

3.0

Implementation

Delivery

Design Layers

The Plan will be delivered over 10+ years. Thoughtful phasing of infrastructure will make sure it is always a place that is safe and accessible for all.

To demonstrate how the Plan might be sequential delivered, three stages are illustrated on the following pages - short, medium and long term.

The Plan will be delivered over time, and as investment becomes available. The delivery process will make sure that decisions continue to be informed by community and stakeholder priorities.



Phasing Principles

The following phasing principles will guide the development:

- The phasing will aim to create the least amount of disruption to events, access and transport connections;
- Disruption to surrounding business operations, community services and residents will be mitigated where possible;
- Infrastructure and facilities will be built with the long term plan in mind.

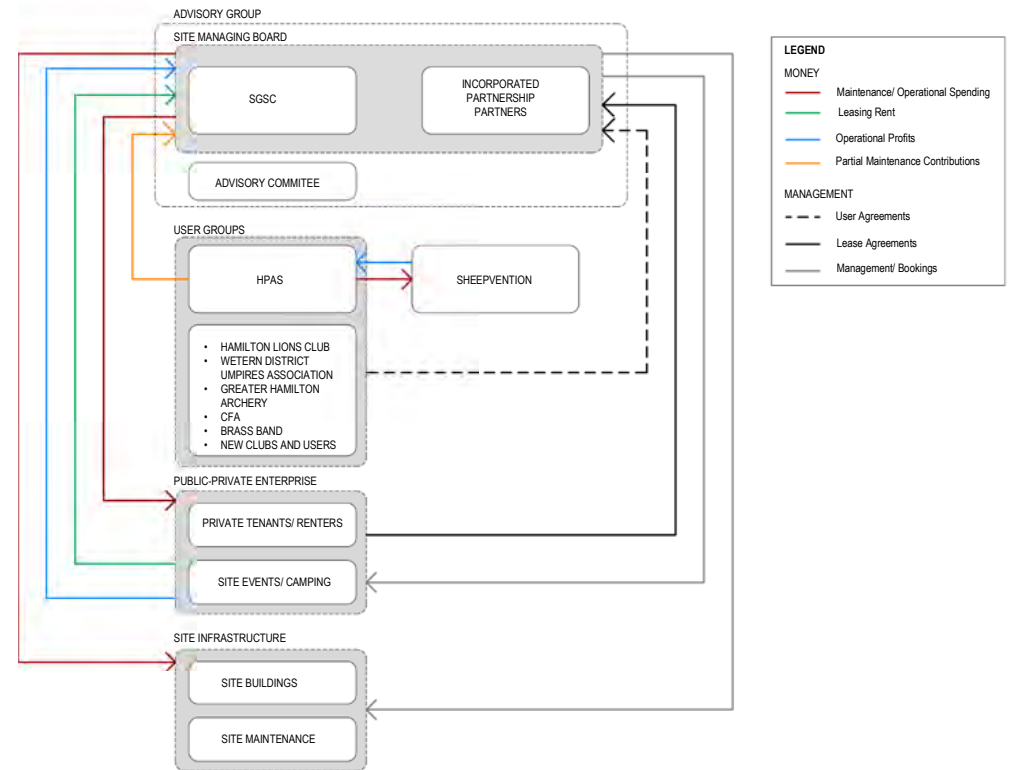
A Strategy for Governance

The oversight and administration of the site will be centralized within the Council as the primary managing entity. This shift implies a restructuring of HPAS, transforming it into a user group with a specific focus on overseeing the Sheepvention operation, while relinquishing its management responsibilities related to buildings, bookings, and site operations. Council would continue to seek input from the Advisory Committee.

Under the sole management of the Council, it would assume the role of the custodian for all user agreements. Additionally, the Council would take charge of critical aspects such as marketing, promotion, and the potential leasing of the site. However, it is essential to note that the Council's reliance on state funding and volunteers for both site development and operation could present challenges in sustaining such an undertaking.

