[redacted]

9.5 Budget implications – Stage 1

The budgetary impact of Stage 1 of the Project for the recommended Project Option is shown in Table 9-12 below.

Table 9-12: Financial impacts summary (P90, $m, nominal)

	FY25	FY26	FY27	FY28	FY29	FY30	Total
Capital impacts							
Capital Impacts	**-**	**38.385**	**-**	**-**	**-**	**-**	**38.385**
Capital injection – Project funding	-	33.385	-	-	-	-	33.385
Technical Adjustment (MYR Appropriation)	-	5.0	-	-	-	-	5.0
Revised Provision	**0.0**	**0.0**	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Reprofiling of Provision	-	[redacted]	[redacted]	-	-	-	0.0
Capital Offset – Existing Provision - Lyric Theatre	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Capital offset – Existing Provision - Compliance	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
iCBR fee – resources received free of charge (if applicable)	n/a – as project is delivered by iCBR. Agency costs are within Capital Injection – Project Funding						**0.0**
Expense Impacts							
Expenses	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Operational expenses	Refer to Cultural Facilities Corporation (CFC) Operational Business Case						
Depreciation	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Revenue/Commonwealth contributions/savings impacts							
Revenue	n/a	-	-	-	-	-	**0.0**
Commonwealth contribution	n/a	-	-	-	-	-	**0.0**
Savings	n/a	-	-	-	-	-	**0.0**
Staffing Impact							
Additional FTE (capital)	1	2	-	-	-	-	**3.0**
Additional FTE (operational)	Refer to CFC Operational Business Case						

9.6 Assumptions

9.6.1 General assumptions

The general assumptions underlying the financial analysis is provided in Table 9-13.

Table 9-13: General assumptions

Assumption	Description
Base Year	FY25 (Financial Year 2024-25)
Analysis Period	The analysis period is FY25-FY59. This includes the construction period (Stage 1 FY25 – 28 and Stage 2 FY29 - 30) plus approximately 30 years of full operations. During the construction period, venues will undergo closures to enable construction works to be performed, including in FY29-30 for all existing venues and an additional closure for the Playhouse in FY27-FY28 to manage interface works with the Stage 1 Lyric Theatre development.
Discount Rate	A discount rate of 4.13% is used to estimate the NPV of the Base Case and the Project Option. This is the average 10-year yield on Australian Government bonds as at the time of writing this Business Case. [47]
Escalation (general)	The escalation rate of 3% has been applied to all costs (excluding construction costs) and revenue. This is the upper bound of the Reserve Bank of Australia's (RBA) 2-3% inflation target to reflect the current economic climate. [48]
Escalation (construction costs)	Construction costs have been escalated following advice from the Quantity Surveyors, to reflect greater uncertainty and volatility in construction costs. • 4% per annum (Aug '24 – Aug '25) • 3.5% per annum (Aug '25 – Jan '26) • 3% per annum (Jan '26 – May '28)
Contingency	P90 as per the ACT Government Capital Framework.

9.6.2 Cost and revenue assumptions

An overview of the cost and revenue components which have been evaluated in the financial analysis is provided in Table 9.14 and Table 9.15 respectively.

Detailed methodology and assumptions behind each cost and revenue are provided in Appendix H: Cashflow and Cost Modelling.

[47] Bloomberg (2023), 'Australian Rates & Bonds', https://www.bloomberg.com/markets/rates-bonds/government-bonds/australia

[48] Reserve Bank of Australia (2023), 'Australia's Inflation Target', https://www.rba.gov.au/education/resources/explainers/australias-inflation-target.html#:~:text=Australia's%20inflation%20target%20is%20to,Consumer%20Price%20Index%20(CPI).

Table 9-14: Cost components

Assumption	Description
Capital Costs	
Design Costs	Design development led by the ECI Contractor, contract award anticipated April 2025. Includes the costs associated with the design development of the Project.
Construction Costs	Developed by RLB through the Architectus, based on the current design development and further iterated by WT Partnership to a higher fidelity of accuracy for Stage 1 only. Includes the construction, new build venue, refurbishment of existing venues, sustainability measures (ecologically sustainable development (ESD), and insurance costs for each venue. The construction costs are also inclusive of the purchase of specialist equipment and fixtures, and equipment (FF&E) including ICT, Audio Visual, Specialist Technical Theatre Systems, Food and Beverage and Kitchen Equipment, DAS mobile coverage, and cultural and artwork provision.
ACT Government Costs: iCBR Project Team, Corporate and Project Advisory Board	Includes the fees from iCBR Delivery services, Project Advisory Board, and Insurance with ACT Insurance Authority (ACTIA). Provided by iCBR.
External Advisors	Includes the fees from engaging external advisors for peer review, compliance and certification, including commercial, legal and probity and communications. Consolidated by iCBR including basis on advisor contracts.
Benefits Realisation Plan (BRP) and Post Implementation Review (PIR)	Additional FTE in the labour model for the Project Option have been accounted for to conduct the ongoing monitoring and reporting on benefits and PIR. The costs associated with developing and undertaking a BRP and Post Implementation Review (PIR) have therefore been included as operating costs within salaries and wages.
Whole-of-Life Costs	
Planned Replacement Costs	Developed by Design and Technical advisors and costed by WT Partnership. Includes WOL planned replacements costs for buildings, specialist equipment, and FF&E.
CTC Operations	Developed in workshops with the CFC. Includes costs related to CTC day-to-day operations such as salaries and wages, other employee-related costs, marketing and publicity, ticketing business expenses, programming costs, miscellaneous costs, and food and beverage costs. An allowance for operational readiness (i.e. additional expenses incurred during the Project phase including additional FTE for change management and increased marketing and publicity expenses following completion of construction works) has also been included. Direct new works supported by philanthropy have been included to represent the costs associated with additional programming that will be funded by philanthropy.

Energy And Utilities	Developed by Design and Technical advisors and costed by WT Partnership. Includes the ongoing costs related to energy, water, and gas usage.
Repairs And Maintenance	Developed by Design and Technical advisors and costed by WT Partnership. Includes hard facilities maintenance (hard FM) and soft facilities maintenance (soft FM). Hard FM includes repairs and maintenance for buildings, specialist equipment, and FF&E. Soft FM includes cleaning, waste management, grounds maintenance, pest control, building administration, and landscape maintenance.

Table 9-15: Revenue components

Assumption	Description
Revenue	
Venue Hire	Developed in workshops with the CFC. The revenue generated from renting CTC venues and function spaces to hirers.
CTC Programming Net Box Office	Developed in workshops with the CFC. The net box office revenue generated from the delivery of CFC-programming performances.
Booking and Transaction Fees	Developed in workshops with the CFC. The revenue generated from CFC ticketing business (including booking, transaction, and selling fees)
Earned Revenue	Developed in workshops with the CFC and advised by Food and Beverage Consultant under Design and Technical Advisor. Includes revenue earned from improved food and beverage and merchandise offerings as a result of the Project.
Labour Recoveries	Developed in workshops with the CFC. The recovery of labour costs from venue hirers.
Other Recoveries	Developed in workshops with the CFC. The recovery of other types of costs, including equipment hire, marketing, and utilities from venue hirers.
Philanthropy	Developed in workshops with the CFC. The expected annual donations to CFC to fund direct new works.
Other Revenues	Developed in workshops with the CFC. Includes other miscellaneous revenues such as car parking revenue.

