



DRAFT

PROPOSED

INGLEWOOD TOWN HALL HUB

STRATEGIC PLAN

MARCH 2010



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1. Introduction

This strategic plan has been prepared to provide a framework for discussions and decision-making about the management and development of a consolidated community hub based at the Inglewood Town Hall precinct.

The decision to consider the town hall for development as a consolidated township hub results from the findings of the *Inglewood Focus on Feasibility* report which identified:

1. The need for a secure and appropriate base for activities conducted by the Inglewood Community Resource Centre (ICRC).

Current facilities do not allow the centre to carry out activities in a viable and sustainable manner. In addition, the centre does not have assured long-term tenancy security, and the venue is old and has very basic amenities.

2. The need to renovate and preserve the town hall to ensure its longevity and optimise use by the community.

The town hall is a highly valued facility the community wants to see revitalised, made more accessible and better used.

3. The community's desire to put in place quality community infrastructure that will place the township and district in a good position to capitalise on its proximity to Bendigo as a desirable place of residence.

Council has in place a number of strategies to attract residents to the shire. A focus will be on areas such as the Inglewood / Bridgewater district that have existing services and facilities. Modern community infrastructure is a key requirement in any population growth strategy.

Discussions between representatives from the Inglewood Town Hall Committee (8 members), the Inglewood Community Resource Centre Committee of Management (5 members) and the Focus on Feasibility Project Reference Group (35 members representing a variety of Inglewood community interests) resulted in agreement to proceed with a strategic plan for the proposed town hall hub. The hub would include the relocating of the ICRC to the hub.

Section 8 of this document contains a draft concept plan for the proposed town hall hub, an overview of the condition of the existing rooms/spaces and the proposed use for these spaces in the short to medium term. This information will provide a basis for further discussion.

There have been a number of challenges in preparing the strategic plan including:

- The need to make existing spaces in the town hall as functional and viable as possible so they can accommodate activities associated with a community hall and the operations of the ICRC
- The need to contain the cost of initial infrastructure works at the town hall as much as possible so the project is achievable within the current financial constraints of council and the community
- The need for a staged development that may require a change in the use of some spaces in the short to medium term
- Divergent interests and sensitivities associated with the hall, spaces to be incorporated and how spaces might be used
- Differing opinions relating to development priorities.

2. Why the town hall as the hub?

A number of facilities in Inglewood were identified as possible opportunities to accommodate the operations of the ICRC. Current operations are severely hampered by a lack of space, aged amenities, and inefficiencies because of the need to run programs across a number of different venues.

The ICRC runs a number of programs, the most popular being education and training courses, and self-help and health and wellbeing programs. There appears to be an ongoing demand for these programs indicated by waiting lists, enquiries, and the ease with which new programs are filled.

There has long been a need to address under utilisation of the town hall primarily caused by its lack of compliance with building codes of practice, and aged amenities. As a result, use of the town hall has declined which has impacted on the community's ability to undertake works necessary to preserve and modernise the building.

It is difficult to determine the likely level of use of the town hall for private hiring's, community events, and group meetings if it is modernised. Anecdotal information would suggest the community would use the hall but the level, type and frequency of use for these activities is difficult to gauge at this time.

Usage aside, the town hall is a significant historical building that requires immediate works to minimise deterioration. Given these works need to be undertaken, it is critical that any investment optimises returns to the community in terms of activity, program and meeting space for current and future generations.

The Focus on Feasibility Study found a number of synergies between the needs and aspirations of the community in relation to both the ICRC and the town hall. As a result the project recommended that discussions take place between relevant parties to explore potential partnership opportunities.

3. Background Information

3.1 History of the town hall

The Inglewood Town Hall was built in 1887 when the town was part of a growing agriculture and gold mining region. It was the seat of local government for the former Borough of Inglewood until local government amalgamations in 1995, at which time the borough was incorporated into the newly formed Shire of Loddon.

The town hall retains a number of significant historical artifacts including an impressive photographic collection of former mayors, a former council table and chairs (including mayoral chair) and a bell operated by a unique timing system.

The history of the Town Hall, as well as other parts of Inglewood, is detailed in the Korong Heritage Study, in information held by the local Historical Society, and on websites such as *Loddon Alive* and the *Inglewood Development and Tourism Committee* website.

3.2 Governance

The hall is managed by a committee of management appointed by Loddon Shire Council under section 86 of the Victorian Local Government Act. Section 86 of the act allows council to delegate certain functions, duties, and powers to a 'special committee'. A special committee can comprise any combination of councillors, council staff, and community representatives.

There are certain functions that cannot be delegated to a special committee. These are the power to make changes to relevant rates and charges, and to borrow money or enter into contracts beyond the value agreed by council.

The committee currently consists of 8 people who have the responsibility to oversee the management and operation of the hall on behalf of the community.

There is currently no strategic plan in place that articulates the principles and philosophy that underpin the management and future aspirations for the hall. This is largely because there have been very few opportunities to expand the use of the hall given the current operational limitations, and therefore little benefit in investing the time to prepare a strategic plan.

The Town Hall Committee of Management has made a significant commitment to the preservation of the town hall. Many of its members have been long serving and have committed an inordinate amount of time and energy to the preservation and use of the hall, and their care is greatly valued by the community.

4. The town hall hub and the ICRC

The ICRC is a critical partner in the establishment of the town hall as a viable community hub. This strategic plan recognises opportunities associated with the partnership particularly those relating to the day to day operations of the town hall or parts of it; attracting additional activities, services and users to the site; attracting potential operational grants that might offer the community greater access; and overseeing daily users and hirers.

The town hall offers the ICRC the opportunity to run programs more efficiently, expand programs and attract new programs, services and events to the shire.

5. The vision for the hub

Consultation undertaken as part of the Focus on Feasibility Study identified a strong community passion for the town hall, a desire for it to become a focus for community activity, and a celebration of the town. The following articulates the community's vision for the proposed Inglewood town hall hub.

VISION FOR THE INGLEWOOD TOWN HALL HUB

The Inglewood Town Hall Hub is a vibrant venue that reflects the town's history and culture, attracts an exciting range of activities and programs, and is used by a variety of community groups from across the region.

It is a focus for the region's special events, family and community celebrations; and education, social support and enterprise initiatives.

It is viable because of the mix of user groups, programs, services and activities it accommodates, and the involvement of people with the appropriate skills and abilities in its management.

It is a place the community is drawn to because it is welcoming, it has modern facilities, it is well managed and it is a place people want to be because of what it symbolises about the community.

It is where people want to go to be part of the community, and it represents what we want for our community – resilience, strength, and solidarity.

What does this vision mean for the proposed town hall hub?

