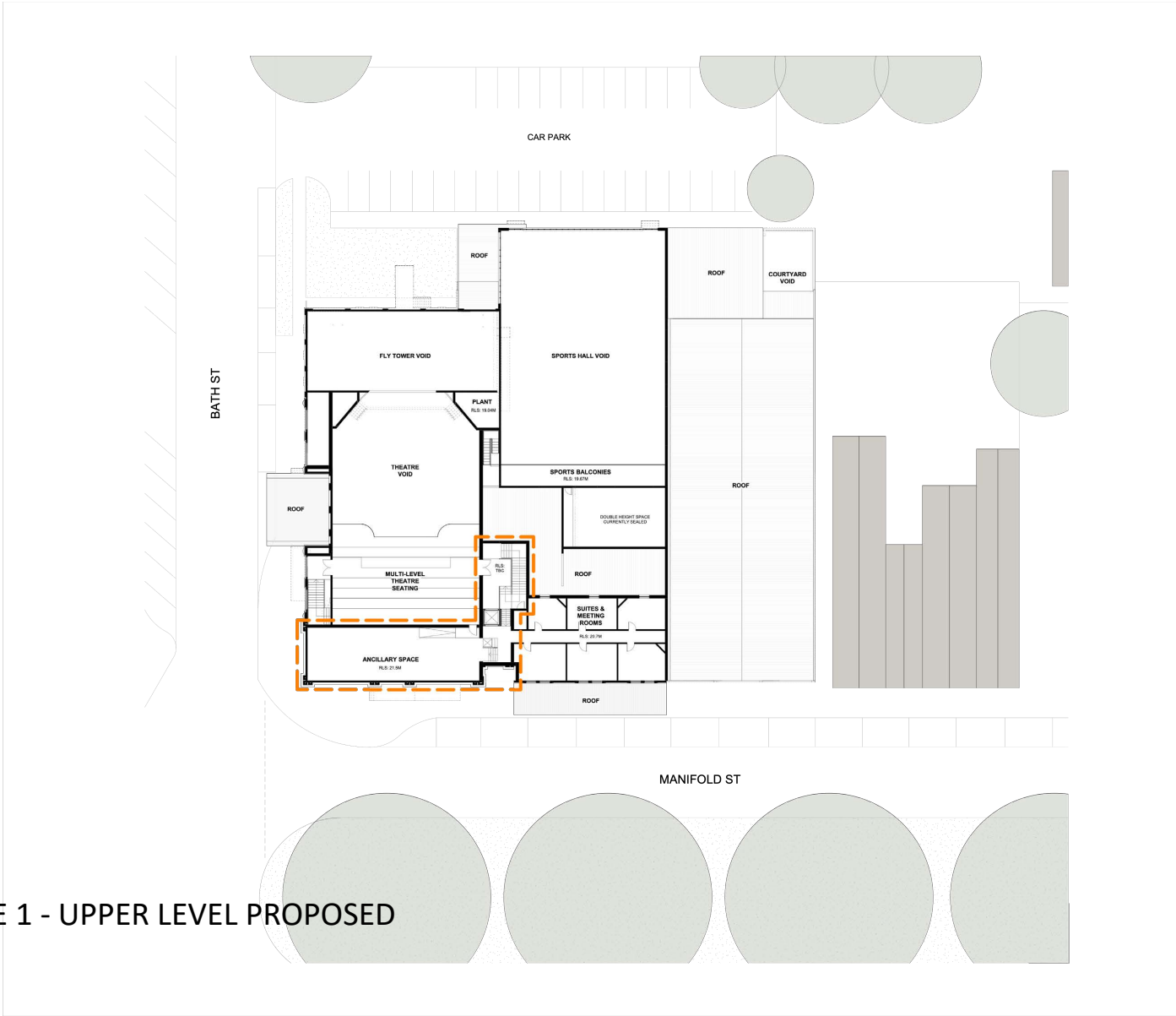
BCBA Studio



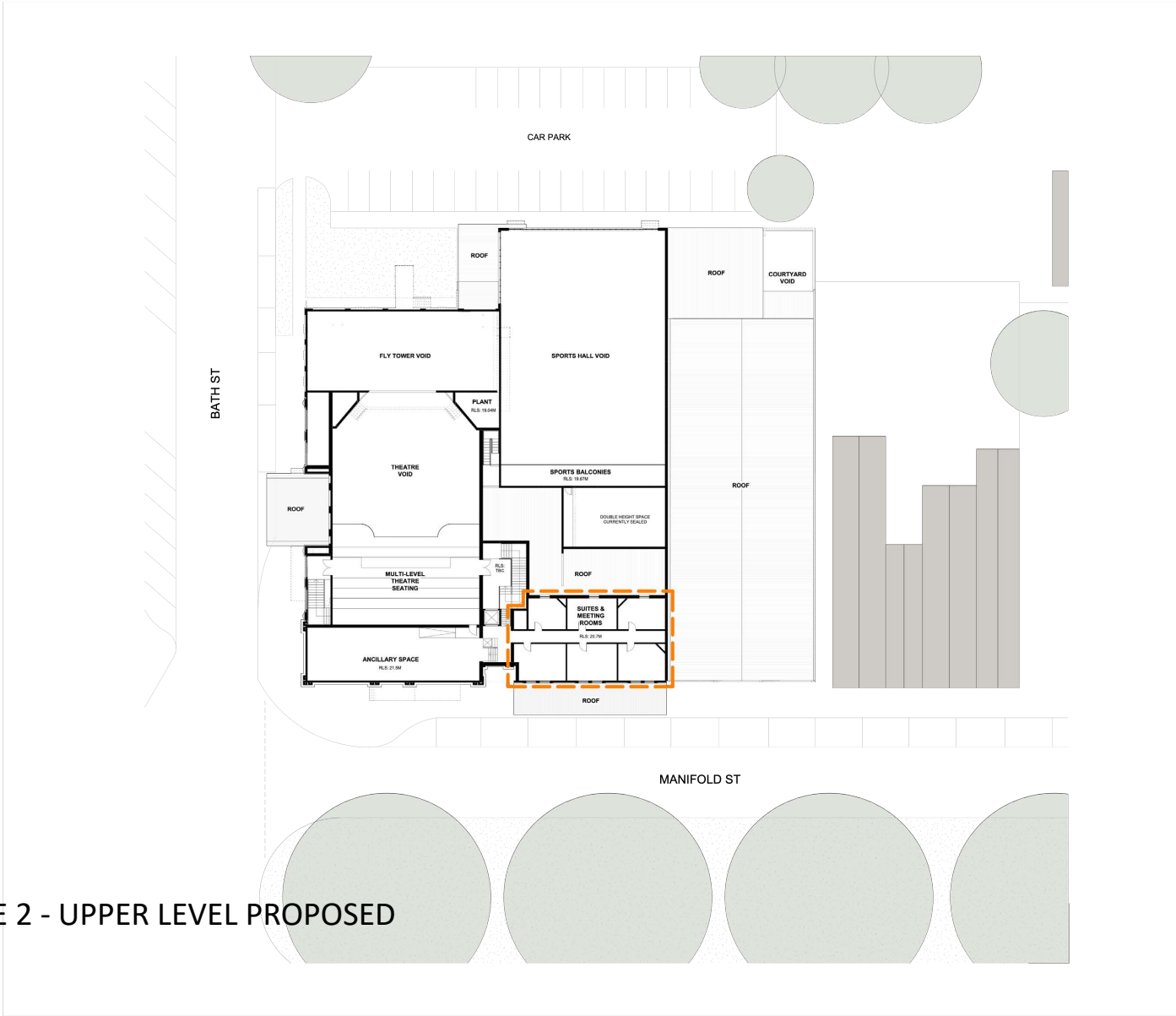




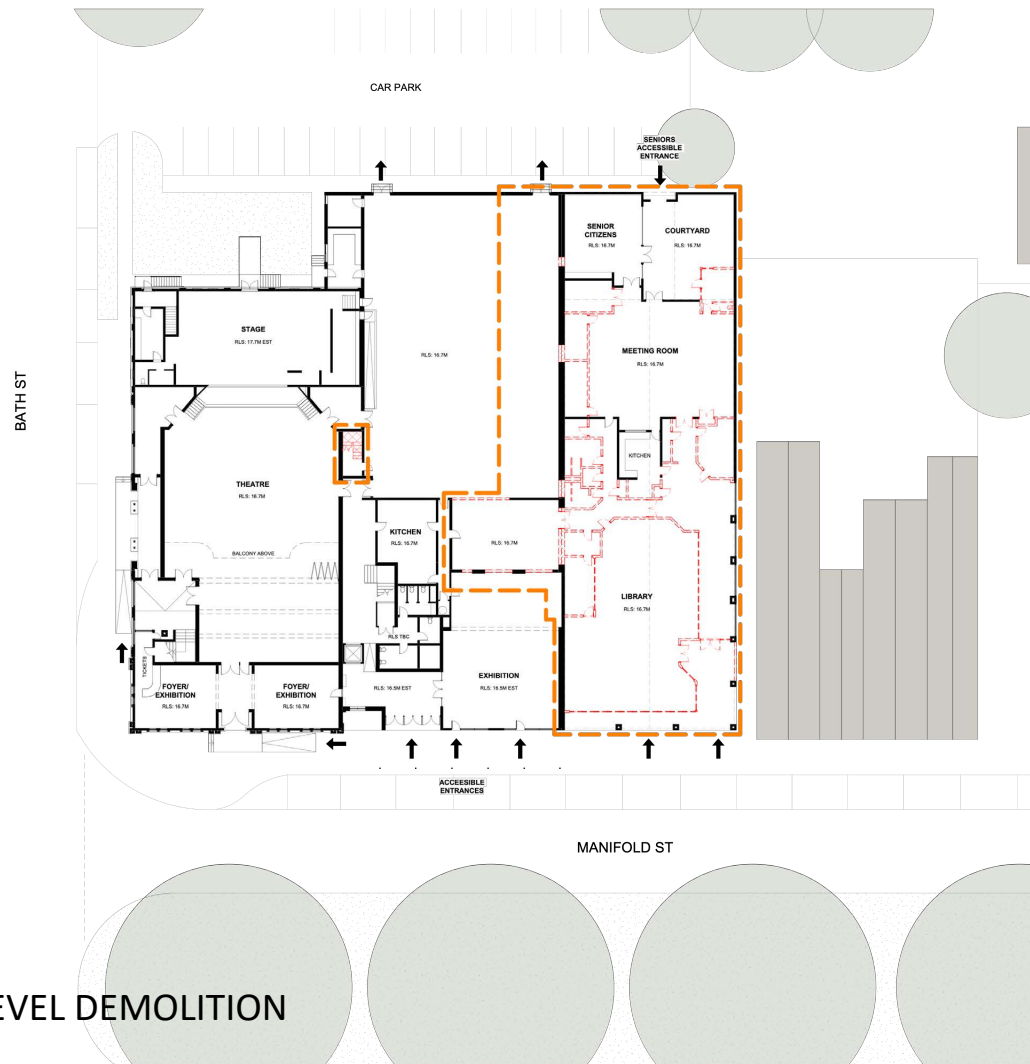
STAGE 1 - GROUND LEVEL PROPOSED



STAGE 1 - UPPER LEVEL PROPOSED



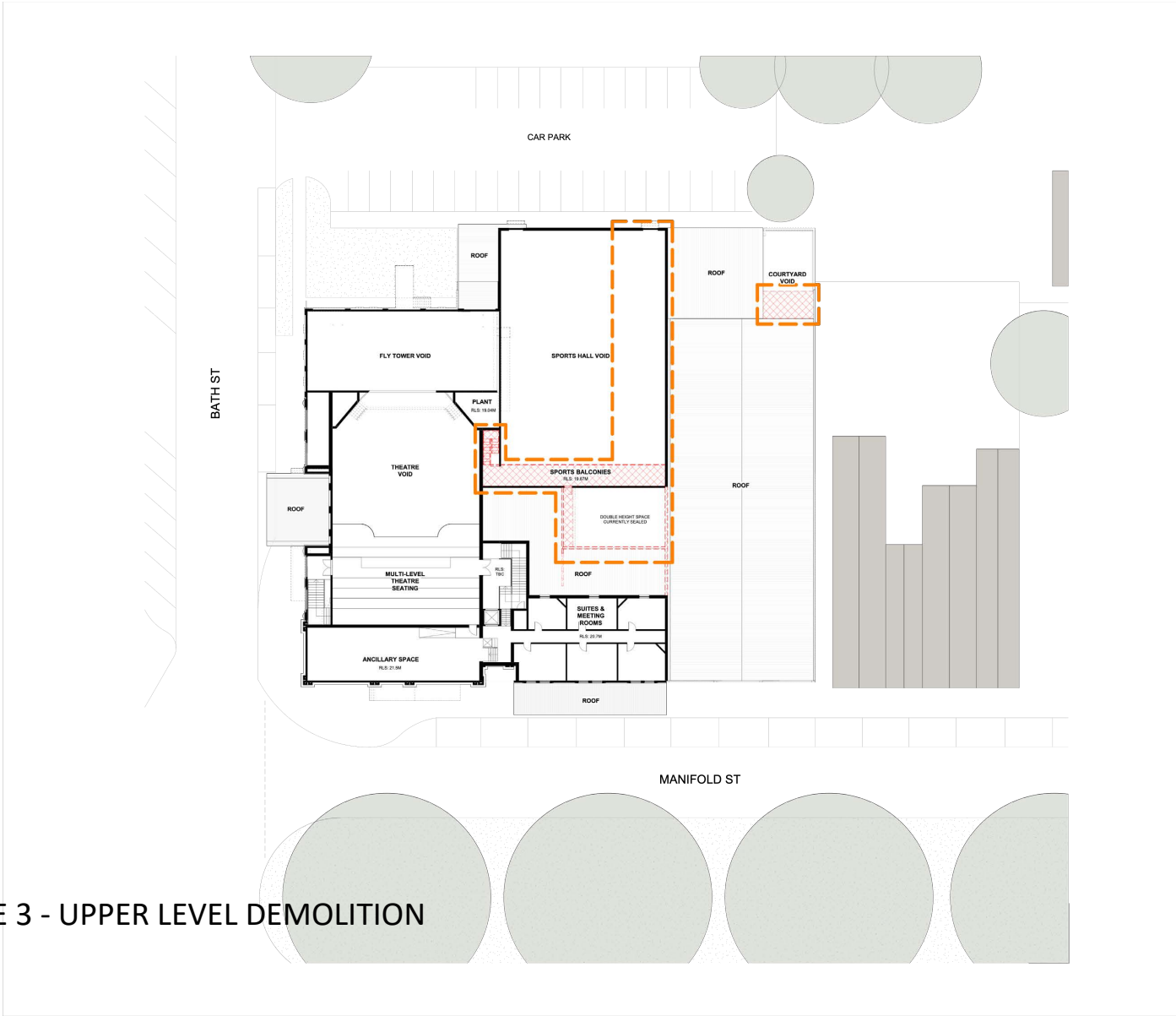