9.6.3 Contingency assumptions

Further to the risk management process outlined in Section 7, a stochastic approach has been undertaken at P50 and P90 levels to develop the contingency allowances for the Project, in line with the guidance of the Capital Framework. This approach is based on a bottom-up methodology which determines the contingency funding applied, based on the specific characteristics of the Project.

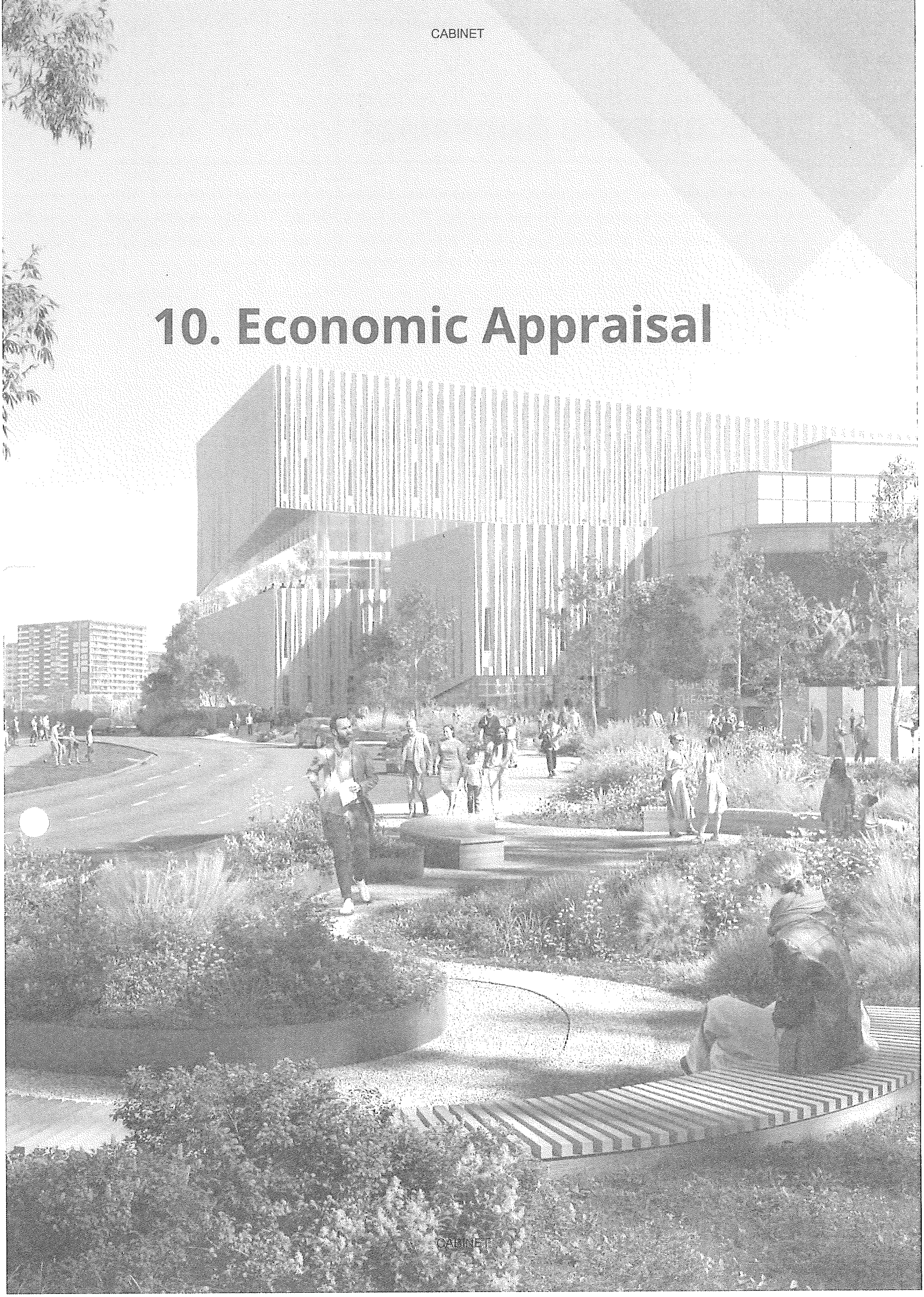
Risks assessed to be 'CAPEX' and contingent in nature were costed in the event that the risk eventuated, and an appropriate frequency distribution and probability were allocated. Bernoulli is used for a single risk event. Binomial is used for multiple single events with the same impact. Poisson is used for risks with multiple potential occurrences and impacts. The probability value for Bernoulli and Binomial is based on the Likelihood rating probability range.

Risk events that could be both risks and opportunities and/or have multiple possible outcome scenarios were transferred to multi-state risk tables to capture the range of potential scenarios and probabilities for each scenario.

A copy of the detailed risk register, together with quantified risk estimates, is contained in Appendix E – Risk Register. The visually represented Project Option distribution as a result of a Monte Carlo Analysis of 10,000 simulations are shown in Figure 9.1.

[redacted]

10. Economic Appraisal



10 Economic Appraisal

This section outlines the overall qualitative and quantitative economic benefits of the Project. This section evaluates the economic costs and benefits of the Project Option in relation to the Base Case. A cost-benefit analysis (CBA) has been undertaken within this section to evaluate the net benefit/cost to the ACT economy of the Project Option incremental to the Base Case.

Key messages

- This redevelopment will completely transform how the Canberra Theatre Centre is used, the visitor experience for everyone who attends, and cascade a range of economic and social benefits through the broader ACT economy.
- The key quantifiable benefits that underpin the BCR are:
  - increased financial revenues from new and expanded theatre operations, through ticketing, food and beverage, and increased partnerships and philanthropy;
  - consumer surplus demonstrating the amount individuals would be willing to pay for an improved theatre going experience over and above the ticket price; and
  - visitation related expenditure from new visitors, touring event organisers and production companies induced to the ACT and retained resident expenditure from those who no longer have to travel interstate for a world-class theatre experience.
- The Cost Benefit Analysis Results at the base discount rate of 7%. are:

	Project Option
Benefit Cost Ratio (BCR)	0.68
BCR Sensitivity Analysis	0.52 - 0.86

- Social infrastructure projects, including cultural infrastructure projects, commonly have a BCR under 1.0, due to the wide range of qualitative benefits and the lack of accepted economic methods for quantifying these benefits.
- The Project is expected to generate an estimated 254 FTE over 6 years during construction, with an additional 67 permanent FTE positions once fully operational.
- The wide range of qualitative benefits resulting from the Project including social benefits, community connection, civic amenity, wellbeing, and cultural reputation, thereby contributing to the cultural and economic landscape of the ACT.
- A resident and visitation survey, revealed an additional 19% of the resident ACT population would intend to attend a performance at the redeveloped CTC, increasing the intent to visit the CTC to 97%, significantly exceeding the rates seen in other capital cities of 78%.
- The wide range of qualitative benefits resulting from the Project including social benefits, community connection, civic amenity, wellbeing, and cultural reputation, thereby contributing to the cultural and economic landscape of the ACT.
- The Project will provide the opportunity for locals to attend more cultural performances in their hometown, rather than travelling interstate for their theatregoing experiences, ensuring their related expenditure and consumer surplus is retained within the ACT and greater activity for visitors to travel to Canberra or to stay longer.