- Activities for special interest groups such as young people, young mothers and business groups
- A venue that is used for major events, family celebrations, balls, and visiting performing arts shows
- A technology hub for internet access, research and business and with teaching facilities
- Spaces where people can come and meet and chat with other people
- A place where community groups can operate from
- Personal development and support programs
- A unique range of career and professional development programs, business development programs
- Information on services and programs available in the wider district
- Volunteer training and support and information about volunteer opportunities, and
- Spaces for visiting services
- Meeting spaces

This vision needs to be adopted and reviewed as necessary by the whole community. This will optimise whole of community involvement and commitment to the town hall hub.

6. The principles that will guide how the vision is achieved

This section articulates the principles or values that will underpin decision-making about the future development and management of the Town Hall Hub and the wider precinct.

- The town hall is an important part of the town's history and opportunities to preserve and enhance its key heritage features will be integrated with the overall planning for the site
- Use of the hall by a range of compatible tenant and user groups will be actively sought and encouraged
- The Town Hall Hub must be financially viable if it is to achieve the long term social, health and wellbeing, education/training and economic outcomes the community aspires to
- Multi-purpose spaces will be created to provide for a range of different uses
- The community's capacity to maintain the integrity of the Town Hall Hub will be dependent on a well integrated strategic plan and good governance protocols
- Strong partnerships with local, state and federal governments, business, community groups, and the general community are important to the success of the proposed hub
- A representative community group will oversee the planning, development and management of the proposed town hall hub
- A formal decision-making and conflict resolution process will be developed to guide discussions and decision-making in relation to the proposed hub development.

7. Planning and management of the hub

The Department of Planning and Community Development has prepared the '*Guide to Governing Shared Community Facilities*'. This document outlines the elements or critical steps that are essential to the good governance of community facilities.

It also highlights the requirement for appropriate public participation through each stage of the planning and development of community facilities.

This section discusses those elements in relation to the proposed Town Hall Hub and the way in which community has been, and will be, involved in decision-making.

7.1 Facility vision and type

Key considerations

Reference: A Guide to Governing Shared Community Facilities, p13

A documented vision and goals that are shared by the community and which the community has developed; agreed roles, responsibilities and commitment by all parties; appropriate and compatible services that address community needs.

A vision for the proposed community hub and a set of principles on which the vision is based has been prepared as part of the strategic plan. The vision and principles contained in sections 5 and 6 of this document have been developed following consultation conducted as part of the Inglewood Focus on Feasibility project. It reflects the community's aspirations for the proposed Town hall Hub.

It is not anticipated that the vision and principles will change significantly over time. However the tasks proposed in the action plan to achieve the vision may need to be refined from time to time to take advantage of opportunities that emerge as the plan is implemented.

The vision relates to the hub as a whole including indoor and outdoor spaces. It was not in the scope of this project to provide a landscape plan for the site. However a landscape plan should be part of the proposed Town Hall Hub project.

This will capture the community's aspirations for the open space areas surrounding the hall including the town square. A landscape plan should consider amenities such as seating areas, picnic and / or BBQ areas, artistic features, interpretive signage, and a possible play space (depending on council policy) for residents and visitors to the town.

Opportunities to include the bowling club and associated facilities in the planning and vision for the hub should also be investigated.

In 2007 the Department of Sport and Recreation contributed to the construction of the bowling club pavilion. This was on the basis the pavilion was available for use by the whole community and a range of community groups as needed, including the bowling club.

The pavilion provides an excellent opportunity for programs run by the ICRC and joint initiatives with the bowling club that increase community involvement in social and physical activities.

The *Inglewood Urban Design Framework* and the *Inglewood Recreation Reserve Master Plan* recommend the relocation of the bowling club to the recreation reserve. This should be reconsidered only after 12 months of operation of the Town Hall Hub to establish the benefits of retaining or relocating the club from the site.

To ensure the vision and direction proposed for the Town Hall Hub responds to changing community needs over time:

- Planning for the Town Hall Hub will be integrated with other community planning processes so the hub can respond, where appropriate, to changing community needs and capitalise on opportunities
- A process will be developed to encourage the involvement of the whole community in the detailed planning stage for the proposed Town Hall Hub
- Users of facilities at the precinct will be invited to provide feedback about the services and facilities provided at the precinct once it is operational.

Potential challenges:

- Achieving and maintaining a united vision for the Town Hall Hub over the project implementation period
- Managing and incorporating the varied and possibly divergent ideas about how best to transition the town hall from its previous / current use to incorporate different activities and user groups

- A possible conflict of ideas and aspirations within the community
- Agreement on any further development of the site including adjacent land such as Storm Lane and the Bowling Club

7.2 Facility size and catchment

Key considerations

Reference: A Guide to Governing Shared Community Facilities, p17

Identification of the area from which clients / users will come to use access opportunities; understanding of the needs of users; alignment of the project with the Community Plan; and a strategic plan to guide the management and development of the facility.

Approximately 90% of people visiting the ICRC come from the township of Inglewood and its immediate catchment, including small towns such as Bridgewater.

The Inglewood Focus on Feasibility study identified the need for a venue to accommodate the operations of the ICRC. The ICRC requires access to at least two multi-purpose areas, a room that can be permanently set up as a computer / technology room, a kitchen, reception area, administration area and offices, a 'sit and chat' area and toilets.

These spaces need to have good access for people of all abilities, and be co-located in the one building so that management and operational efficiencies can be optimised.

In addition, anecdotal feedback indicates a need for a community venue with modern facilities that can host community celebrations and events. The town hall is the only facility of its type in the region that has pre-existing spaces with the potential to cater for a variety of small to large events (for up to 400 people.)

The Town Hall Committee of Management reports approximately 6 enquiries a month from people and groups outside the area but very few from the local area. Local people no longer enquire because they know of the limitations associated with the hall. People further afield are aware of the hall but are less aware of the issues associated with it and hence the enquiries are still made. Enquiries rarely convert into bookings once potential users are informed of the lack of facilities and modern day amenities.

In the past and because of its uniqueness, the hall was a popular venue for many local and out of town groups, and business and government functions. The hall is now unable to capitalise on opportunities associated with these groups because of the poor state of amenities.

Anecdotal feedback received through the project indicates the hall would be a preferred venue for family functions, community events and regular hiring's if it was operational and better catered for the community's needs. Seventy-seven percent of respondents to the Focus on Feasibility Study survey said they want the town hall to cater better for modern day needs, and 73% want the town hall to be more available and relevant to the community.

The use of the town hall will increase dramatically with the relocation of the ICRC to the venue. Approximately 340 people visit the ICRC every month. Visitation is expected to increase significantly if the ICRC relocates to an upgraded town hall. The

ICRC can then offer a larger program of activities because of the availability of rooms; the high profile and appeal of the town hall compared to the current ICRC venue; and the passive marketing benefits that come with co-locating a number of activities and services on one site.