The Council, if established as the primary governing body of the Showgrounds, will be strategically positioned to emulate successful Crown land developments that have sustained building development and operations over time. Building on these observations, the Council can play a pivotal role by:

- 1. Organizing Long-Term Lease Arrangements:** Facilitating enduring lease agreements with site tenants, fostering stability and providing a solid foundation for ongoing development.
- 2. Establishing Long-Term Management Bodies:** Creating sustainable management bodies with the capacity to endure across decades, ensuring continuity and effective oversight of site operations.
- 3. Managing Upgrades:** Obtaining the capability to handle and implement necessary upgrades, adapting the site to evolving needs and industry standards.
- 4. Exploring Public-Private Partnerships (PPPs):** Actively seeking Public-Private Partnership ventures to attract additional investment, enhance operational opportunities, and expedite project timelines by tapping into private sector resources.
- 5. Forming an Incorporated Partnership:** Establishing an incorporated partnership that operates independently, allowing for detachment from political agendas and fostering a business-oriented approach. An incorporated partnership also brings additional benefits, including:
 - » Surviving Personnel Turnover: Ensuring operational continuity despite changes in personnel.



- » Borrowing Capacity and Private Investment: Enabling the entity to borrow money and attract private investment for sustainable development.
- » Negotiating Rates in Lieu of Capital: Providing flexibility in negotiations, potentially allowing for revenue-sharing agreements in lieu of upfront capital.
- » Aligning Investment with Revenue and Risk: Creating alignment between financial investments, revenue generation, and risk management.
- » Surviving Political Movements: Reducing vulnerability to shifts in political landscapes, ensuring the ongoing stability of the partnership.

By adopting these strategies, the Council can fortify the governance structure of the Showgrounds, laying the groundwork for sustained development, operational success, and resilience in the face of dynamic challenges.

The effective execution of the governance strategy necessitates collaboration among stakeholders and engagement with qualified business and management consultants. This cooperative approach aims to harness expertise from various sources, ensuring a robust governance framework that aligns with the long-term goals and sustainability of the Hamilton Showgrounds.



Item	Key Actions
1.1	Deliver stormwater infrastructure to resolve localised flooding
1.2	Deliver active spine (exposed aggregate concrete). Including sealed area for: <ul style="list-style-type: none"> • CFA Running Track • Temporary standing areas
1.3	Deliver internal circulation network (stabilised granitic fines)
1.4	Deliver service trenches / conduits - enabling all events lots to have direct connection point to power
1.5	Deliver new multi-purpose events shed multi-purpose to replace Sheepvention marquees within proposed development zone.
1.6	Deliver tree planting along the active spine
1.7	Deliver new general drop off point
1.8	Upgrade existing amenities
1.9	Deliver service trenches to facilitate powered camping sites
1.10	Deliver parking along Shakespeare and Horner Street



Item	Key Actions
2.1	<p>Deliver durable multi-use events court to facilitate more regular events, such as:</p> <ul style="list-style-type: none"> • Large Vehicle Display • Vehicle turn around area • Sheep vention stalls requiring hard surface
2.2	<p>Demolish existing SES building and deliver a new Multi-purpose events and amenities facility, including:</p> <ul style="list-style-type: none"> • Brass Band rehearsal and storage room • Indoor sports courts/ rink. • Additional Sheepvention Marquee Space • Possible Retail to frontage
2.3	<p>Refurbish existing Ram Shed and deliver extension</p>
2.4	<p>Upgrade Sheep Pavilion structure pending safety and dilapidation review. Continued use by Archery club</p>
2.5	<p>Demolish Amenities block and storage sheds. Relocate storage to Ram Sale shed extension and deliver a new amenities block to support events and over night stays.</p>
2.6	<p>Deliver secondary path connections (stabilised granitic fines) and tree planting for the camping area</p>
2.7	<p>Deliver additional path connections to support events layouts (stabilised granitic fines)</p>
2.8	<p>Deliver parking along Park and King Street</p>

Long-term



Item	Key Actions
3.1	Deliver improved storage area.
3.2	Demolish existing Lions Club shed and deliver multi-purpose entry pavilion, including: <ul style="list-style-type: none"> • Possible Retail • P+A Admin • Hamilton Lions Club • New User Groups • New Ticket Box • Umpires Club
3.3	Possible future HECC extension
3.4	Demolish P+A Admin and Red Shield Hut. Relocate uses to entry pavilion (item 3.2)

Next Steps

Strategic Priorities

To facilitate the successful development of the showgrounds, a series of guiding principles will steer the execution of stages and actions, ensuring consistent alignment with the overarching vision and principles of the Plan. The showgrounds have historically undergone reactive development, addressing smaller-scale issues without maintaining a cohesive approach. Therefore, it is crucial to uphold alignment with the Plan to concurrently cater to the needs of both site users and visitors in future endeavors.