10.1 Base Case

Refer to Section 5.2 for information on the Base. Cost and benefit information for the Base Case is discussed in sections 10.4 and 10.5. Further information on benefit and cost development is provided in:

- Appendix H for the detailed assumptions and methodology underlying the quantification of capital costs; and
- Appendix J for detailed methodology and assumptions behind the economic benefits.

10.2 Project Case

The Project Option is considered in the economic appraisal. Further information on benefit and cost development for the Project Option is provided in:

- Appendix H for the detailed assumptions and methodology underlying the quantification of capital costs; and
- Appendix J for detailed methodology and assumptions behind the economic benefits.

10.3 Assumptions and Methodology

10.3.1 General assumptions

The general assumptions underlying the economic appraisal are provided in Table 10-1.

Table 10-1: Economic appraisal assumptions

Assumption	Description
Base Year	FY25 (Financial Year 2024-25, all figures are in real terms as at FY25).
Analysis Period	The analysis period is FY25-FY59. This includes the construction period (FY25-FY29) plus 30 years of full operations.
Discount Rate	A discount rate of 7% will be used to estimate the Net Present Value (NPV) of the Base Case and each Project option. Sensitivity analysis has been conducted using discount rates of 4% and 10% in Section .
Community of interest	The ACT economy, including the ACT Government, households, and ACT-based businesses..[49]
Escalation	The economic appraisal does not incorporate escalation impacts. It uses real values as of FY25.

Economic costs are informed by modelling of capital costs and whole-of-life costs for the Project, as detailed within the Financial Appraisal Section. Economic benefits are primarily informed by two bespoke surveys conducted for this Project:

[49] This community of interest is consistent with CBA guidelines, as discussed in Appendix J.

- The resident survey: a survey targeted towards local residents of the ACT, with a final sample size of 505 respondents.
- The visitor survey: a survey designed for interstate visitors of the CTC, with a final sample size of 239 respondents.

Detailed methodology and assumptions behind the economic benefits is provided in Appendix J.

10.3.2 Calculation methodologies

Economic costs

The costs associated with the Project have been broken down in Table 10-2 below.

Table 10-2: Cost quantification method

Economic Cost	Quantification method overview
Capital Costs	Please see Appendix H for the detailed assumptions and methodology underlying the quantification of capital costs.
Whole-of Life-Costs	Please see Appendix H for the detailed assumptions and methodology underlying the quantification of whole-of-life costs.
Environmental impact from sustainable construction and operational practices	Calculated by converting the incremental forecasted electricity usage, generated purely by renewable energy sources, into carbon dioxide equivalent terms (tCO2e), before multiplying it by the dollar value per tCO2e..[50][51]

Economic benefits

The quantifiable benefits associated with the Project have outlined in Table 10-3 below, highlighting how each benefit is conceptualised, quantified, and who the key beneficiaries are.

Table 10-3: Benefits quantification method

Benefit	Quantification method overview
Increased revenue from new and expanded theatre operations	Please see Appendix J for the detailed assumptions and methodology underlying the quantification of increased revenues from new and expanded theatre operations.
Increase in philanthropy from increased recognition	Please see Appendix J the detailed assumptions and methodology underlying the quantification of increased philanthropy.
Visiting events expenditure	Please see Appendix J for the detailed assumptions and methodology underlying the quantification of Visiting events expenditure.
Visitation expenditure	Please see Appendix J for the detailed assumptions and methodology underlying the quantification of Visitation expenditure.

[50] NSW Treasury (2023), 'Carbon value in cost-benefit analysis', https://www.treasury.nsw.gov.au/sites/default/files/2023-03/20230302-technical-note-to-tpg23-08_carbon-value-to-use-for-cost-benefit-analysis.pdf
[51] Impactful Ninja (2023), 'What is the carbon footprint of renewable energy? A life-cycle assessment', https://impactful.ninja/the-carbon-footprint-of-renewable-energy/

Retained expenditure	Please see Appendix J for the detailed assumptions and methodology underlying the quantification of Retained expenditure.
Consumer surplus - use value	Please see Appendix J for the detailed assumptions and methodology underlying the quantification of Consumer surplus – use value.
Consumer surplus – non-use value	This benefit was found to be insignificant due to the majority portion of the ACT population identified in the user cohort. As such, it is considered a non-monetised benefit. See section 10.5.3 for further detail.
Residual value of improved assets	Residual value of assets at the end of the appraisal period post-depreciation.

10.4 Project Costs

Table 10-4 below outlines the project cost categories that have been included in the economic appraisal.

Table 10-4: Economic cost categories

Project Cost s	Description	Beneficiary
Capital Costs	Please see the Financial Appraisal Section (Section 9) for a description of the Project capital costs.	CFC & broader ACT Government
Whole-of Life and Operational Costs	Please see the Financial Appraisal Section (Section 9) for a description of the Project whole-of-life and operational costs.	CFC & broader ACT Government

The present value of the project costs associated with the Project over 35 years are presented in Table 10-5 below.

[redacted]

The capital expenditure required for the Project Option significantly exceeds the Base Case on account of the scale of works including the Lyric Theatre, Canberra Theatre and Playhouse. The Base Case costs incurred relate to maintaining the 'as is' scope of services at current service levels, to ensure the CTC is able to meet contemporary safety, accessibility, compliance and performance requirements for ongoing operations. This includes compliance upgrades, essential maintenance and replacing end of life systems.

[redacted]

[redacted]

10.5 Benefits and Economic Costs

When evaluating a city and nation shaping project such as this, it is critically important that in addition to the quantifiable benefits, there is also consideration of the wide range of qualitative benefits. The Project's overall economic framework of quantitative and qualitative benefit achieved by the Project is presented in Figure 10.1 below, grouped by the beneficiaries for each of the Project benefits. The following sections provide a further description of each of the benefits, and for the quantifiable benefits the calculates the incremental economic benefit.