Other facilities in Inglewood do not have the existing or potential capacity to accommodate the needs of the ICRC or other activities because of their location, a lack of space for expansion or lack of space that can be dedicated to a single use e.g. computer room.

To ensure the proposed Town Hall Hub optimises its catchment potential and has the capacity to expand as demand increases will require:

- Flexible multi-purpose spaces that are fit for purpose
- Small to medium sized spaces that can be cost effective and comfortably cater for a range of community activity, meeting, and event requirements.

Potential challenges

- Capacity of the ICRC, the town hall committee and user operations to cover operating costs at an expanded venue in the short term until new programs become established
- Demand for additional services may arise once the hub is operational placing unrealistic expectations on the day-to-day operating resources of the ICRC. This assumes the ICRC is responsible for the day-to-day operations
- Conflicting views in the community about the type of use for the hall and expanded hub
- Re-establishing the town hall's profile across the region.

7.3 Governing bodies

Key considerations

Reference: A Guide to Governing Shared Community Facilities, p21

Clear understanding about how any legal entities will be formed and how they will work together; documenting of roles and responsibilities including financial and management obligations; and an agreed conflict resolution process.

Involvement by a number of key stakeholders in the planning and management of the Town Hall Hub is central to its success. Critical to this process will be the involvement of Council, the Town Hall Committee of Management, the ICRC, and state government, on both the hub management committee and the project management committee.

The membership of the Town Hall Committee of Management has recently been expanded to increase community representation. Membership of the committee will be regularly reviewed to ensure it is representative of community interests and has the skills and knowledge to manage the venue.

The strategic plan recommends that a new Town Hall *Hub* Committee of Management be established prior to the commencement of any building works. This will ensure the

committee has the necessary skills and experience for the post-development stage of the project, and will ensure there is an equitable representation of key interest groups.

To ensure good governance outcomes for the proposed town hall hub:

- The membership of the Town Hall Committee of Management will be reviewed as necessary to:
 - ensure it has the necessary skills and experience* and
 - ensure fair and equitable representation by key interest groups including potential tenants and project partners e.g. funding bodies / organisations
- Documented understandings / agreements will be developed, put in place and regularly reviewed
- Appropriate reporting procedures will be developed
- A conflict resolution process will be developed.

Potential challenges:

- Inability of parties to come to an agreement on the most appropriate governance model for the development phase of the project and for the ongoing Committee of Management.

** This acknowledges that the skills needed on the Committee of Management may change from time to time in response to new initiatives and opportunities. The committee of management will retain skills and experience in relation to business development, marketing / promotion, administration, project management (site development), heritage, building management, and community planning.*

7.4 Facility maintenance

Key considerations

Reference: A Guide to Governing Shared Community Facilities, p25

Clear understanding of the maintenance responsibilities, that is, for the facility owner (e.g. council), for the facility manager (e.g. committee of management), and for the facility tenants (e.g. ICRC) and formal agreements in place.

There are significant responsibilities associated with the ongoing maintenance of the proposed town hall hub.

Council's Asset Management Plan states that the responsibility for maintenance of facilities will rest with committees of management. Council does however make an annual contribution of \$1,895 to the Inglewood Town Hall Committee of Management to assist with maintenance.

Given the age of the hall and the lack of funds available to undertake major maintenance works over the last 20 years there are a number of significant maintenance issues that need to be addressed if the integrity of the hall is to be preserved. This is beyond the capacity of the community and the committee of management to deal with alone, particularly given the current low level of income for the hall.

Council's Asset Management Plan states that council will consider the allocation of funds for the redevelopment of 'Level 1 Halls' (e.g. Inglewood Town Hall) to ensure they remain operational. Generally council will require council funds to be matched by

funding from external sources such as the state and federal government, philanthropic organisations or the community.

To ensure the proposed hub is appropriately maintained:

- A budget for the ongoing maintenance and renovation will be included in the proposed hub financial plan
- Agreements will clearly define (routine and replacement) maintenance responsibilities as they may relate to the committee of management, council, tenants etc.
- A detailed asset management plan will be prepared in conjunction with council and this will form part of the section 86 agreement with council.

Potential challenges:

- Capacity of the community to provide for the maintenance needs of a historic and significant community hub into the future
- Capacity of council to contribute to the upgrade of the hall particularly given the impact of recent floods in the area
- Lack of certainty of funding from other sources at this time.

7.5 Operations and integration

Key considerations

Reference: A Guide to Governing Shared Community Facilities, p29

Appropriate resourcing and support to co-ordination positions; operational and management reporting processes; position descriptions and delegations in place; operational plans that are linked to strategic plans.

The ICRC is the organisation best placed to assume a key role in the day-to-day operations of the proposed hub. It is experienced in operating a venue, researching course and program needs, developing program timetables, attracting trainers to run courses, establishing partnerships, and co-ordinating community initiatives.

In addition, the ICRC has a number of well-established relationships and a small grant for co-coordinating many of these activities.

In the 2009 / 10 financial year the ICRC had an operating income of \$78,609 and expenditure of \$73,130, resulting in a surplus of \$5,479. At the end of the same year the ICRC had retained earnings of approximately \$55,590.

The Town Hall Committee of Management is the body currently responsible for the overall management of the town hall, including day-to-day operations. All people associated with the hall are volunteers, including people responsible for opening and closing the hall, and taking bookings and payments.

The average income for the hall over the last 3 years is \$2,913. An operating grant from council of \$1,895, means just over \$1,000 was generated each year from hiring's. Most of this income is committed to supplies and labour for basic maintenance and repair works.

A key consideration in preparing the operational budget will be the setting of fees and charges for use of the spaces in the proposed hub. The scale of fees has to take into account the real cost of operating the spaces being hired, an allocation for ongoing building maintenance, and the capacity of the community to pay.

The community must accept there will be a cost for re-establishing use of the hall and for ensuring it is maintained, as it needs to be. There are significantly greater costs associated with maintaining a building of this type than for the smaller, less historically significant local halls in other communities.

The strategic plan proposes that representatives from the Town Hall Committee of Management engage with the ICRC and Council to develop a draft operational budget once an 'in principle' agreement has been reached about the concept design and potential operational relationships.

This needs to be a co-operative undertaking and consider:

- current income and expenditure commitments of the ICRC and how this may alter in the proposed new operating environment e.g. additional overheads
- the need for sustainable and recurrent funding, including viable programs and advocating to the state government for an increase in co-ordination funding (currently ICRC co-ordination funding)
- the financial relationship between the Town Hall Committee of Management and the ICRC e.g. tenancy fee, profit share, payment for services undertaken by the ICRC e.g. bookings, cleaning etc.
- the setting of appropriate fees and charges.

The success of the strategic plan will be dependent on a co-operative relationship between all key stakeholders. This will require open and honest communication and transparent record keeping and reporting.