STAGE 2 - UPPER LEVEL PROPOSED



STAGE 3 - LOWER LEVEL DEMOLITION

 **planning for
communities**

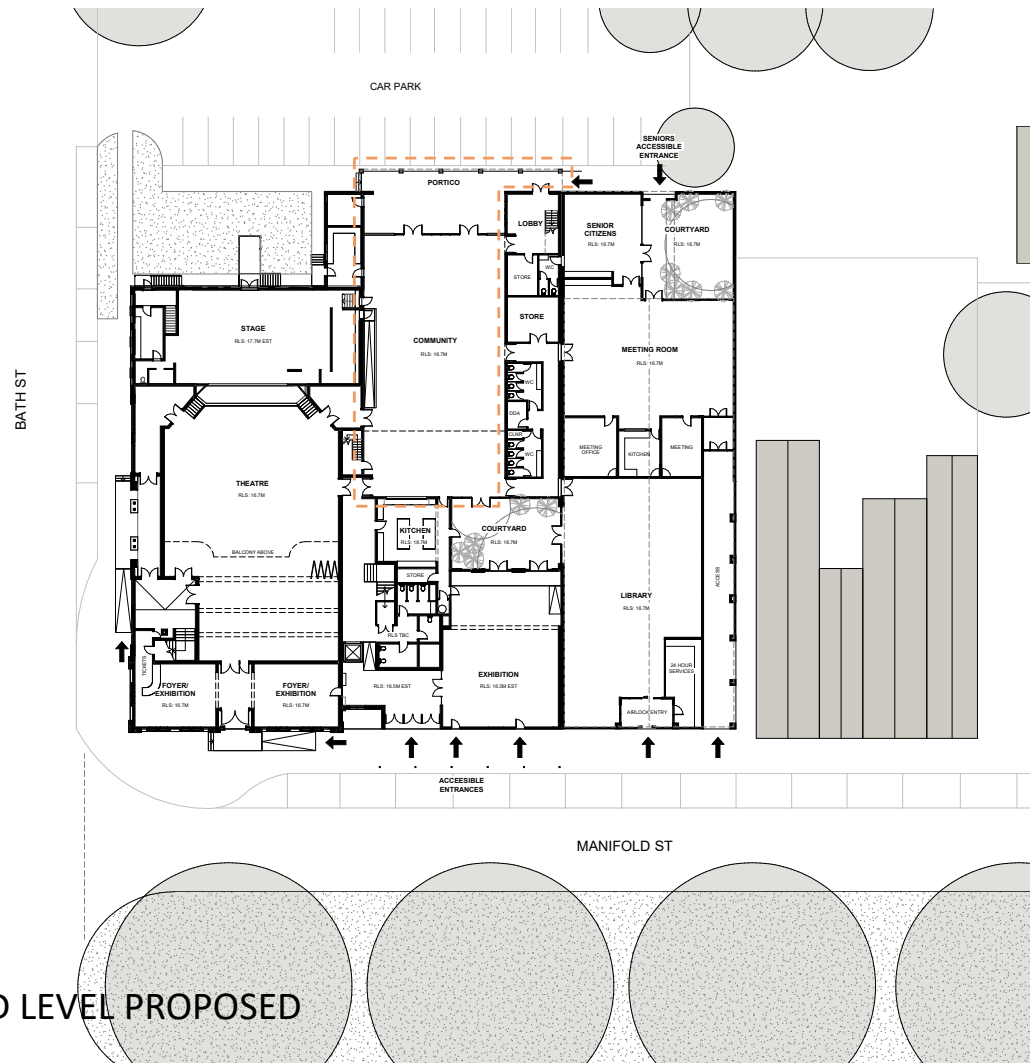
BCBA Studio





STAGE 3 - LOWER LEVEL PROPOSED





STAGE 4a - GROUND LEVEL PROPOSED