Figure 10.1: Project Benefits and beneficiaries

BENEFICIARIES				
ACT Government	ACT Community	ACT Businesses	CTC Audiences	All
BENEFITS				
Increased revenue from new and expanded theatre operations	Consumer surplus – social use or non-use value	Visiting events expenditure benefits	Consumer surplus – use value	Environmental impact from sustainable construction and operational practices[1]
Increased philanthropy from increased recognition	Improved cultural amenity	Visitation expenditure benefits	Improved educational outcomes through access to cultural events	
Residual value of improved assets	Improved liveability and wellbeing	Retained expenditure benefits	Travel time saved for local patrons avoiding interstate travel	
Attractiveness and Branding of the City Centre	Improved community benefits			
Enhance Canberra's attractiveness to potential investors	Enhanced pride and community connection			
Increased operating efficiencies and improved working environment and work health and safety for employees and patrons	Aboriginal and Torres Strait Islander Arts and Cultural Benefits			

Legend
Quantifiable
Qualitative

10.5.1 Quantifiable Benefits

The quantifiable benefits associated with the Project have been broken down in Table 10-6 below, which also provides a description of the benefit and notes who the beneficiaries are. Further details on the quantification method for each of the benefits is provided in Section 10.3.4.

Table 10-6 Key benefit categories for the CBA

Benefit	Description	Beneficiary

Increased revenue from new and expanded theatre operations	The additional revenue CTC will generate from new and expanded theatre operations held at the CTC.	CFC and broader ACT Government
Increase in philanthropy from increased recognition	Greater recognition and awareness of the CTC after it is redeveloped may encourage an increase in the amount of partnerships, sponsorships, and donations CTC receives.	CFC and broader ACT Government
Visiting events expenditure	Benefits to ACT industry realised through spend from touring event organisers and production companies anticipated to host events at the Lyric Theatre.	ACT businesses, households, and government
Visitation expenditure	The benefits to ACT industry realised through additional interstate and international visitor spend in the state.	ACT businesses, households, and government
Retained expenditure	The benefits to ACT industry due to residents staying in the ACT to attend performances rather than travelling interstate.	ACT businesses, households, and government
Consumer surplus - use value	The benefits to consumers that attend productions, above the total cost to consumers of attendance.	CTC audiences
Consumer surplus – non-use value	The value to the ACT community resulting from the existence of the Project not relating to direct use, including civic pride and community connection.	ACT households
Residual value of improved assets	The remaining capital value at the end of the evaluation period.	CFC and broader ACT Government

A description of some of the key underlying drivers of benefits, followed by the results of the benefits quantification is covered in the following subsections.

10.5.2 Economic Costs

Table 10-7 below outlines the economic cost categories that have been included in the economic appraisal (beyond project costs).

Table 10-7: Economic cost categories

Economic Cost	Description	Beneficiary
Environmental impact from sustainable construction and operational practices	Measures the GHG emissions resulting from the construction works of the Project and ongoing emissions, incremental to the Base Case.	ACT community

The present value of the economic costs associated with the Project over 35 years are presented in Table 10-8 below. These are the total costs to be included in the economic appraisal.

[redacted]

The incorporation of ESD initiatives in the Project Option as outlined in Section 6.2.4, which will enable CTC to fully rely on renewable energy sources, have been reflected in the expected environmental costs. Whilst there is an upfront investment required, the Project will directly contribute to achieving net zero emissions from ACT Government operations by 2040 by making the CTC all-electric and climate-wise. This relatively minimal investment will make the CTC more resilient to climate change and potentially avoids significantly higher costs in future to resolve issues caused climate change. The Project Option has a positive GHG emissions impact incremental to the Base Case valued at [redacted] (real, discounted).

10.6 Non-monetised Benefits and Economic Costs

10.6.1 Qualitative Benefits

Just as significant as the quantitative benefits are the range of qualitative benefits the Project will provide to the ACT community and its economy alongside direct benefits to the CTC and its audiences.

In contributing to the cultural and entertainment landscape of the ACT, the Project would generate many socio-economic benefits relating to social amenity, wellbeing, and economic and social development, in addition to those quantified specifically within the economic appraisal. This section discusses the non-monetised economic benefits, which have been grouped into benefits to the CTC and ACT Government, benefits to CTC audiences, and benefits to the ACT community.

It should be noted that there have been no non-monetised economic costs of significance identified for the Project.

10.6.2 Benefits to CTC and Broader ACT Economy

Attractiveness and branding of the city centre

The Project's architectural aspects, in addition to the ability of the Lyric Theatre to host high-profile national touring musical theatre and other performances, will increase the attractiveness and 'branding' of the city centre as a cultural and commercial destination for locals and visitors (tourists). This development is consistent with the CRA's and VisitCanberra's strategic objectives for the Canberra city centre.

The Project will have flow-on benefits to Canberra's other cultural facilities including the ones co-located within the CCCD, through attracting additional cultural tourists and providing opportunities to integrate cultural offerings across the CFC's portfolio, including providing a high-quality venue for collaborative projects with CMAG and other cultural events work.

Enhance Canberra's attractiveness to potential investors

Investment in the CTC and improving recognition of its cultural and civic importance will have reputational benefits to the ACT Government. Canberra, as the nation's capital, is currently uncompetitive against other state capital cities in its ability to host large-scale arts productions. This is in contrast to the city's leading role in museums and galleries. The Project would allow the CTC to host new major performing arts events, in addition to adding a new venue to the national touring circuit through the Lyric Theatre. These opportunities would have reputational benefits to Government.

Further, the international profile of the venue will also improve the ACT's reputation on a global scale. The Project would provide opportunities for the ACT to showcase Australian performing arts culture both to the Federal Government, and the extensive diplomatic community within Canberra.

Increased operating efficiencies and improved working environment and work health and safety for employees and patrons

Upgrades to the CTC include accessibility and amenity improvements that will provide an improved physical work environment for CFC staff. Further, improved amenity and collaborative work environments will create further connectivity to other work areas within the CFC and the broader ACT Government. This will increase staff satisfaction, boosting productivity and efficiencies. Workers will also have an increased sense of pride in their work, due to the reputational boost of the CTC and the ability of the CTC to attract world-class events.

10.6.3 Benefits to CTC Audiences

Improved educational outcomes through access to cultural events

Cultural and historical performances at the CTC can supplement educational curriculums supporting the realisation of improved education outcomes. Attending cultural events provides an alternative medium for learning outside of traditional cultural study methods, with research suggesting that cultural immersion plays an important role in the success of students..[52] Through its improved facilities and increased event-hosting capabilities, including upgrades to the CTC's smaller theatres, the Project provides an opportunity to elevate Canberra's cultural offerings to students. There are also opportunities for the educational opportunities unlocked via the Project to tie in with other CFC educational programs, including those run by CMAG, through providing improved spaces for hosting both small and large-scale educational events.