In aiding this alignment, a set of strategic priorities will be considered during the implementation of the Plan and ongoing development of the site.

No.	Priority Description	Priority Considerations
1	A Double Project; Tourism and Community.	<ul style="list-style-type: none"> Intermixing locals with visitors a proven benefit? Is project a boost to Hamilton's 'presence'?
2	Context Potentialities; Hamilton needs Places.	<ul style="list-style-type: none"> What places does Hamilton's original design suggest? How is it visitable just because its a pleasure?
3	More than a Facility; It is a Place.	<ul style="list-style-type: none"> Concentrating activity creates vibe? What 'non-functional' aspects require consideration?
4	Procurement links with Management; Governance is Critical.	<ul style="list-style-type: none"> Event sites need management expertise. Volunteer leadership differs from continuous oversight capability.
5	Transformation relies on the Setting; Context is key.	<ul style="list-style-type: none"> Which adjacent capacities can support? The streetscape is a latent solution?
6	Pragmatism Rules; Functionality informs Choices.	<ul style="list-style-type: none"> Size matters Ground conditions inform territories
7	A Masterplan is Eventual; Staging is part of the Design.	<ul style="list-style-type: none"> Which initiatives trigger the next? What external factors can be integrated?

Draft to Final Masterplan

To complete the Plan, engagement with the community will be undertaken to seek feedback on the concepts. The final Plan will be presented to Council for endorsement.



Activation of the Masterplan

On-going community consultation will continue to inform the implementation of the Plan. Investigation and feasibility analysis will occur and funding strategies will be explored, this may be through Councils capital works budget, annual budget, events revenue or through funding grants.



Detailed Planning

On-going community consultation will continue to inform the development of the detailed concepts. Designers and engineers will develop detailed planning of each part of the Plan.



Implementation spaces

The community will be engaged with during the construction phase of the Plan through regular updates.



4.0

Appendices

- 4.1 Context Analysis
- 4.2 Site Analysis
- 4.3 Engagement Summary
- 4.4 Benchmarking Study

4.1

Context Analysis

Grounding Documentation

Southern Grampians Shire Council Strategic Documentation



Southern Grampians 2041 - Community Vision Framework



Southern Grampians Asset Plan 2022 - 32



Hamilton Structure Plan



Southern Grampians Communication + Engagement Strategy 2019 - 24



Southern Grampians Community Inclusion Disability Action Plan 2017 - 21



Hamilton CBD Activation Master Plan 2020



Southern Grampians Recreation + Leisure Strategic Plan 2019-29



Arts + Culture SGSC Strategic Plan 2014



Southern Grampians Sustainability Strategy 2010 - 20



Southern Grampians Community Public Health + Wellbeing Plan 2021-25



Hamilton Showgrounds Master Plan (Draft) 2019



Southern Grampians Youth Policy 2022

In the preparation of the Hamilton Showground Master Plan an examination and assessment process was conducted of existing documentation, to both align with and draw strategies, outcomes and actions from as applicable.

The master plan takes into consideration of existing Southern Grampians Shire Council strategic planning, stakeholder engagement documentation, existing facilities assessments, facility planning reports and the previous unimplemented site masterplan. Collectively this analysis and review formed the basis of further site and needs analysis, stakeholder engagement, and place planning.

Strategies + Actions

Key themes within reference documents suggest other possible brief inclusions such as commercial, flexible community facilities, and renewable initiatives within the redevelopment of the showgrounds. This includes the possibility of possible partnerships with other groups and businesses related to agriculture, employment and youth engagement.