STAGE 4b - UPPER LEVEL PROPOSED


**planning for
communities**

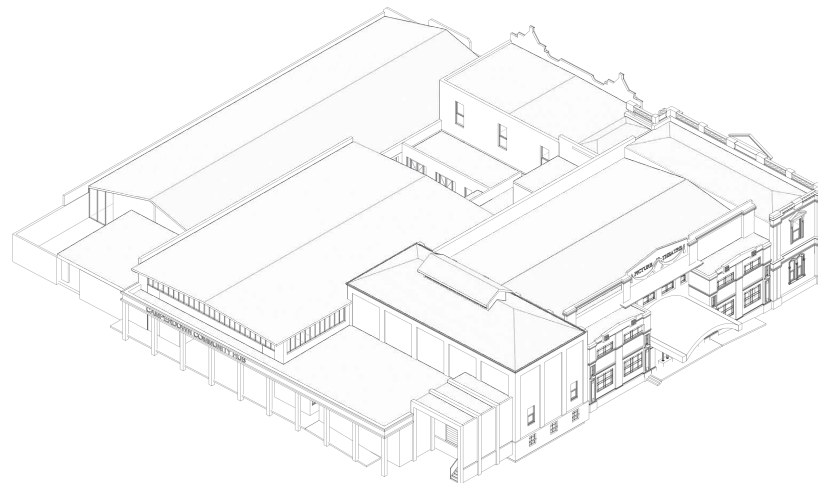
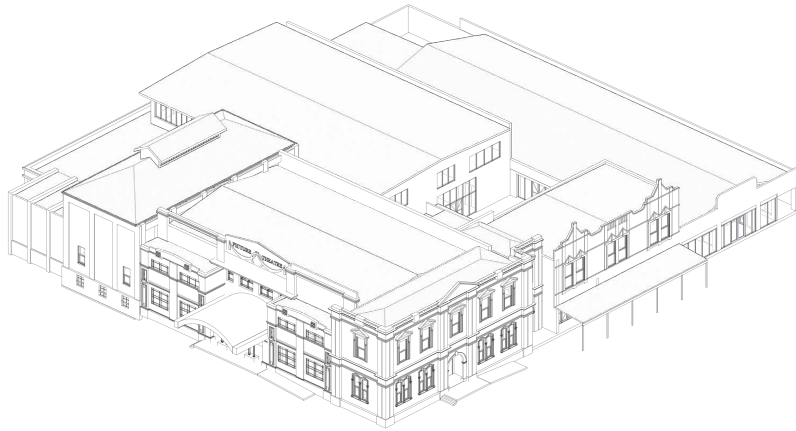
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STAGE 4b - GROUND LEVEL DEMOLITION