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[52] Whitnui Paul (2014), 'Indigenous-based inclusive pedagogy: The art of Kapa Haka to improve educational outcomes for Māori students in mainstream secondary schools in Aotearoa', New Zealand. https://www.tandfonline.com/doi/abs/10.5172/ijpl.6.1.3

Travel time saved for local users avoiding interstate travel

Despite being Australia's capital and home to a highly culturally-engaged population, Canberra's performing arts scene lags behind other Australian cities, accounting for only 1.7% of national performing arts ticket revenues..[53] Distance from large events is a significant reason for this disconnect, with 34% of ACT residents reporting in 2022 that cultural events being too far away from where they live as a reason for not attending events..[54] For residents of Canberra that do attend events, they often currently travel to other major cities, primarily Sydney, if they want to attend international or national performing arts events that are not on offer at the CTC. This can involve travel time of three hours or above, each way. Nonetheless, through offering improved event-hosting capabilities and a new internationally-competitive Lyric Theatre, the Project provides an opportunity for the ACT to host these larger events, providing a more efficient alternative for the ACT's theatregoing population

In the resident survey undertaken for the current economic appraisal, it was found that 32% of participants believe that new performances available at the CTC would replace an otherwise-interstate trip to attend performing arts events. This reflects a willingness for ACT residents to avoid high travel costs, instead attending performances locally. While the expenditure component of this benefit is quantified through the retained expenditure benefit, the travel time component is unquantified due to the difficulty in accurate measurement of this benefit and potential overlaps with quantified consumer surplus. Further, while not a direct benefit to CTC users, there is a flow-on environmental benefit to the ACT community through the reduced travel of ACT residents to attend events in other states.

10.6.4 Benefits to the ACT Community

The consumer surplus social use or non-use value is defined as the intangible benefit to the ACT community resulting from the existence of the upgraded CTC facilities under the Project, even when individuals are not users of the Project. The non-use value of the Project includes benefits due to the existence of the Project, the option to use the upgraded facilities, and the bequest value of the CTC to future generations. Within the Project, a distinct non-use value can arise due to the future option to use the CTC from members of the ACT community that do not expect to attend performances, in addition to value they derive from future generations being able to attend the nationally-significant performances unlocked by the CTC.

Improved cultural amenity

The Project will deliver improved performances spaces in the CTC, thus attracting an increased number of major theatrical productions to Canberra. This will allow a greater proportion of the ACT population to attend high quality arts and theatre events. Survey findings found that while 78% of respondents had attended the CTC in the past 5 years, a further 19% said that they would likely attend as a result of the Project. Further, interest in the new offerings made available by a lyric theatre was significant, with 86% of Canberrans who might attend the CTC stating that they'd likely attend new international musical theatre productions, 72% stating that they would likely attend international non-musical theatre productions, and 63% stating that they would likely attend international ballet or opera at a new Lyric Theatre. The enhanced cultural amenity

[53] Live Performance Australia (2023). 'Live Performance Industry in Australia: 2022 Ticket Attendance and Revenue Report Final Report', https://reports.liveperformance.com.au/ticket-survey-2022/index.html#/
[54] National Arts Participation Survey 2022 (2022). ACT results.

unlocked by the CTC is thus significant and wide-reaching across the community, although the benefit is unquantifiable due to difficulty in distinguishing its economic value from the existing consumer surplus benefit.

Improved liveability and wellbeing

Recognising the important role of the arts in improving Canberra's attractiveness as a place to live and work, as Canberra's population continues to grow there is a need to continually invest in its arts and cultural infrastructure if it is to maintain its status as a highly liveable city and the arts capital of Australia. Through making Canberra nationally competitive in its ability to host major performing arts events, an improved CTC will provide increased cultural experiences for residents and tourists alike and is likely to encourage additional investment into the local area due to the increased popularity of the theatre. This would likely result in improved infrastructure and a greater diversity of shopping options in the local area.

Improved community benefits

Arts and cultural infrastructure can provide positive community benefits and amenities in other sectors of the economy such as transport, health, education, tourism and service industries. A strong arts sector, as promoted through the Project, can support the health of a community by providing access to recreational activities and unlocking access benefits through transportation planning through its location in central Canberra. An improved CTC will also be able to provide enhanced education and learning opportunities through improving the quality and quantity of free events that schools and the broader community have the opportunity to attend.

Enhanced pride and community connection

Strong arts and cultural offerings have been shown to contribute to greater pride and community connection. Concordantly, the changes to the CTC under the proposed options will expand the cultural offerings and improve the overall experience for attendees, strengthening community benefits. For the ACT's population, which currently has high cultural engagement compared to the national average, but lower access to large-scale performing arts events than those in other major cities, the Project presents an opportunity to better cater to the community. Through boosting Canberra's cultural offerings, the Project will increase pride and community connection for the local community.

Aboriginal and Torres Strait Islander arts and cultural benefits

Arts and cultural infrastructure plays a key role in the social and economic empowerment of Aboriginal and Torres Strait Islander peoples. Artistic activities are a core feature of our Aboriginal and Torres Strait Islander communities, and participation in arts and cultural activities support cultural identify, economic empowerment, community connectedness and wellbeing. The CFC, endeavours to ensure Aboriginal and Torres Strait Islander culture is strongly represented within Canberra's cultural events offerings. This benefit will be furthered with the proposed development, with the increased events-hosting capacity of the CTC providing further opportunities for Aboriginal and Torres Strait Islander arts to be promoted to residents and visitors alike.

10.7 Distributional Analysis

A distributional analysis has been performed on the Project Option to determine the net beneficiaries of the CTC redevelopment within the ACT economy. The results of the distributional analysis are presented in Table 10-9 below. The NPV of the Project across beneficiary groups ranges from -$350.8 million (real, discounted) for the CFC and broader ACT Government to $92.3 million (real, discounted) for CTC audiences. While the CFC and broader ACT Government derive significant benefits from the development, they also bear high financial costs through capital and operational expenditure. Thus, the Government bears a net cost of $350.8 million for the development. However, this cost is offset by benefits to other areas of the ACT economy, including CTC audiences, ACT businesses, and the wider ACT community.