Youth Engagement

The importance of economic and social opportunities for younger people in order to retain them in the longer term – Hamilton Structure Plan 2011

Develop a continual model of youth engagement that is representative of all young people who live, play, stay and visit the Southern Grampians Shire – Community Public Health and Well-Being Plan

Advocate for increased programs and facilities for young people - Adopted Asset Plan 2022-2023

Local Industry + Tourism

The agriculture sector is, and will likely remain, the cornerstone of the Shire's economy - Adopted asset plan 2022-2023

Support community organisations and groups such as HIRL (Hamilton Institute of Rural Learning) - Hamilton Structure Plan 2011

Attraction of sustainable industries - Southern Grampians Shire Sustainability Strategy

Sustainability, Landscape + Environment

Capitalise on the economic benefits that can be associated with open spaces, particularly when linked to nature based tourism opportunities- Hamilton Structure Plan 2011

Incorporation of energy efficiency measures to reduce Council's energy use cost as well as green house gas emissions - Southern Grampians Shire Sustainability Strategy.

Employment Creation

Ensure appropriate levels of child care, kindergarten.... to support the attraction of young families – Hamilton Structure Plan 2011

Create Green Collar Jobs... Adopted asset plan 2022-2023

Education + Training

Support community organisations and groups such as HIRL (Hamilton Institute of Rural Learning) - Hamilton Structure Plan 2011

Commercial

Hamilton also needs to ensure that opportunities are provided for other forms of commercial activity, such as those associated with agriculture - Hamilton Structure Plan 2011

Demand for commercial floorspace is likely to be around 13, 500m2 by 2031. With auxillary land use taken into account projection is approximately 27, 000m2 by 2031 - Hamilton Structure Plan 2011



Regional Position



Hamilton Showgrounds occupies an enviable location in close distance to the Great Ocean Road, Coonawarra and the Grampians (Gariwerd) National Park. This much-loved provincial town has a central civic and regional positioning. The town draws focus from its immediate surroundings, to South-West Melbourne and the region more widely.

Hamilton is blessed with a strong existing network of community facilities, such as schools, art spaces, community meeting places and recreational assets. This network is rich both in relation to the number of facilities provided within the city, but also through the distribution of the network.

This transformational project presents an opportunity to explore ways in which Hamilton Showgrounds might begin to realise the potential of this place - as both an operational part of a thriving township and landscape, and a unique place within it.

We anticipate a future for Hamilton where its community and regional values are not lost in its ambitions for growth and interconnection, and where the sense of shared prosperity and deep relationships with place continues to be enabled. This future contains high quality places where locals and visitors can participate and contribute to community, creating large volumes of public activity that continues to entice.

Council Meeting 13 December 2023 Attachments - Agenda



As the gateway to the Grampians, Greater Hamilton offers many nature based experiences.



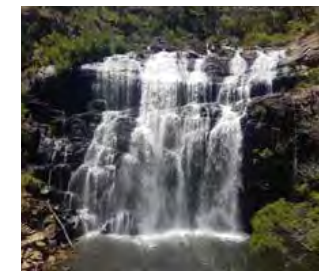
Working pastoral landscapes surround Hamilton and provide a unique attraction to visitors.



Wine and food producers together with agri-tourism continue to expand within the region.



Greater Hamilton a number of water-based attractions.



Local Histories



The land on which the Hamilton Showground now sits originally belonged to three Aboriginal tribes: the Gunditjmarra land that stretches south to the coast, the Tjapwurong land to the north east and the Bunganditj territory which spreads west into South Australia. Following pastoral settlement of the wider area the Hamilton Pastoral and Agricultural Society was established in 1858 and held its inaugural show that year. They quickly established themselves at this site which was gazetted by the government for the provision of agricultural shows and livestock sales. During World War II the showground became a camp for a series of regiments who spent several months training in the area. The Red Shield Hut which was built to house the troops still remains at the showgrounds. In 1959 the Sheep Pavilion was added followed by the King Street Shed in 1986 and Ram Pavilion in 1989. The Hamilton Exhibition and Conference Centre was completed in 2010.