STAGE 4b - GROUND LEVEL PROPOSED



3D VIEWS 1 & 2

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1 STAGE 1 DEMOLITION

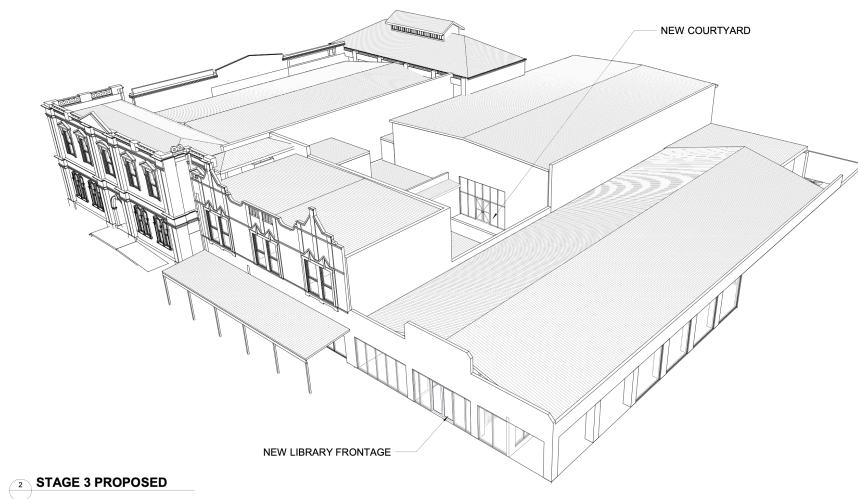
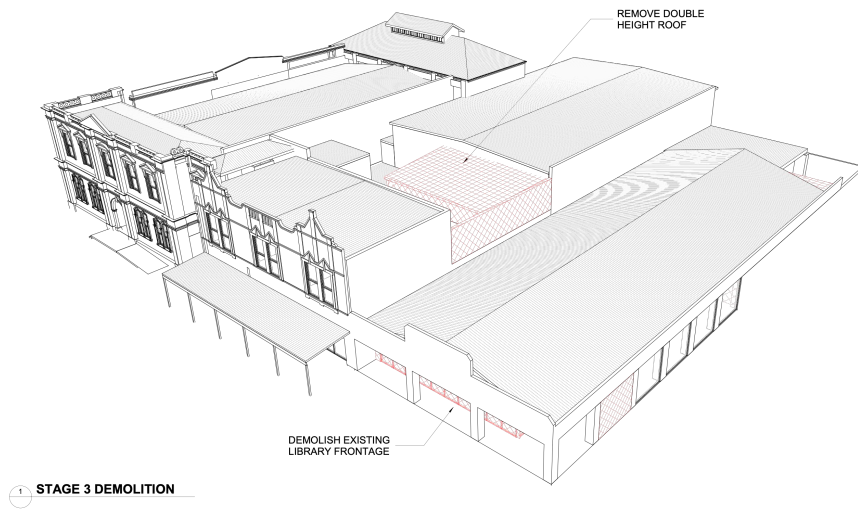
STREET VIEWS