Potential challenges:

- Establishing a sustainable operating position, particularly while the hub gears up
- Unrealistic expectations about the capacity of individual groups and the community to contribute to the operations and / or maintenance of the hub
- Unrealistic expectations by the community in terms of fees and charges to use the hall.

8. Public participation

The strategic plan recognises local and state government requirements for a robust and transparent process that provides the whole community with the opportunity to be involved in decision-making for key projects.

The Focus on Feasibility Study that preceded this plan engaged actively with a diverse range of interests in the community including individuals and representatives from government agencies, business, education, and the community sector.

Submissions were invited, discussion forums were held, interviews conducted, and 80 residents completed a survey. In addition relevant council documents and policies, and community plans were reviewed to ensure community opinion on related issues and opportunities were captured.

The Implementation Plan in this document has identified a key action relating to ongoing information about the project and engaging with the community as the project develops.

This will ensure the community is informed of the progress of the project, opportunities to get involved, support and resources needed from the community, and any change in direction.

9. Planning and design considerations for the proposed hub

9.1 Township planning

Directions proposed in the Inglewood Focus on Feasibility Study and the proposed Town Hall Hub Strategic Plan support a number of the directions and recommendations proposed in the *Inglewood Urban Design Framework (2004.)*

These are summarised below with an explanation about how the strategic plan addresses them.

Direction / Recommendation proposed in the Inglewood Urban Design Framework (IUDF)	How the proposed Town Hall Hub Strategic plan supports the directions in the IUDF
<ul style="list-style-type: none"> ▪ Create a living town centre ▪ Develop facilities required by the community ▪ Promote use of former civic buildings ▪ Encourage community groups and activities to use the town hall ▪ Move community activities held at the school and other locations to the town hall ▪ Help improve viability of and access to the town hall ▪ Link the town hall with the main street through good landscape design ▪ Expand parkland area around the town hall 	<ul style="list-style-type: none"> ▪ Creating a community hub that brings people, services and programs together ▪ Making spaces in the town hall usable by addressing issues of non-compliance and improving access to all spaces ▪ Creating spaces that are flexible and can be used by different groups and for different activities ▪ Improving the viability of the town hall by expanding operational and development partnerships, integrated management and formal agreements that articulate roles and responsibilities ▪ Proposes a landscape plan that enhances open space attributes of the site and linkages with the main street.

Direction / Recommendation proposed in the Inglewood Urban Design Framework (IUDF)	How the proposed Town Hall Hub Strategic plan supports the directions in the IUDF
<ul style="list-style-type: none"> ▪ Refurbish the public toilets in the short term and relocate in the longer term ▪ Relocate the bowling club from the precinct 	<ul style="list-style-type: none"> ▪ Recommends the social and cost benefits of retaining or relocating the bowling club to the recreation reserve be investigated after the hub has been operating for a minimum of 12 months.

9.2 Buildings and indoor spaces

To relocate the ICRC to the town hall will require the upgrading of the kitchen and improving access to existing rooms including 3 second floor spaces – the former band room (immediate priority), the former council room (immediate priority) and the balcony. These rooms would address a number of the ICRC accommodation needs if they are upgraded to comply with building codes of practice.

Upgrading facilities at the town hall to address the accommodation needs of the ICRC has wider community benefits. Works required to accommodate the ICRC will also provide the community with a wide range of options for using the town hall.

Currently options are limited because kitchen and toilet facilities and access to some spaces does not comply with building codes of practice, and because of poor access to rooms upstairs. In addition, the lack of modern amenities such as mechanical heating and cooling, access to appropriate meeting facilities and a lack of storage space discourages use of most spaces.

The following table provides an overview of the spaces in the existing town hall building and works proposed to reinstate / improve access and accommodate the needs of the ICRC.

Key features of the proposed works are:

- Provision of a day-to-day entry on the east side of the building that includes a small undercover portico
- The upgrading of the kitchen and incorporation of a storage area
- The addition of new toilets on the west side of the building to provide for general public and indoor toilet needs
- The demolition of the toilets on the east side of the building
- Access to the second floor via a lift
- Renovation of rooms

Space	Summary overview	Proposed Works
Downstairs - Existing		
Main foyer and stair case	The strong connection the entry had with the main hall was impacted when the staircase was added.	To create a new day-to-day entry on the east side of the building to include an undercover portico and modification of the north wall of the former council room to include a reception 'bench' inside the existing door.
Staircase – High Priority	The foyer is a central link to ground floor and upstairs rooms. The staircase is the only access to the second	Retention of the main entry for community functions.

Space	Summary overview	Proposed Works
	floor.	Restoration and renovation of the staircase to ensure it complies with building codes of practice.
Multi-purpose room 1	Good size space that could accommodate up to 80 people for a stand up function.	Renovate including painting, possible resurfacing of the floor and addition of heating / cooling.
Med Priority	Space better suited to large gatherings because of the size or the room / high ceilings. No mechanical heating or cooling – natural ventilation only	Includes works to rectify rising damp. Storage to be included along north wall and possibly under windows with display cabinets in between windows for historical displays
Kitchen	Well located to service adjoining multi-purpose room and outdoor spaces (outdoor events).	Integration of the adjoining toilet and part of the storage space to provide kitchen / general storage and alternative access to the kitchen.
High Priority	Outdated kitchen that no longer complies with building codes of practice, poor circulation and a lack of storage.	This means the users do not have to access the kitchen via the multi-purpose room as is currently required.
Internal toilet / storage space	Old outdated toilet that is located off a former corridor. The corridor is currently blocked off and used as for storage.	Toilet to be removed and space incorporated into the kitchen for storage and alternative access to the kitchen and outdoors.
High Priority		
Storage room 1 (Former council chamber)	Room used for storage. Modular choir stage currently stored here.	Renovate and convert into administration area for the ICRC.
High Priority		To incorporate a reception desk through / over which entry to the building can be monitored by staff and volunteers.
Small entry	Entry off the east side of the building.	Will become the main day-to-day entry point and access to the building.
High Priority		
Main Hall	Large hall with impressive building features and a stage. Can accommodate 350 in lecture seating style, or 150 in seated around tables. No mechanical heating or cooling Natural ventilation and radiators?	Renovate stage floor and access stairs. Possible (if required) upgrade of fixtures associated with the main stage curtain and the backdrop curtains. Possible incorporation of more effective storage for tables etc. under the stage.
Change rooms	Small change facilities that service the stage and have access to outside the hall.	Renovate and repair where required.
Low Priority		