Table 10-9: Distributional analysis for the Project Option (incremental to the Base Case, $m, real FY25, discounted, FY25 - FY59, 35 years)

	ACT Government	ACT Businesses	CTC Audiences	ACT Community
Economic Costs				
Capital Expenditure (P50 Contingency)	[redacted]	[redacted]	[redacted]	[redacted]
Operational Expenditure (P50 Contingency)	[redacted]	[redacted]	[redacted]	[redacted]
Environmental impact from sustainable construction and operational practices	[redacted]	[redacted]	[redacted]	[redacted]
Total Economic Costs	**591.8**	**0.0**	**0.0**	**0.0**
Economic Benefits				
Increased revenue from new and expanded theatre operations	[redacted]	[redacted]	[redacted]	[redacted]
Increased philanthropy from increased recognition	[redacted]	[redacted]	[redacted]	[redacted]
Visiting events expenditure benefits	[redacted]	[redacted]	[redacted]	[redacted]
Visitation expenditure benefits	[redacted]	[redacted]	[redacted]	[redacted]
Retained expenditure benefits	[redacted]	[redacted]	[redacted]	[redacted]
Consumer surplus - use value	[redacted]	[redacted]	[redacted]	[redacted]
Residual value of improved assets	[redacted]	[redacted]	[redacted]	[redacted]
Total Economic Benefits	**240.9**	**40.3**	**92.3**	**25.9**
NPV				
NPV	**-350.8**	**40.3**	**92.3**	**25.9**

Overwhelmingly, CTC audiences are the greatest non-government beneficiaries of the development. The NPV for audiences arising from the development is captured quantitatively through the consumer surplus use value benefit, estimated to total [redacted] under the Preferred Option. The benefit is captured as an increase in consumer surplus applied to each performance attended by CTC audience members from the ACT.

Other beneficiaries of the development include ACT businesses, expected to derive [redacted] of net benefit under the Project Option. Additional expenditure within the ACT from visiting leisure travellers, visiting events companies, and those who stay in the ACT instead of travelling to attend performances is expected to provide significant additional demand for local ACT businesses. Beneficiary businesses are primarily within tourism-connected industries, including accommodation, transport, and food and beverage services.

Expenditure towards businesses also provides flow-on benefits to the ACT labour force, captured through the [redacted] in net benefit directed to the ACT Community. Through supporting tourism-connected industries, the development is able to support the employment of the young and part-time workers that are more likely to work within these industries.

10.8 Results

A cost-benefit analysis (CBA) framework was employed to evaluate the quantifiable net benefit/cost to the ACT economy of the Project Option, incremental to the Base Case. below. Key benefits quantified as part of the CBA include:

- **increased financial revenues** from new and expanded theatre operations, through ticketing, food and beverage, and increased partnerships and philanthropy;
- **consumer surplus** demonstrating the amount individuals would be willing to pay for an improved theatre going experience over and above the ticket price; and
- **visitation related expenditure** from new visitors, touring event organisers and production companies induced to the ACT and retained resident expenditure from those who no longer have to travel interstate for a world-class theatre experience.

The results of the CBA are shown in TTable 10-10 below discounted using a 7% discount rate. The benefit cost ratio (BCR) of the Project Option is 0.68.

A sensitivity analysis was also applied, considering variations to the discount rate, costs, benefits and varying the forecast utilisation numbers impacting attendance forecasts. Based on the sensitivity analysis, the BCR for the recommended Project Option ranged between 0.52 – 0.86.

Table 10-10: Cost Benefit Analysis Results (Discount rate 7%)

	Project Option
Benefit Cost Ratio (BCR)	0.68
BCR Sensitivity Analysis result	0.52 – 0.86

When evaluating a city and nation shaping project such as this, it is critically important that in addition to the quantifiable benefits, there is also consideration of the wide range of qualitative benefits.

Social infrastructure projects, including cultural infrastructure projects, commonly have a BCR under 1.0, due to the challenges of quantifying areas such as: wellbeing, reputation, accessibility and amenity. These benefits are instead identified as qualitative benefits,

The Project generates a range on qualitative benefits including social benefits, relating to community connection and civic amenity, wellbeing, and cultural reputation, in addition to those quantified specifically within the economic appraisal. Qualitative benefits include:

- enhanced attractiveness and branding of the city centre;
- enhanced reputation of ACT Government due to investment in culture and history;
- increased operating efficiencies and improved working environment and work health and safety for employees and patrons;
- improved educational outcomes through access to cultural events;
- travel time saved for local patrons avoiding interstate travel;
- improved cultural amenity in the ACT;
- improved liveability and wellbeing;
- improved community benefits;
- enhanced pride and community connection; and
- Aboriginal and Torres Strait Islander arts and cultural benefits.

Finally, to inform the economic appraisal, Deloitte, in consultation with Taverner Research Group, developed two bespoke surveys. The survey's results revealed a very high percentage of the population intend to attend a performance at the redeveloped CTC, significantly exceeding the rates seen in other capital cities.

The following sections provide further details regarding the overall benefits generated by the Project as well as the economic appraisal undertaken for this Business Case.

10.8.1 Supporting Data

To inform the economic appraisal, supporting analysis was undertaken to forecast the uplift in attendance as a result of the Project and to survey future users of the CTC to understand the value they attribute to a revitalised CTC.

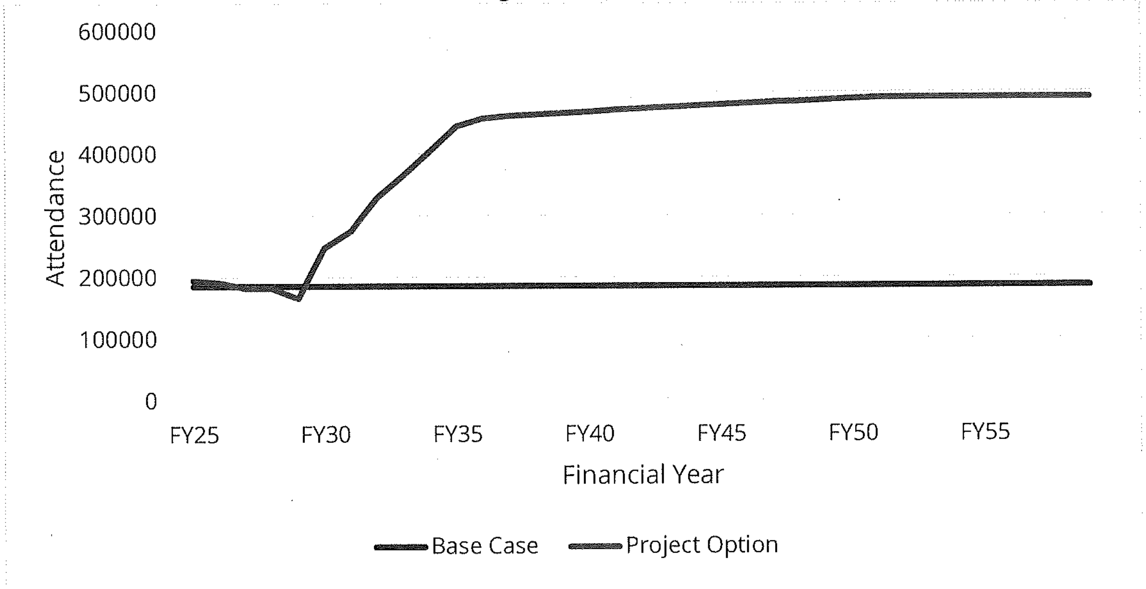
Attendance uplift

Attendance uplift drives a number of the quantifiable benefits including:

- **increased revenue from new and expanded theatre operations** – generated by increase in attendance overall;
- **visitation expenditure** – generated by increase in attendance from interstate and international visitors; and
- **Consumer surplus** – generated by increase in attendance from ACT residents.