2 STAGE 1 PROPOSED

 **planning for
communities**

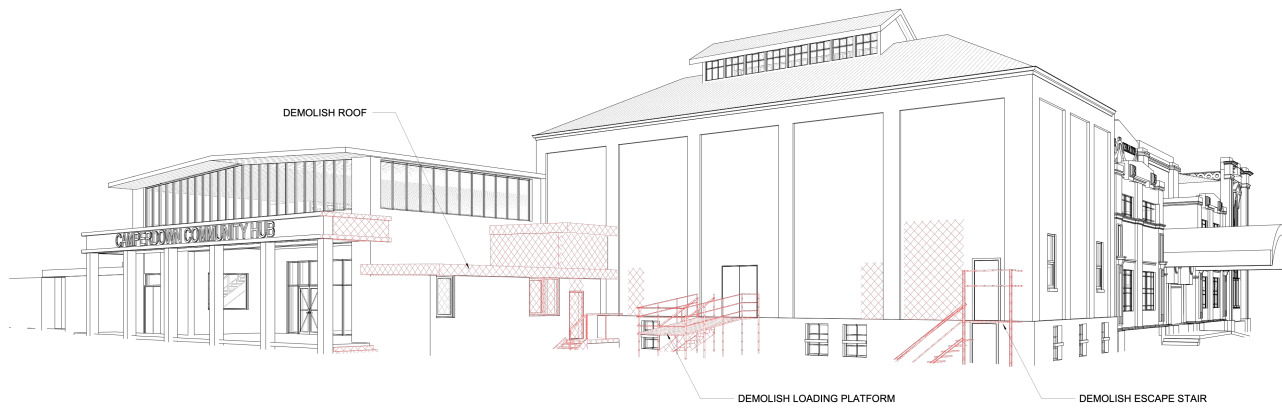
BCBA Studio



3D VIEWS 3 & 4

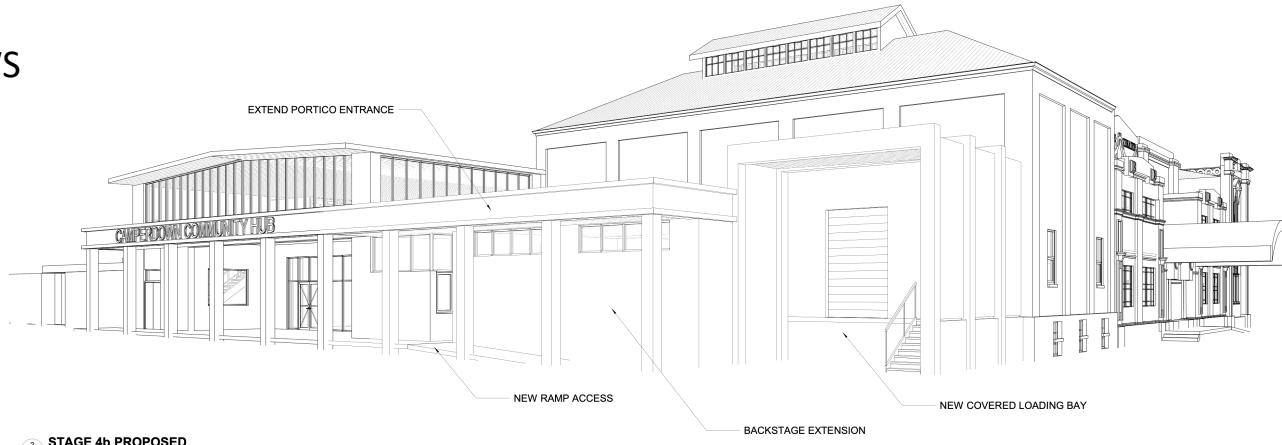
 **planning for
communities**

BCBA Studio



1 STAGE 4b DEMOLITION

REAR VIEWS



2 STAGE 4b PROPOSED



CAMPERDOWN THEATRE COMPLEX TRANSFORMATION PROJECT

Project Plan

Supporting Corangamite and the broader region to grow and prosper

2 June 2024

Introduction

This **Project Plan** has been developed to support Council to continue progressing the Camperdown Theatre Complex Transformation Project.

The project is a strategic intervention designed to address fundamental challenges the Corangamite community is facing and take advantage of opportunities which will support Corangamite and the broader region to grow and prosper. The project focuses on the concept of redeveloping the Complex as a place to foster connections and innovation, cultivate local skills and community strengths, and contribute to the economic prosperity of Corangamite and beyond.

Drawing upon the Business Case prepared by Planning for Communities and BCBA Studio, the Project Plan seeks to provide a delivery strategy for the project concentrating upon five core elements.

1. Confirming the project management and governance framework
2. Sourcing funding
3. Engagement
4. Design planning
5. Operational planning.

The Project Plan also outlines the proposed project timelines, noting that timelines will vary depending upon when and the extent of funding secured, and decisions about the staging of works.

Confirming the project management and governance framework

A key step Council will need to take to progress the project will be to establish the project oversight and governance arrangements. This includes:

- **Determining how the project will be managed and delivered** including appointing key roles such as the Project Sponsor/Director and Project Manager.
- **Establishing key oversight bodies** e.g. Project Steering or Control Group, a Project Working Group or Technical Group.

Outlined below is a suggested approach, but this should be considered in the context of the approach Council would typically take in delivering significant projects. It will be critical for a whole of organisation approach to be implemented to manage and deliver this project. This means:

- The project governance groups should include officers from across the organisation.
- The Project Sponsor and Project Manager must have constructive relationships and a sound understanding about the importance of engaging relevant officers from across the organisation in all aspects of the project.

Roles and responsibilities should be clearly documented, and terms of reference developed for the project governance groups.

Role / Group	Responsibilities
Project Sponsor / Director	<ul style="list-style-type: none"> - Being a champion for the project in the organisation. - Responsible for the overall management of the project including budget accountability. - Exploring and refining the scope and objectives of the project. - Providing direction and advice to the Project Manager to ensure delivery of the project is consistent with the agreed project scope and objectives. - Responsible for reporting the project status to governance bodies, the CEO or Council.
Project Manager	<ul style="list-style-type: none"> - Project manager is a broad term used to describe the primary person or persons responsible for the delivery of the project. - A project manager / responsible person is needed throughout all stages of the project, but the skills required will change over time. <ul style="list-style-type: none"> • In the planning stages, planning, strategy and are needed, along with strong capabilities in collaboration and information sharing, analysis, and an ability to navigate procurement processes. • Similar skills are needed for operational planning. • In the build stage specialist skills in managing capital projects are needed. - It may be that different people have responsibility for different parts of the project, and this may change over time. A collaborative working relationship will be critical.
Project Steering or Control Group	<ul style="list-style-type: none"> - Provide guidance and strategic oversight about the direction and scope of the project. - Receive and consider advice from the Working / Technical Group. - Build Councillor and community knowledge and support for the project. - Provide updates, advice and recommendations about the project for Council to consider as needed. - May include Council officers and external partners.
Working or Technical Group	<ul style="list-style-type: none"> - Oversee the delivery of the project ensuring it remains on time, budget and within the agreed scope. - Monitor and manage risks including identifying and implementing mitigation strategies. - Identify emerging issues and opportunities, and strategies to respond effectively. - Provide updates, advice and recommendations about the project for the Steering Group and/or Council to consider as needed. - This group may draw on additional expertise from within the organisation or external as needed.

Sourcing funding

The funding strategy is multipronged and will require a high level of advocacy from Council, its partners, and project stakeholders to the State and Federal Governments. The redevelopment of the Camperdown Theatre Complex meets the objectives of several grant funding streams designed to support regional communities in positioning themselves for the future including:

- The Federal Government Growing Regions Program and Regional Precincts and Partnerships Program
- The State Government Regional Infrastructure Fund, Regional Tourism Investment Fund and Living Libraries Infrastructure Program.

More information about these programs is outlined in table 1 below.

Some other smaller State Government funding programs may be relevant to redeveloping the Camperdown Theatre Complex such as the Council Support Package and the Tiny Towns Fund, but these programs are currently closed, and there is no clarity about whether future funding will be available.