Space	Summary overview	Proposed Works
Upstairs - Existing		
Hallway Med Priority	<p>Hallway that provides access to all upstairs rooms.</p> <p>Contains honour roll, historical pictures, Cobb & Co lamp and has impressive views.</p>	<p>Renovation including painting and resurfacing of the floor.</p> <p>Retaining / enhancing of access to rooftop balcony – depending on building code of practice requirements.</p> <p>Presents opportunity for enhanced historical displays.</p>
Bandroom Med Priority	<p>Medium sized room with access to the rooftop balcony.</p>	<p>Renovation including restoration, painting, new floor and window coverings, and incorporation of meeting technology e.g. fixed overhead projector and projection screen, tea-coffee facilities (temporary) and storage. (This will enable upstairs functions access to basic catering facilities.)</p> <p>Retaining / enhancing of access to the rooftop balcony – depending on building code of practice requirements. Consider glass doors to increase natural light into the room.</p> <p>Later stages of development should revert this space to a multi-purpose room with indoor / outdoor access (balcony).</p> <p>* Relocate the historic and renovated table and chairs to this room in the medium term.</p>
Council room High Priority	<p>Meeting room</p> <p>Contains old council table and chairs</p>	<p>Conversion of room to a technology teaching room (temporary) with up to 12 computers.</p> <p>Renovation including restoration, painting, new floor coverings, window coverings</p> <p>Display / security screen for the clock.</p>
Projection room High Priority	<p>Former projection room with a false/raised floor. No longer used.</p>	<p>Conversion of the space to a thoroughfare from the proposed lift to the upstairs spaces.</p> <p>To include interpretive information and photographs about the former use of the space.</p>
Hall Balcony Med Priority	<p>Tiered balcony with seating for approximately 50. The area does not comply with building codes of practice.</p>	<p>Upgrading of the area so it can be used as a lecture / teaching space. To consider the removal of some seats to provide room for speaker / teaching equipment.</p> <p>Renovation of seats, refurbishment of floor. Addressing of building code requirements e.g. the height of the balcony balustrade and lighting of the steps.</p>

Space	Summary overview	Proposed Works
Storeroom High Priority	Small room opposite the projection room.	Renovating and to be used as a quiet room / office for the co-ordinator and book-keeper. Later stages of the redevelopment can consider this room as a small kitchenette room to service the upstairs rooms.
Rooftop balcony Low Priority	Lead covering on roof needs replacement to prevent leaking. Impressive views over the town and is a 'space with a difference'.	Restoration of rooftop to enable outdoor area to be used for events or functions depending on building code requirements e.g. the height of the balcony balustrade.
Clock tower Med Priority	Houses the town clock, which was donated by the RSL and is a feature of the town. The clock is in disrepair (hands fallen off) and access is currently via a ladder on the outside of the clock tower (OHS implications).	Upgrade the clock and install remote operating system (Approximate cost \$25,000) Upgrade access in line with building codes of practice.
New works proposed		
Undercover walkway that includes new lift, toilets, communications room and storage space High Priority	A walk-way along the west side of the building that provides access to toilets and storage space and optimises natural light through the existing hall windows. A lift to be installed to provide access via the current projection room to the second floor. Toilet provision to include indoor toilets and public toilets that are accessed from the outside. A storage space has been included for the mobile choir stage and to provide basic storage for other permanent users of the hall.	

9.3 Universal design considerations

The strategic plan reinforces the need to apply 'universal access' principles when planning and designing the proposed hub and upgrading existing spaces. Applying universal access principles will optimise the use of the hub and surrounding open space by all ages and abilities.

Universal access considers opportunities to improve access for everyone, including people who may find it more difficult to access opportunities of their choice, than do others.

Optimising access for all ages and abilities will be a core part of the planning and design process because of the need to cater for a variety of population groups (e.g. mothers with prams, older people) and abilities (e.g. people with disabilities, people using mobility aids) in the proposed hub.

This is particularly important in Inglewood because of the ageing population and the significant population of older people living in Inglewood, particularly because of the convenience of the hospital, aged care and community health services in the town.

The following are examples of universal access considerations the strategic plan will need to address in the planning and design of the proposed hub:

- Legislative requirements such as contained in the Australian Disability and Discrimination Act
- People with restricted mobility – consideration of amenities that may improve access for children and carers with different abilities
- Car parking spaces that allow easy access from cars to spaces at the hub for people using mobility aids or mothers with prams etc.
- Footpaths and trails – consideration of trail and footpath upgrades needed to provide safe and easy access for people with different abilities, or using different modes of transport to access the hub from around the town
- A sliding scale of fees that considers capacity to pay (e.g. commercial and private hirers) and responds to issues of economic hardship in the community (e.g. concessions for people on supporting benefits)

9.4 Landscaping

The strategic plan recognises the importance of the green space between the town hall and the main street known as 'The Town square', as well as the open area on the west side of the building. The landscape and social value of this space has been diminished over time by the addition of the toilet block, concrete paths, water tanks, and the bowling club pavilion.

The strategic plan proposes the removal of the toilet block in the short term and the incorporation of the public toilets in the new building. The relocation of the bowling club and pavilion can be considered by the whole community in the medium to longer term.

The removal of the toilet block and the relocation of the water tanks will reopen this area and re-establish it as part of the town square. Consideration can also be given to closing Storm Lane (other than for service vehicles), and car parking for people with disabilities only. This will expand opportunities to landscape and green the site to include visitor and parkland amenities and better link the site with the main street through attractive plantings and pathways.

A landscape design was not commissioned as part of the project however, a concept landscape plan has been provided by Neangar Nursery. This plans shows how simple but effective plantings can enhance the site and strengthen the visual link of the site to the main street.

The following should be considered key elements for a landscape plan for the site.

Short to medium term:

- The retention of the palms as a feature
- The retention of open grassed areas to the west side of the building to provide for community events such as festivals, events, and markets.

- The incorporation of low canopied trees in designated areas to create shaded seating nooks
- Plantings that link the new entry with the main street
- Relocation of the water tanks and removal of the toilet block
- Removal of concrete footpaths from immediately adjacent to the building (to minimise rising damp issues) and replacement with meandering pathways around and to and from the building.

Medium to longer term

- Closure of Storm Lane (other than for service vehicles) and disability parking, and landscaping to create a green space and linkage with the main street.
- Retention or relocation of the bowling club based on a consideration of the social, environmental and cost benefits after the hub has been operating for a minimum of 12 months.

9.5 Sustainable design considerations

This project recommends incorporating as many of the following sustainable design considerations during the detailed design and costing phase of the project:

Natural ventilation - Optimise cross ventilation opportunities through well-placed and operational windows.

Insulation - High levels of insulation exceeding building code requirements are recommended

Windows - Performance glazing is recommended for any new east and west facing windows and double-glazing is recommended for new north and south facing windows.

Energy - Energy efficient appliances and lighting is recommended.

Water - Retention of water tanks is recommended to maximise storage of harvested rainwater for use on gardens and in toilets. Water efficient fixtures and fittings are also recommended.