During spring, the showgrounds host Ram Sales, an important event for societies. Throughout the year there are numerous agricultural and community events, trade shows, sheep sales, and fashion parades. Users include the Hamilton Kennel Club, Greater Hamilton Archers, Hamilton Lions Club, Western District Umpires Association, SES and Hamilton Brass Band.

Sheepvention is the most popular event taking place at the showgrounds. This annual event takes place over three days and showcases various products from food and fashion to entertainment.

Council Meeting 13 December 2023 Attachments - Agenda



Aboriginal occupation, art creation, stories, memories and traditions continue to shape the area around Hamilton as they do for millennia.



A rich agricultural landscape resulted in a thriving pastoralist community with sheep grazing and wool production at its core.



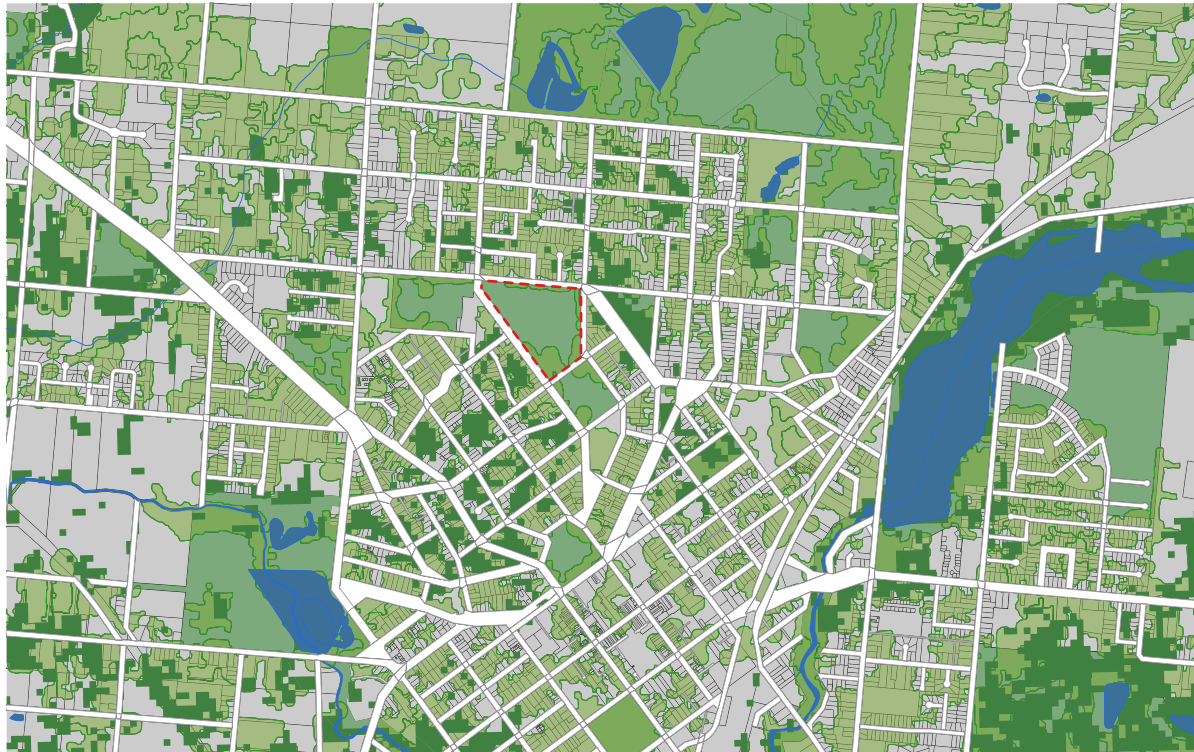
Legacy of curated public open space and recreation facilities including Melville Oval and Hamilton Botanic Gardens.



Today, Hamilton serves a broad region with a distinct focus on agricultural services and showcasing local products.