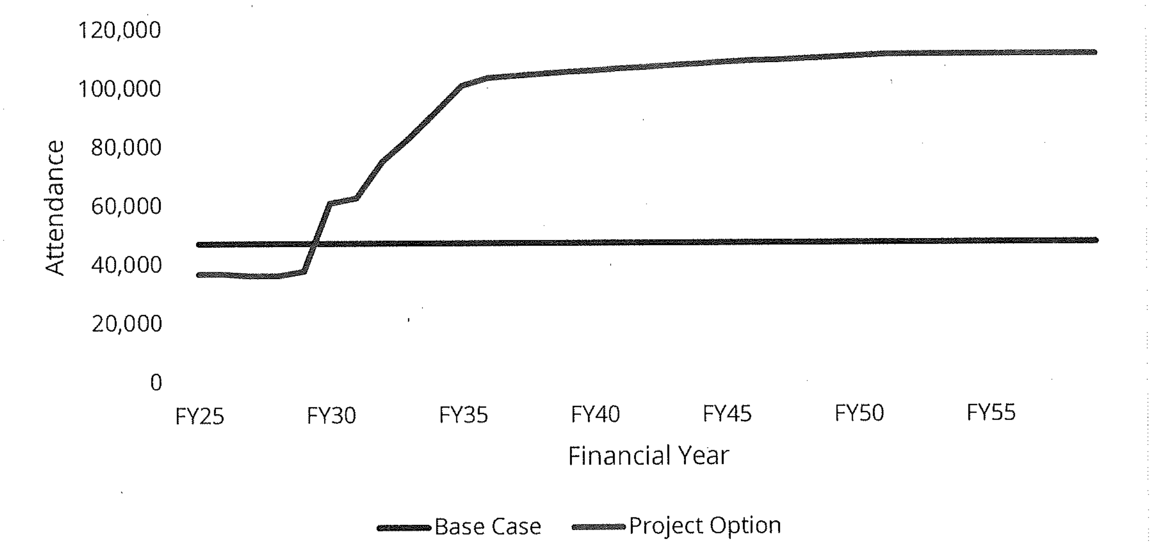
Once the CTC has been fully redeveloped, attendance by ACT locals is forecast to increase by up to 167% over the Base Case (refer to Figure 10.2 below).

Figure 10.2: Attendance forecasts for ACT residents, by option



Attendance by interstate and international visitors is forecast to increase by up to 136% over the Base Case (refer to Figure 10.3 below).

Figure 10.3: Attendance forecasts for visitors, by option



The significant increase in attendance can be attributed to the upgrade to a world-class theatre and cultural experience, ensuring the CTC is competitive on a national scale.

Additional attendance stems from both existing users, and new users enticed by the extended offerings and experience of the proposed redevelopment.

'New use' is also generated from the interstate and international visitor cohorts.

Resident and Visitor Surveys

To inform the economic appraisal, Deloitte, in consultation with Taverner Research Group, developed two bespoke surveys to inform the cost benefit analysis. The overall results from the survey are shown in Figure 10.4 below. Overall, there was strong support from the survey participants for a redeveloped CTC. Further details about the survey results are provided in the following paragraphs.

Figure 10.4: Results of resident and visitor surveys

A **high proportion** of Canberrans currently use the CTC or **would be likely to use the CTC if redeveloped:**	Canberrans are excited by **the new offerings** of a Lyric Theatre:
78% of respondents had **attended the CTC** in the **past 5 years**	**86%** said they'd likely attend **new international musical theatre productions** at the Lyric Theatre
An additional 19% said that they would **likely attend the venue if redeveloped,** indicating a future attendance rate of **97%**	**72%** said they'd likely attend **international non-musical theatre productions** at the Lyric Theatre
	63% said they'd likely attend **international ballet or opera** at the Lyric Theatre

30% **Canberrans see the new CTC as competing with interstate offerings**
of new attendance was indicated to **replace existing interstate attendance**

The **resident survey** was targeted towards local residents of the ACT to extract the willingness to pay (WTP) of ACT residents for the Canberra Theatre Centre redevelopment based on whether the participant is a current user of the theatre, a future user of the theatre, or a non-user.

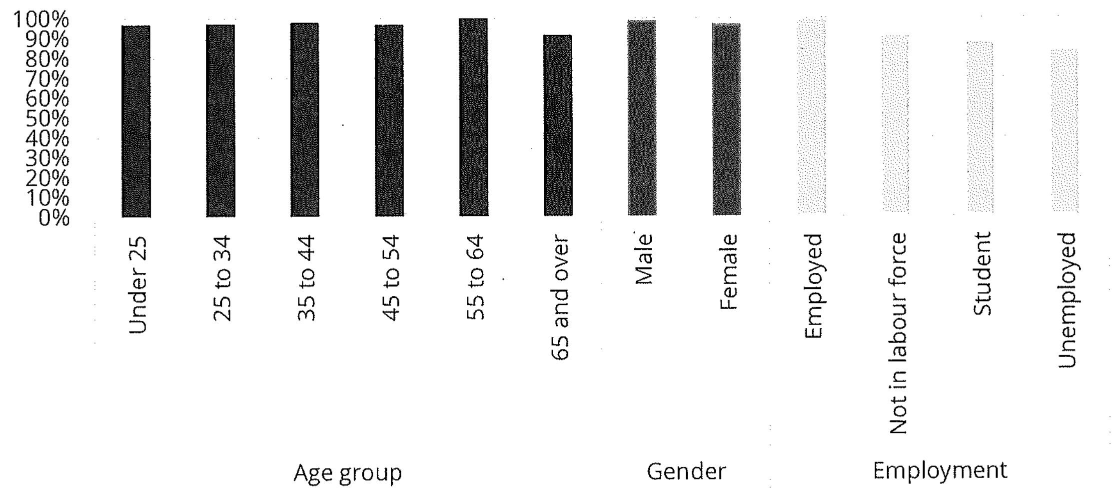
ACT residents are renowned for their high cultural engagement, with 77% of the resident population reporting that they attend music, visual arts, theatre, dance or literary events (compared to 68% of the Australian population). However, currently the ACT itself has limited ability to host larger cultural events itself, with 34% of the population citing distance (travel outside of the ACT) as a barrier to attending these events..[55]

Through the unlocked ability to host world-class performances, the redeveloped CTC will attract increased interstate visitation as well as reinvigorating the interest of locals to attend performances at home in a vibrant, nationally significant performing arts centre. The survey revealed that an additional 19% of the ACT population would be likely to visit the CTC under the Project, with the CTC's likely resident attendance base increasing from 78% to 97% of the ACT population.