Materials - Low VOC (volatile organic compounds) low embodied energy building materials (i.e. materials that take less energy to be produced) are recommended and low VOC finishes for surfaces e.g. for painted and carpeted surfaces.

Thermal mass of floors - The concept design includes a concrete slab in the new part of the building to provide internal thermal mass, which stabilises the internal temperature of the building.

Hard surfaces - Minimising of hard surfaces close to the building where practical is to reduce heat absorption and radiation from ground surfaces.

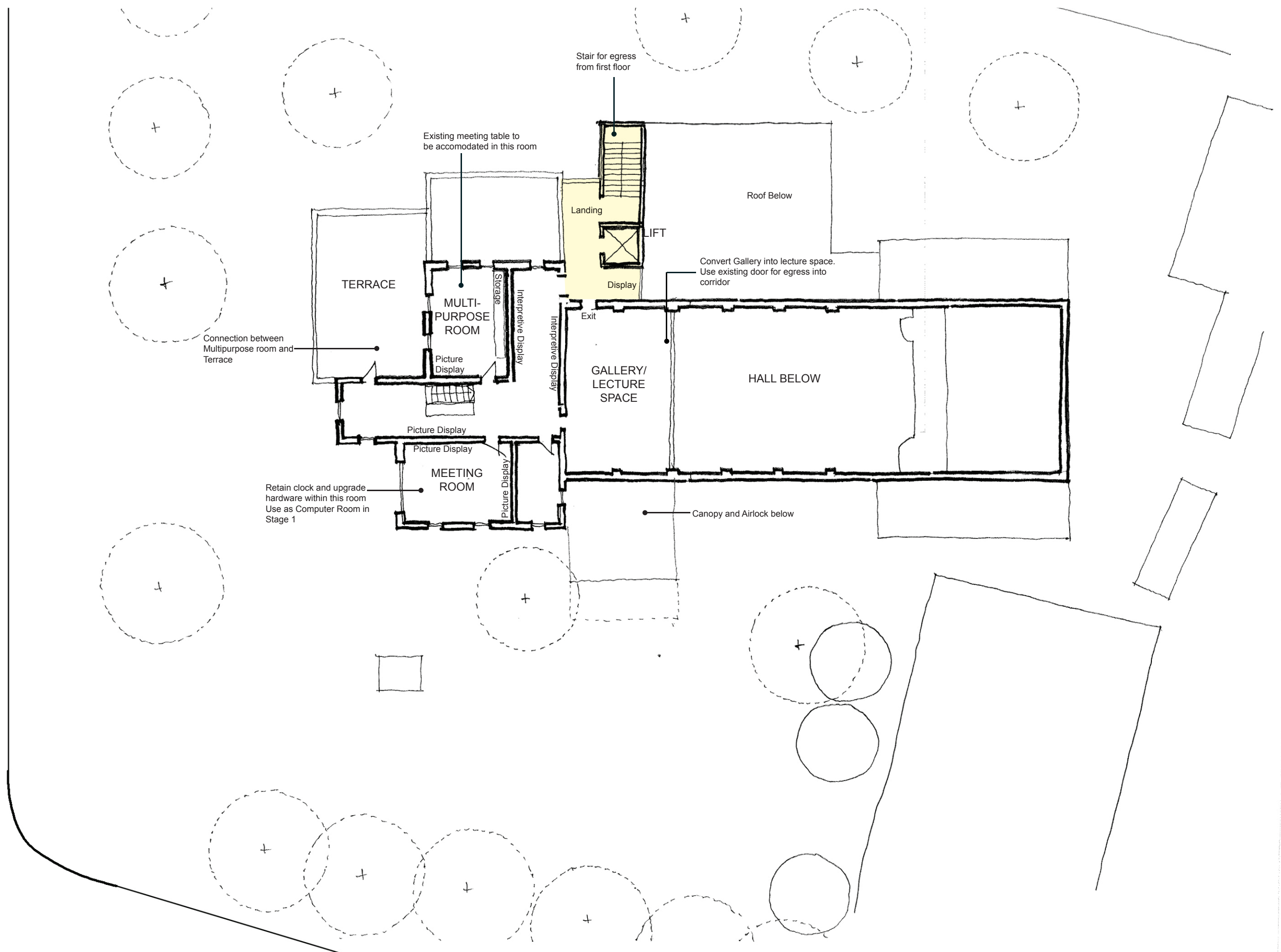
Solar power - Incorporation of photovoltaic panels for power generation, if feasible. Incorporation of solar panels for the heating of hot water if cost-benefit effective. (These maybe considered later.)

10. Concept drawings and estimate of costs

10.1 Building concept drawing

The design concept drawings on the following page provide the works required to reinstate the town hall so it can be used and to provide for the relocation of the ICRC to the site.

Refer next page



INGLEWOOD COMMUNITY CENTRE | First Floor Concept Diagram

Prepared By: Mitsuori Architects | Scale: 1:200 @ A3 | Date: 08/03/2011 | Revision: C

10.2 Estimate of costs for proposed building works

Refer next page

INGLEWOOD COMMUNITY HUB
PRELIMINARY OPINION OF COST

Stage	Construction Cost	Professional Fees	Contingency	Project Cost
Stage 1A - Existing building upgrade, lift and amenities	\$1,876,760	\$281,514	\$469,190	\$2,627,464
Stage 2 B- Landscape	\$57,500	\$10,000	\$3,375	\$70,875
Stage 2 - Stage & change rooms	\$77,000	\$15,400	\$13,475	\$105,875
Stage 3 - Hall gallery	\$68,500	\$13,700	\$10,275	\$92,475
Stage 4 - Foyer & administration	\$195,000	\$29,250	\$14,625	\$238,875
Total	\$2,274,760	\$349,864	\$510,940	\$3,135,564

Note: Professional Fee allowance includes structural/civil engineer, services consultants, building surveyor, DDA consultant, OHS consultant, cost planner and other specialist consultants relevant to the project