Who	Program	Focus	Funding available	Co-contribution required	Timing
Federal Govt	Growing Regions Program	<ul style="list-style-type: none"> Enabling infrastructure and public infrastructure. Collaboration to re-develop regional towns and spaces. 	\$5 - \$50 million	50% but can be from other sources e.g. State Govt.	Applications always open
	Regional Precincts and Partnerships Program – stream 1	<ul style="list-style-type: none"> Master planning, consultation, design, business cases, partnership establishment. 	\$500k - \$5 million	Nil, but required to demonstrate contribution and commitment	Next grant round expected mid 2024
	Regional Precincts and Partnerships Program – stream 2	<ul style="list-style-type: none"> Capital works projects which deliver community and economic infrastructure projects across regional and rural Australia. 	\$500k - \$15 million		
State Government	Regional Infrastructure Fund	<ul style="list-style-type: none"> Priority projects to meaningfully support regional community development, address complex local challenges and support future economic growth. 	\$20k - \$3 million	Co-contribution required (unclear)	Timing of the next grant round currently unknown
	Regional Tourism Investment Fund	<ul style="list-style-type: none"> Supports the delivery of high-potential tourism infrastructure 	\$100k - \$1 million small scale projects	RTIF \$3: \$1 local	Applications open to 19 July 2024
	Living Libraries Infrastructure Program	<ul style="list-style-type: none"> To deliver new or renewed library infrastructure. 	Minor works \$20k - \$200k Major works has been up to \$750k	LLIP \$3: \$1 local	Timing of the next grant round currently unknown

Table 1: Key government funding program opportunities

Engagement

Ongoing engagement with the community and stakeholder organisations will be essential to the success of the project. For Council, the involvement of the community in making plans and decisions is fundamental to good governance, and as articulated in Council’s Community Engagement Policy, Council is committed to:

- offering opportunities for the community to contribute to the decisions made by Council
- effective communication of information between Council and the community
- ensuring effective community representation
- decision making that is transparent and works in the interest of the community
- ensuring effective community engagement planning.

Outlined below are the suggested components for engagement about the project.

What		Who
1	Loop back engagement to: <ul style="list-style-type: none"> • share information about the Business Case and Concept Plans • outline the proposed next steps • raise awareness and interest about the project and the opportunities it will offer. 	<ul style="list-style-type: none"> • The Corangamite community – individuals, organisations, businesses • Stakeholders who participated in engagement to prepare the Business Case and concept plans • Internal stakeholders – Councillors and Council officers
2	Pursue partnership, collaboration, and funding opportunities	<ul style="list-style-type: none"> • Regional agencies / bodies • Federal and State governments • Education providers • Business and creative sector • Internal stakeholders e.g. between different Council teams
3	Engagement about the proposed operating model and approach to: <ul style="list-style-type: none"> • identify potential use and activation opportunities • ensure the needs and expectation of existing users are understood • identify how the operating model will respond to the needs of facility users and key partners • assist facility users and key partners to understand the rationale for decisions about the operating model • continue raising awareness and interest about the project and the opportunities it will offer to stakeholders and the community. 	<ul style="list-style-type: none"> • Existing users of the Complex • The Corangamite community and community organisations • Regional agencies/bodies • Education providers • Business and creative sector • Internal stakeholders – Councillors and Council officers

What	Who
<p>4 Engagement about the facility design to:</p> <ul style="list-style-type: none"> ensure the needs and expectations of facility users and key partners are understood demonstrate how the design responds to the needs of facility users and key partners assist facility users and key partners to understand the rationale for design decisions and the key positive compromises (noting compromise is both constructive and inevitable in design projects). continue raising awareness and interest about the project and the opportunities it will offer to stakeholders and the community. 	<ul style="list-style-type: none"> Existing users of the Complex The Corangamite community Key partners e.g. regional agencies/bodies, education providers, the business and creative sector Internal stakeholders – Councillors and Council officers
<p>NOTE: Steps 3 and 4 should occur concurrently as the design and operational planning need to inform each other.</p>	
<p>5 Engagement about the proposed impacts for existing users of the Complex while works occur.</p>	<ul style="list-style-type: none"> Existing users of the Complex The Corangamite community Internal stakeholders – Councillors and Council officers
<p>6 Keep the community, internal stakeholders and partners informed about how the project is progressing e.g.</p> <ul style="list-style-type: none"> a regular information sheet or newsletter a project page on Council’s website Social media posts with information about key milestones, activities or photos Walk through of the site for key stakeholders Project milestone reports for funding bodies Internal briefings / project updates. 	<ul style="list-style-type: none"> The Corangamite community – individuals, organisations, businesses Key partners in the project Funding bodies Internal stakeholders – Councillors and Council officers

Design Process

1. Requirements for design / construction process are as follows:
 - a) The design and procurement process for the project involves a series of conventional capital works project design and documentation steps.
 - i. **Schematic Design**
 1. At the time of writing this Project Plan, the project exists as a set of high-level concept plans. This stage involves development of the concept plans into considered schematic documents. These will be less conceptual, and more specific to the constraints of the actual building fabric, both the existing and the proposed.
 - ii. **Design Development**
 1. The schematic concept is developed in the Design Development (DD) Stage into more refined and detailed proposals, and the town planning submission is prepared. We recommend that the whole project, that is, the full suite of staged works, be submitted for town planning approval.
 - iii. **Town planning submission & assessment period**
 1. The planning documents are more specific than the Schematic Design Package, but less detailed than the construction documentation.
 - iv. **Hold Point:** while awaiting town planning approval, the project goes on hold to minimise risk of re-documentation needed due to changes emerging in planning.
 - v. Following Town Planning approval, the project moves into **contract documentation**. During this period, the documentation that will allow tendering for construction, and the construction process itself is prepared. This will include drawings, schedules, and specifications, prepared by the architect and the subconsultant team. The documents will be fully co-ordinated into a single set.

The decision about staging will be made in advance of the contract documentation process, which will be tailored to reflect the intention for the stages, their order, and individual items included or excluded. Tender options may allow the contract scope to be expanded or contracted in relation to tendered costs.

Subconsultants may include:

Lead consultant: Architect

1. Services (mechanical and electrical) & hydraulic engineers, including vertical transportation & IT/AV design
2. Civil & structural engineers
3. Building surveyor
4. DDA consultant
5. Acoustic consultant

6. Traffic consultant
 7. HAZMAT consultant
 8. Heritage consultant
 9. ESD consultants including energy assessment
 10. Others as required.
- vi. Tendering will allow the Council to procure a builder for the works.
 - vii. The construction period will vary according to the staging. The attached program assumes a single build of stages, as a point of reference.
2. Required permits and approvals
 - a) Planning approval will be required, through the conventional application process. Refer to notes above. The heritage status of the building will necessitate a response and the preparation of a Heritage Impact Statement, which outlines the interpretive profile of the proposed works.
 3. Cost estimates (By Quantity Surveyor)
 - a) A cost plan will be prepared at the end of Schematic Design, Design Development, and again at pre-tender.
 - b) The pre-tender estimate will be tailored to the staging to be included or excluded in the works, and the order of construction.