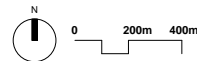


Local Open Space Network



LEGEND

--- Site



- Hamilton has remnant pre-colonial vegetation that can be found in surrounding parklands, near water bodies and on private land.
- Two vegetation classes, Plains Grassland and Plains Grassy Woodland, predominantly remain with other small fragments of creekline and aquatic vegetation classes found near waterbodies.
- Plains Grassland is a treeless vegetation class dominated by grasses under 1 metre tall, whilst Plains Grassy Woodland is an open eucalypt woodland with only one commonly occurring tree species; the River Red Gum (*Eucalyptus camaldulensis*).
- The Grange Burn creek, a tributary of the Wannon River, circumvents the CBD and supports recreational, ecological and agricultural activities in Hamilton. Is it also home to important native fauna such as Glenelg Spiny Crayfish, Little Galaxias, and the Variegated Pygmy Perch as well as an abundant platypus population.
- Other waterbodies in Hamilton include Lake Hamilton to the east and the Wetlands Reserve in the west.
- Hamilton benefits from a typically mellow topography making it ideal for walking.
- There is a similar walking distance to Lake Hamilton and the Centre of the CBD from the showgrounds.

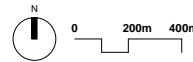


Local Movement Networks



LEGEND

- CBD Extent
- Road to Grampians
- Main/Arterial Roads
- Existing Cycle Paths
- Existing Shared Pedestrian and Cycle Path
- Train Line
- CBD Main Streets
- Primary Connection Routes to and from Showgrounds
- Secondary Connection Routes



- There are many established key routes within Hamilton as well as assumed key links to and from the Showgrounds.
- People tend to gravitate towards the most appealing routes with lower traffic noise, tree canopy and increased adjacent amenity.
- Though there are multiple routes that can be taken between key attractors within Hamilton places, it is important to identify the routes that are actually registered as key routes and adopted by people in reality. these are the routes that make activity and chance encounters.
- Some of the assumed routes from the showgrounds are paired with an existing cycle path
- The linking path between the showgrounds and the CBD activity also encounters the Hamilton Caravan park, Alexandra Secondary School and the Hamilton Indoor Aquatic Centre

Local Street Typologies



Hamilton has a history of very lively and active streets that present a formula of concentrated shop frontages, covered walkways and street parking.

The areas with the greatest public activity in Hamilton today elaborate on the historic formula by further adding street seating and abundant street planting.

These high activity public places are devoid of visible apron parking which makes for a less pleasant experience.

To heighten the sense of public activity, the showgrounds could greatly benefit from introducing vegetated street parking instead of barren apron carparks.

Hamilton presents quite grand civic bones in its use of garden islands through the city, these garden islands and roundabouts are often found at the convergence of key city streets and indicate the transition into a new area.

Such city making phenomena could assist the showgrounds to highlight key convergences and create emphatic garden islands entry ways.



A rich agricultural landscape resulted in a thriving pastoralist community with sheep grazing and wool production at its core.