STAGE 1A - EXISTING BUILDING UPGRADE, LIFT & AMENITIES				
BUILDING COMPONENT	AREA/QTY	ALLOWANCE/RATE	S-TOTAL	TOTAL
Modifications to Existing Building				
Upgrade staircase balustrade	1	\$25,000	\$25,000	
Repair existing floor in corridor	45	\$120	\$5,400	
Power and data upgrade (cabling)	1	\$150,000	\$150,000	
Heating/Cooling allowance	1	\$150,000	\$150,000	
Smoke detection and warning system upgrade	1	\$80,000	\$80,000	
Painting (internal)**	1	\$70,000	\$70,000	
Painting and minor repairs (external)	1	\$130,000	\$130,000	
Repairs to existing building (eg, rising damp, water damage)	1	\$100,000	\$100,000	\$710,400
Kitchen - Upgrade joinery, fittings, equipment	1	\$120,000	\$120,000	
Kitchen - Modification to existing walls	1	\$30,000	\$30,000	
Kitchen - Shelving to dry goods store	1	\$5,000	\$5,000	
Kitchen - Upgrade of external door and internal doors	3	\$2,000	\$6,000	
Kitchen - Upgrade lighting	6	\$600	\$3,600	
Kitchen - Replace flooring	34	\$200	\$6,800	\$171,400
Multi-purpose Room (Ground floor) - storage	2	\$12,000	\$24,000	
Multi-purpose Room (Ground floor)- flooring upgrade	82	\$120	\$9,840	
Multi-purpose Room - (Ground floor) - lighting upgrade	12	\$600	\$7,200	\$41,040
Office (Ground floor) - Replace flooring	28	\$120	\$3,360	
Office (Ground floor)- Lighting upgrade	4	\$600	\$2,400	
Office (Ground floor)- Cosmetic repair of walls	1	\$5,000	\$5,000	\$10,760
Projector Room (Level 1) - structural modifications to existing Bio-box	1	\$30,000	\$30,000	
Projector Room (Level 1) - repair and make good of existing walls and ceiling	1	\$15,000	\$15,000	
Projector Room (Level 1)- allowance for picture hanging fixtures	1	\$3,000	\$3,000	\$48,000
Office (Level 1) - Flooring upgrade	12	\$120	\$1,440	
Office (Level 1) - Repair of walls and ceiling	1	\$4,000	\$4,000	
Office (Level 1) - Lighting upgrade	3	\$600	\$1,800	\$7,240
Multi-purpose Room (Level 1) - Flooring upgrade	28	\$120	\$3,360	
Multi-purpose Room (Level 1) - Repair of walls and ceiling	1	\$15,000	\$15,000	
Multi-purpose Room (Level1) - Lighting upgrade	6	\$600	\$3,600	\$21,960
Computer Room (Level 1) - Flooring upgrade	26	\$120	\$3,120	
Computer Room(Level 1) - Audio visual allowance	1	\$20,000	\$20,000	
Computer Room (Level 1) Lighting upgrade	8	\$600	\$4,800	\$27,920
Sub-Total				\$1,016,760
New Building				
Lift and core	1	\$220,000	\$220,000	
Construction of corridor, toilets, store rooms and stair	180	\$3,500	\$630,000	
Associated landscape works (eg. reinstatement)	1	\$10,000	\$10,000	\$860,000
Sub-Total				\$860,000
Construction Cost				\$1,876,760
Add Design Contingency	10.0%			\$187,676
Add Professional Fees	15.0%			\$281,514
Add Construction Contingency	15.0%			\$281,514
Stage 1 - Project Cost				\$2,627,464

STAGE 1B - LANDSCAPE PLAN				
BUILDING COMPONENT	AREA/QTY	RATE	S-TOTAL	TOTAL
Landscape consultant fees	1	\$10,000	\$10,000	
Remove existing external paving	1	\$7,500	\$7,500	
Landscape works	1	\$50,000	\$50,000	\$67,500
Sub-Total				\$67,500
Add design contingency	2.5%			\$1,688
Add construction contingency	2.5%			\$1,688
Stage 1B - Project Cost				\$70,875

STAGE 2 - STAGE & CHANGE ROOMS				
BUILDING COMPONENT	AREA/QTY	RATE	S-TOTAL	TOTAL
Stage - modification to structure and provision of understage storage	1		\$17,000	\$17,000
Stage - stage upgrade	1		\$40,000	\$40,000
Stage - restoration of curtain	1		\$20,000	\$20,000
Sub-Total				\$77,000
Add Design Contingency	2.5%			\$1,925
Add Professional Fees	20.0%			\$15,400
Add Construction Contingency	15.0%			\$11,550
Construction Cost				\$105,875

STAGE 3 - HALL GALLERY				
BUILDING COMPONENT	AREA/QTY	RATE	S-TOTAL	TOTAL
Upgrade balustrade (eg, raising of balustrade height to meet building code requirements)	1		\$7,000	\$7,000
Upgrade lighting (including lighting on steps)	1		\$15,000	\$15,000
New lecturn	1		\$1,500	\$1,500
Audio Visual allowance	1		\$20,000	\$20,000
Repair and make good existing walls	1		\$20,000	\$20,000
Allowance for repair of (some) seats	1		\$5,000	\$5,000
Sub-Total				\$68,500
Add Design Contingency	5.0%			\$3,425
Add Professional Fees	20.0%			\$13,700
Add Construction Contingency	10.0%			\$6,850
Construction Cost				\$92,475

STAGE 4 - FOYER & ADMINISTRATION				
BUILDING COMPONENT	AREA/QTY	RATE	S-TOTAL	TOTAL
New entry canopy and reception/administration area	45		\$3,000	\$135,000
Relocation of computer room to ground floor (allowance)	1		\$40,000	\$40,000
Connection to existing building	1		\$20,000	\$20,000
Sub-Total				\$195,000
Add Design Contingency	2.5%			\$4,875
Add Professional Fees	15.0%			\$29,250
Add Construction Contingency	5.0%			\$9,750
Construction Cost				\$238,875

DOCUMENT INTENT

This preliminary opinion of cost has been prepared at feasibility stage. It has been produced by applied general rates to key building floor areas and components to provide the client with an order of cost key components. It is indicative only and is not intended to be a cost plan for the project. Project cost analysis should be undertaken by a qualified Quantity Surveyor at commencement of the project.

** Items marked could be undertaken by the community

EXCLUSIONS

Escalation to Construction
Loose Furniture, Fittings & Equipment
Commissioning and Relocation
Authority Fees and Charges
Land, legal & Finance Costs
Goods & Services Tax
Removal of Contaminated Soil
Upgrade to Existing Building Structure (other than to construct openings as noted)
Upgrade to Existing Building other than noted

11. Implementation and review of the strategic plan

The implementation of the strategic plan will be overseen by a Project Management Working Group made up of representatives from:

- key organisations involved in the project, such as the Town Hall Committee of Management and the ICRC
- representative planning groups such as the Community Plan Committee, tourism and heritage interests
- people with professional skills and knowledge required to operate the 'business' such as business management, marketing
- potential funding partners, and
- others as required

The strategic plan will be reviewed on an annual basis to amend timelines where required and to take account of other opportunities that may have emerged.

12. Implementation Plan

The following table establishes the tasks, partnerships, and resources necessary to achieve the vision and goals set out in the Strategic Plan.

There are a number of recommendations in the plan that should be formally agreed to by the relevant parties before any work is commenced on the design or building of the project. This will ensure all parties understand expectations, key directions, roles, and responsibilities. These recommendations are highlighted (shaded) in the table below.

Priorities have been established and relate to the various stages of the project. Where an organisation has been highlighted in the table it is recommended they play a lead role in implementing the recommendation.