Operational planning

The Preliminary Business Case identifies the recommended governance and operating model for the Camperdown Theatre Complex which is based around:

1. **Council managing and operating the Complex** with the active involvement of the community, user groups, and partner organisations
2. **Providing ongoing staffing resources to activate the Complex** e.g. facility operation and co-ordination resource, a programming and creative resource, a marketing and promotions resource.
3. **Having the following key structures in place:**
 - **Partnership agreements with organisations** such as SouthWest TAFE, regional arts venues and organisations and peak bodies who will play a key role in activating the Complex.
 - **A reference group who will have a strategic role** in identifying and pursuing opportunities to maximise the potential impact and benefits of the Complex. The group would consist of people representing the multiple focuses for the Complex i.e. connection, learning, creativity, and economy. This might include Council, education providers, regional peak bodies, business, creatives, community, and State Government.
 - **Regular forums for user groups** to address operational issues, cultivate connections between users and identify activation opportunities.

While this provides a broad outline of the approach to the governance and operating model, more detailed planning needs to occur. The following components are proposed.

Proposed component	Additional information
Explore and document partnership and collaboration opportunities	For example, with South West Tafe, Deakin University, local schools and the Community House about identifying gaps in local education and training programs, opportunities to address these gaps and funding opportunities which could support this. Partnerships can be documented through an agreement such as an MOU with further agreements developed as needed e.g. lease or license.
Examine existing resources and arrangements for the Complex	The purpose of this is to identify and quantify all the resources currently directed by Council to the operation of the Theatre Complex, and how those resources could be consolidated and more effectively used to support the operation of the redeveloped Complex.
Identify activation and use opportunities	This could occur through: <ul style="list-style-type: none"> – auditing existing uses and the extent of use the Complex receives. – engaging with existing users of the Complex, the Corangamite community and organisations, regional agencies/bodies, education providers, business and creative sectors.

Proposed component	Additional information
Identify activation and use opportunities continued...	<ul style="list-style-type: none"> - identifying options to support Council programs and initiatives. - conducting an expression of interest process inviting potential users to identify their interest in accessing the Complex and how they will contribute to the overall vision for the Complex centred on learning, economy, connection, and creativity. <p>The aim is to broadly identify a program of activity and / or extent of use the Complex to support the development of the Business Plan</p>
Develop a Business Plan	<p>This will involve exploring a range of components including:</p> <ul style="list-style-type: none"> - Projected events, activities, attendances including the mix of hire / booked use, programmed or ticketed use, community and commercial use, how Council use will be treated / managed. - Operating hours. - Determining arrangements RE set up and pack down of activities, catering, programming, marketing, cleaning etc. - How bookings will be managed and whether the existing systems and processes can effectively support the Complex. - The staffing resources needed to activate the Complex. - Expected fees and charges. - Expected income from hire / rental, lease, box office etc - Expected expenditure including salaries, utilities, waste, cleaning, maintenance, insurance, operational overheads, programming, marketing. - A projected budget for the first 3 years of operation, assuming a staged growth over this time.
Develop operational procedures	<p>Such as:</p> <ul style="list-style-type: none"> - A program / activation plan for the first 6 – 12 months. - A marketing plan / community information plan for the first 6 – 12 months. - Booking / hire systems and processes. - Lease and license agreements. - User group forums – terms of reference, regularity, eligibility etc.
Establish a Reference Group	<p>Broadly this will involve:</p> <ul style="list-style-type: none"> - Developing terms of reference for the Reference Group articulating the role and responsibilities of the group and the mix of skills and capabilities needed on the Group. - Conducting an expression of interest process to inviting people to be a part of the Reference Group. - Conducting an assessment process and appoint members to the reference Group. - Seeking endorsement from Council.

Operational planning will also need to address the temporary relocation of the Camperdown Library and other activities in the Complex while building works are occurring. This will involve:

1. Identifying alternate locations for the library e.g. in the Stadium or a commercial shopfront in Manifold Street with consideration of factors such as spatial needs, accessibility, safety and visibility, technology requirements, and the length of time it is available.
2. Developing a Project Plan for relocation of the Library.
3. Identifying activities and groups which will need to be temporarily relocated and documenting their needs.
4. Identifying alternate facilities where activities and groups can be located based upon the availability of spaces and the needs of the groups or activity. Other factors such as the cost of accessing alternate facilities, and whether any upgrades or changes are needed to the facilities should be considered.
5. Documenting arrangements for use of the alternate facilities.

Project timelines

The timelines outlined in the figures 1 and 2 indicate the length of time each step of the project will take to complete:

- **Figure 1 outlines the key steps in relation to project planning and engagement.** While the steps are generally in the recommended order of delivery, some steps can be undertaken concurrently, particularly in the early stages of the project e.g. loop back engagement, establishing project governance, and establishing baseline operational planning.
- **Figure 2 outlines the key steps in relation to the design process.** The timelines outlined assume the entire project is progressed in one stage. Where smaller stages or parcels of work occur, the timelines will be reduced.