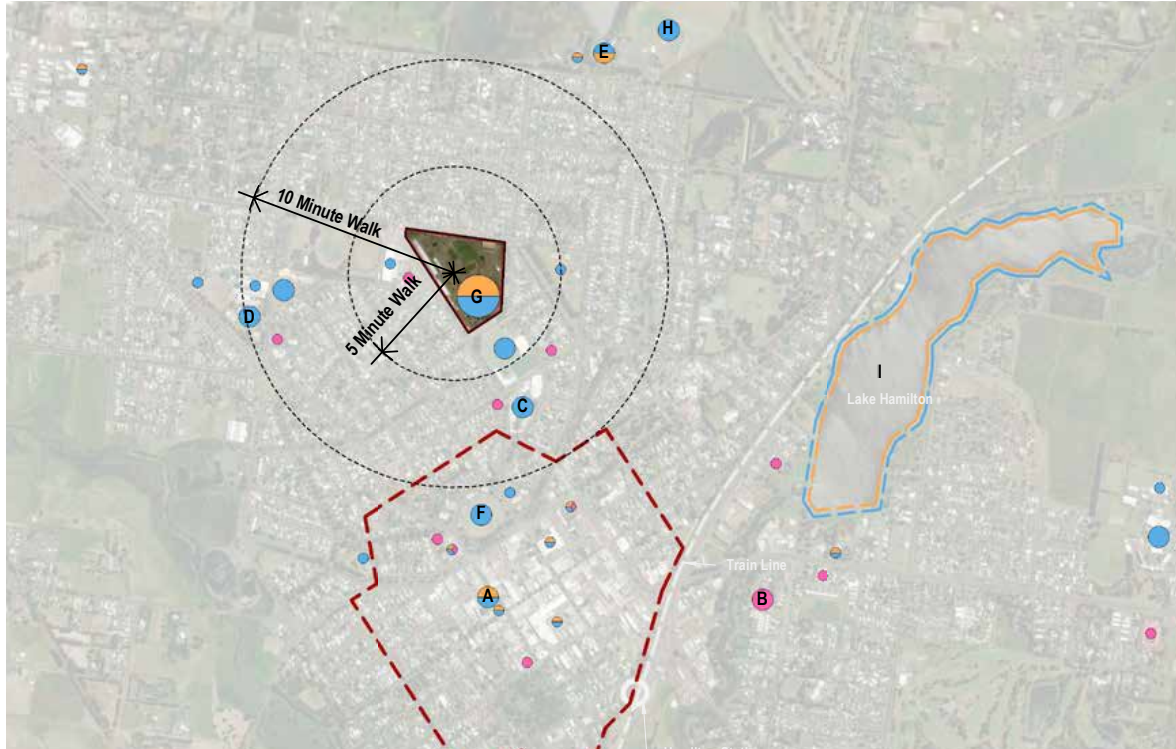
Legacy of curated public open space and recreation facilities including Melville Oval and Hamilton Botanic Gardens.



Today, Hamilton serves a broad region with a distinct focus on agricultural services and showcasing local products.



Local Activity Areas

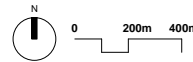


LEGEND

- Formal Visitor Accomodation (Hotel, Motel, Caravan Park)
- Popular Activity Places for Local Residents
- Popular Activity places for Visitors

KEY PUBLIC ACTIVITY AREAS

- A- Hamilton Performing Arts Centre
- B- Lake Hamilton Caravan Park
- C- Alexandria College
- D- Baimbridge College
- E- HIRL Farmers Market
- F- Melville Oval
- G- Hamilton Showgrounds
- H- Pedrina Park
- I- Lake Hamilton



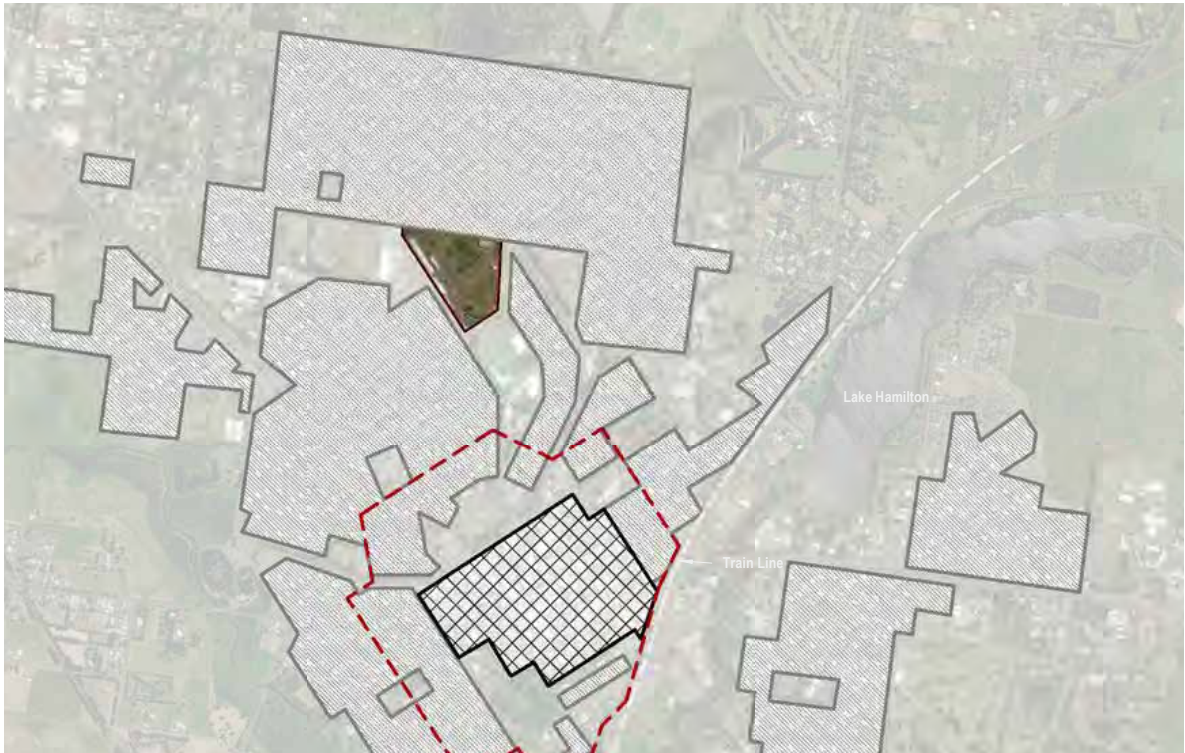
Significant Activity Sites:

- A - Hamilton Performing Arts Centre. Has a 500 person seating capacity, and is attended by both locals and visitors.
- B - Lake Hamilton Caravan Park. During peak seasons can host more than 200 guests on site
- C - Hamilton and Alexandra College. Has a student occupancy of 512 plus the accomodating staff numbers. This creates a high volume of people using the facility on a daily basis
- D - Baimbridge College. Has a student occupancy of 420 plus the accomodating staff numbers. This creates a high volume of people using the facility on a daily basis
- E - Hamilton Institute or Rural Learning (HIRL) - Craft and Farmers Market. Hosts a Large number of locals and vistors for the market once a month
- F - Melville Oval. The oval is the key sporting ground in Hamilton hosting AFL and cricket evenmts throughout the year.
- G - Hamilton Showgrounds. Hosts the largest public events in Hamilton with approximately 2-3000 people on the grounds at one time

Other Activity Sites:

- Transport Museum. Owned and managed by SGSC and operated by volunteers.
- Art Gallery. Owned and managed by SGSC with Friends of the Gallery assiting with fundraising and Hamilton Gallery Trust contributing art pieces.
- Motor Museum. Privately owned and operated.

Local Landuse Density



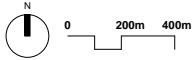
- The Showground site is located among some of the denser residential zones within Hamilton.
- A large area of dense housing to the north would require its population to travel past/ through the Showgrounds to get to the main CBD.
- The Showground is located to offer a heightened connection route between the northern residential population and the CBD.



Typical Higher Density Detached Housing

LEGEND

- Technical CBD Extent
- ▣ Dense Commercial Zones
- ▨ Dense Detached Housing Zones

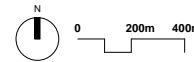


Local Educational Facilities



LEGEND

- - - Technical CBD Extent
- Education Facility



Facilities:

- A - Hamilton RMIT University
 - B - Hamilton South West Tafe
 - C - Monivae Secondary College; 530 students
 - D - St marys Primary School 180 Students
 - E - Hamilton and Alexandra College; 512 students
 - F - Baimbridge Secondary College; 421 students
 - G - Hamilton District Skills Centre
 - H - North Hamilton Gindergarten
 - I - Southern Grampians Adult Education centre
 - J - Hamilton Primary school, 214 Students
 - K - Rural Industries Skill Training (RIST) centre
-
- There is a high concentration of education facilities within hamilton which attracts, local students, Boarders and short term students from abroad (eg, Hamilton RMIT).
 - The Showgrounds is located within a 10 minute walk of 3x education facilities, 2 of them being significant educational facilities in Hamilton.
 - The supporting education facilities such as sports and recreation ovals and aquatic centre are also located within close proximity to the showgrounds.
 - The showgrounds is centrally located within an education and recreational precinct.
 - The showgrounds is ideally located to contribute to a greater education and recreation precinct from a central position.
 - The surrounding education facilities attracts a high volume of students and staff on a daily basis.
 - The Showgrounds can leverage off the education facilities by offering amenities and activities to them which can create a high volume of public activity on a daily basis.