Abbreviations: BB=Bendigo Bank; CL=Council; CPC=Community Plan Committee; CP=Community Planning; ED=Economic Development; ICRC=ICRC Committee of Management; P=Planning; PWG= Project Working Group; R=Recreation; SG=State Government SP=Strategic Plan; THCoM=Town Hall Committee of Management; THHC=Town Hall Hub Committee of Management

No.	Recommendation	Priority	Who	Council Resources
PROPOSED TOWN HUB – PROJECT PLANNING AND MANAGEMENT				
1.	In-principle agreement to proceed Gain in principle agreement for the creation of a community hub at the Inglewood Town Hall that accommodates the operations of the ICRC, and is developed in line with the key principles in the strategic plan and agreed uses	1	Council , THCoM, ICRC, other key stakeholders as identified	CP, R, P Within operational budget (advice, facilitation, sign off)
2.	Project Working Group (PWG) Establish a project working group, in line with the membership proposed in the strategic plan, to oversee the implementation of the strategic plan	1	Council , THCoM, ICRC, CPC, business and others as identified in the SP	CL, CP, R, ED Within operational budget (advice, facilitation, sign off)
3.	Terms of reference for the PWG Prepare a Terms of Reference for the Project Working Group and position descriptions for each position. <i>Key positions required - chair, administration support,</i>	1	Council , CPC, ICRC, THCoM	CP, R, ED Within operational budget (advice, facilitation, sign off)

No.	Recommendation	Priority	Who	Council Resources
	<i>information / marketing, accounts / business development, strategic planning, database of potential professional volunteers/working bee registrants.</i>			
4.	Discussion and decision-making protocols Establish a process that will be used to guide discussions and facilitate resolutions where required <i>Consideration may be given to appointing a facilitator to assist with some of the more challenging issues that will need to be addressed as part of the project</i>	1	Council, PWG, ICRC, THCoM	CP, R, ED Within operational budget (advice, facilitation, sign off)
5.	Keeping the community informed Prepare a brief information and communication strategy to keep the community informed and engaged			
6.	Operating budget Prepare an integrated operating budget and plan for the proposed hub that includes an allocation for the ongoing maintenance of the facility	2	THCoM, ICRC, PWG, Council,	CP, R, ED Within operational budget (advice, facilitation, sign off)
7.	Roles and responsibilities Clearly define roles and responsibilities of the various parties	2	PWG, THCoM, ICRC, CPC, Council	CP, R, ED Within operational budget (advice, facilitation, sign off)
8.	Expressions of Interest Approach government, business and community groups to submit expressions of interest for use of the hub <i>*Expressions of interest information should include /test a proposed fee scale</i>	2	PWG, THCoM, ICRC, CPC, Council	CL, CP, R, ED Within operational budget (advice, facilitation, sign off)
9.	Detailed design funding Seek funding to prepare detailed design plans for the proposed hub	3	Council, PWG, THCoM, ICRC,	CL, CP, R, ED Within operational budget (advice, facilitation, sign off)
10.	Funding and development timeline Prepare a funding and development timeline that takes into account opportunities to stage the project over 5 years	3	PWG, THCoM, ICRC, Council	CP, R, ED Within operational budget (advice, facilitation, sign off)
11.	Capital campaign strategy As part of a Capital Campaign strategy: - identify potential government (grants), business, philanthropic and community - develop a timeline and strategy for briefing and seeking support from potential funding contributors to the project	3	PWG, Council, BB, THCoM, ICRC, CPC, other community and business stakeholders	CL, CP, R, ED Within operational budget (advice, facilitation, sign off)
12.	Landscape plan Prepare a detailed landscape plan for the site	5		CP, I, R \$10,000
TOWN HALL HUB - OPERATIONS				
13.	Town Hall Hub Committee of Management Agree that a Town Hall Hub Committee of Management to replace the existing Town Hall Committee of Management and ensure: - it has representation from the previous town hall committee - it has the necessary skills and experience - fair and equitable representation by key interest groups including potential tenants and project partners e.g. funding bodies / organisations, and	1	PWG, THCoM, ICRC, CPC, other key stakeholders	CL, CP, R Within operational budget (advice, facilitation, sign off)
14.	Amend the title of the Committee, to reflect its expanded function, to the Town Hall Hub Committee of Management.	4		CL, CP, R, ED Within operational

No.	Recommendation	Priority	Who	Council Resources
				budget (advice, facilitation, sign off)
	Section 86 Committee of Management Apply to council for a change in the title of the Section 86 Committee of Management	4	THCoM, Council.	CL, CP, R, C Within operational budget (advice, facilitation, sign off)
16.	Seeding funding Seek seeding funding of \$5,000 from Council for the first 3 years of the operation of the hub to assist with building the business and marketing of the hub facilities. <i>Note: To apply once hub operations commence at the hub</i>	4	PWG, THCoM/ THHC, ICRC Council	CL \$5,000/yr for 3 years
17.	Marketing and promotion Prepare a marketing and promotional plan to apply 6 months prior to the commencement of operations of the hub	4	PWG, THCoM/ THHC , key tenants Council	CP Within operational budget (advice, facilitation, sign off)
INGLEWOOD COMMUNITY RESOURCE CENTRE				
18.	Operational budget Prepare a draft operational budget based on the ICRC being based at the town hall hub	2	ICRC	-
19.	Co-ordinator funding Commence advocacy for additional co-ordination funding in view of increased responsibilities associated with an expanded community hub	1	ICRC , CPC, Council, SG	-
	Recording visitations Establish a system that allows the ICRC to define and record visitations	1	ICRC	-
20.	Rural Transaction Centre Undertake a review to examine the need and benefit of a Rural Transaction Centre in Inglewood and if appropriate advocate to the state government for resourcing.	2	ICRC, Council, CPC , SG	-
21.	Position descriptions Prepare position descriptions for all volunteers and staff that clearly define roles and responsibilities.	1	ICRC	-
22.	Co-ordinator Review the workload of the ICRC co-ordinator to ensure skills are being most effectively used in the planning of centre activities and operations	1	ICRC	-
23.	Community bus Establish a sub-committee to review the operations of the community bus, hire and manage volunteer drivers, take bookings and ensure appropriate use	1	ICRC	-
24.	Courses As a priority identify opportunities to expand the program of accredited and non-accredited courses and fee paying services	2	ICRC	-
25.	Renaming of the ICRC Consider changing the title of the ICRC	1	ICRC	-
TOWN HALL COMMITTEE OF MANAGEMENT				
26.	Maintenance grant Advocate to council for an increase in the allocation made to the Committee of Management for annual maintenance of the town hall in consideration of the size, significance and commitments associated with the Inglewood Town Hall	1	THCoM	\$3,000 pa (currently \$1,895)