Figure 1 - PROJECT STEPS

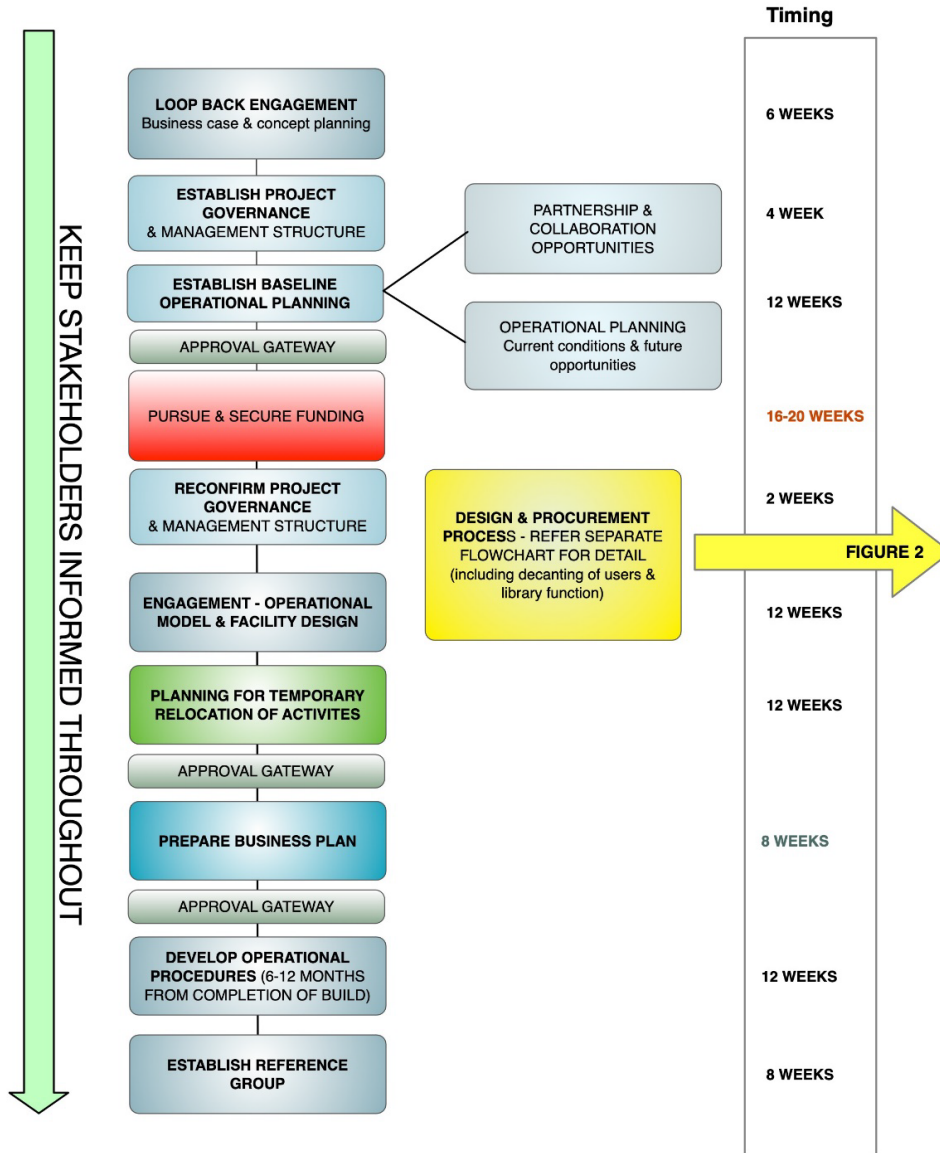
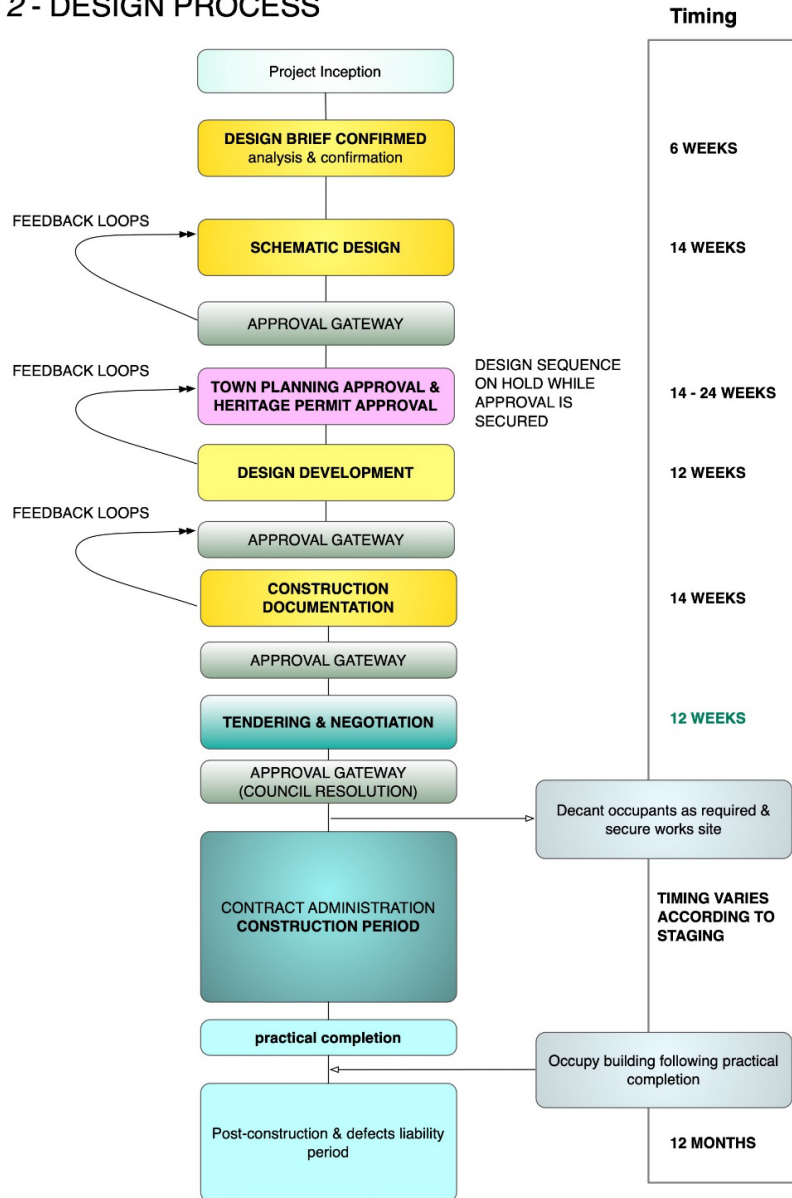


Figure 2 - DESIGN PROCESS



Camperdown Theatre Royal Complex Transformation Project



CHALLENGE

The ageing and underutilised Theatre Royal Complex in Camperdown could become a thriving meeting place for the community, businesses and leisure.

The existing complex includes a theatre, Mechanics Hall, library, indoor stadium, meeting rooms, shops, offices, Senior Citizens Centre, a commercial kitchen, toilets and off-street parking.

However, the condition, accessibility and functionality of the complex means its capacity to support activities is significantly compromised.

SOLUTION

Corangamite Shire has developed a project plan and business case to redevelop the complex as a place to foster connections and innovation, cultivate local skills, community strengths and creativity, and contribute to the economic prosperity of Corangamite and region.

The transformation will deliver:

- Flexible spaces to support community, creative and learning opportunities
- Collaboration and working spaces to support education, creative and economic innovation, opportunities and initiatives
- An upgraded and contemporary library
- Green room, change and loading dock facilities to support the performing arts
- Significantly improved accessibility, functionality and connectivity



- Improved visual activation and connectivity to the main street and outdoors
- Compliant and appropriately located amenity facilities

Scan QR code to view project plan & staging plan →



ASK

Government	\$3,874,000
Corangamite Shire Council	\$515,000
TOTAL COST (Packages 1 & 2)	\$4,389,000