[55] Creative Australia (2022) 'National Arts Participation Survey 2022, ACT results'

Within the resident survey, above 95% of respondents indicated themselves likely to use a redeveloped CTC for all demographic groups except for those over 65, and those on lower incomes – either as students, outside the labour force, or unemployed. For these groups, attending a paid performance may be difficult, or not financially feasible. Figure 10.5 provides a further detailed view of users by demographic.

Figure 10.5: Proportion of ACT residents likely to use the redeveloped CTC, by demographic



Source: ACT resident survey (2023)

The **visitor survey** was designed for interstate visitors of the CTC to determine potential tourism uplift from the redevelopment, in addition to the average expenditure profiles of visitors to the ACT who attend CTC performances.

Economic value is created from the increased scale of interstate and international visitation activity induced to attend the new performance and experience offerings of the redeveloped CTC, and the associated tourism expenditure across the broader ACT economy as part of their stay. The visitor survey uncovered a significant current average expenditure of $304 per interstate daytrip visitor and $619 per interstate overnight visitor when visiting the ACT to attend a performance. The CTC on average formed 54% of the reason for visiting the ACT for those who attended CTC performances. Thus, increased interstate visitor attendance is forecast to bring significant commensurate visitor expenditure to the ACT economy.

10.8.2 Benefit results

Table 10-11 presents a summary of economic benefits for the Project Option. The results of the benefits analysis demonstrate that the Project Option will deliver incremental economic benefits of [redacted]. The majority of this benefit relates to increased revenue from new and expanded theatre operations [redacted] consumer surplus [redacted] retained expenditure [redacted] and increased philanthropy [redacted]

Further description of the results and drivers for each of the benefits is provided after the table.

Table 10-11: Economic Benefits
(incremental to the Base Case, $m, real FY25, discounted, FY25 – FY59, 35 years)

[redacted]	Project Option

Increased revenue from new and expanded theatre operations	[redacted]
Increased philanthropy from increased recognition	
Visiting events expenditure benefits	
Visitation expenditure benefits	
Retained expenditure benefits	
Consumer surplus – use value	
Residual value of improved assets	
Total Economic Benefits	**399.5**

Increased revenue from new and expanded theatre operations

The largest quantified benefit of the Project is the **increased revenue from new and expanded theatre operations,** providing not only a direct benefit to the CFC but also underpinning increased visitor activity in the ACT and enhanced economic value of the CTC to ACT residents.

The addition of a Lyric Theatre allows the CTC to attract world-class, high-revenue generating performances. Further, the ability of the Canberra Theatre to host flat floor events under the Project Option enables a strong additional increase in potential revenues from the CFC's existing venues and overall enhances the cultural richness of the theatre experience.

Revenues related to performing arts in the ACT currently lags behind the larger states, with the ACT accounting for 2.1% of the national economy in 2022 but only for 1.7% of national performing arts ticket revenues.[56] The new competitive event hosting capability of the CTC under the Project Option enables the ACT to be nationally competitive in its performing arts offerings, recapturing a significant cohort of local theatregoers who currently travel interstate to attend performances.

Visitation and retained expenditure benefits

The uplift in performance scale and quality also creates economic value from **visitation related expenditure**, including from induced interstate and international visitors. **Retained expenditure** is achieved from locals, drawn to the CTC for their theatre going experience instead of attending performances or undertaking alternate activities in other states. It was indicated through the resident survey that 32% of additional attendance at the new CTC would replace attendance by ACT residents at interstate theatres.

Consumer surplus

Finally, the reported **consumer surplus** of locals attending the redeveloped CTC is the second most significant economic benefit. The consumer surplus is reflecting both a surveyed consumer

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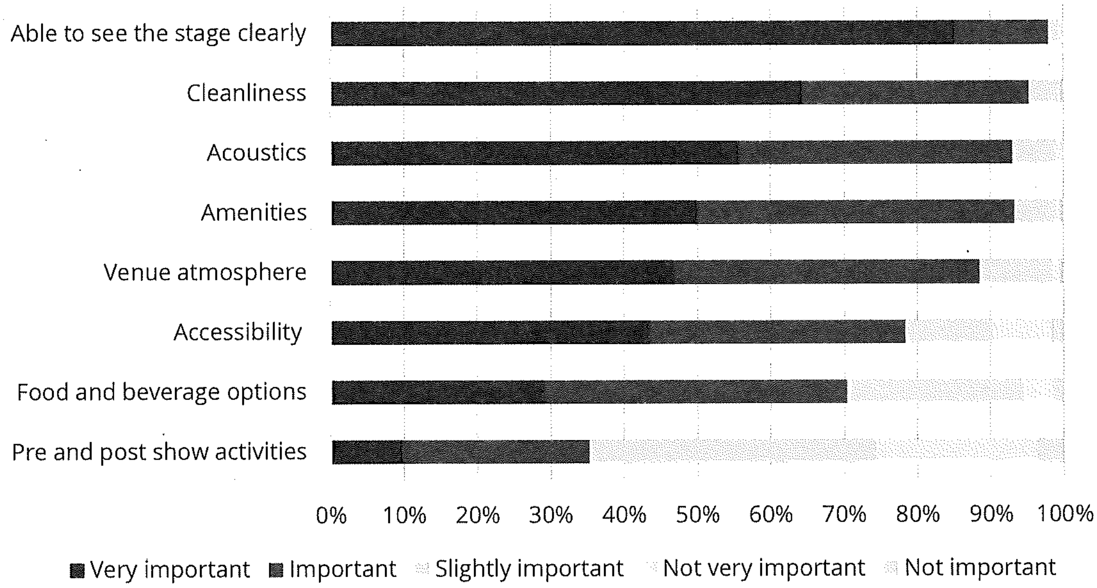
[56] ABS (2022). 'Australian National Accounts: State Accounts'. and
Live Performance Australia (2023). 'Live Performance Industry in Australia: 2022 Ticket Attendance and Revenue Report Final Report'.

surplus uplift of 28-35% of the average ticket price for existing CTC users, and new unlocked consumer surplus of 17-23% of the ticket price for new attendance. The significant consumer surplus benefit reflects a strong value placed by the ACT community on attending performances in an upgraded CTC.

The resident survey also asked users what key amenities would improve their quality of experience and therefore, increase consumer surplus. Users reported significant value from improved amenities, atmosphere, and food and beverage options at the CTC under the Project Option, which a majority of current and future audiences reporting these aspects as important or very important to their theatre-going experience (see Figure 10.6 below).

In particular, the potential to improve the quality of the experience at the CTC through improved amenity is valued highly by CTC audiences, with resident survey respondents indicating that $30.40, on average, just to have the redeveloped foyer space, including improved food and beverage options, available at the next performance they attend at the CTC.

Figure 10.6: Importance to the overall theatregoing experience for ACT current and future patrons, by factor



Source: ACT resident survey (2023)

Increased philanthropy from increased recognition

The benefit of **increased philanthropy from increased recognition** is also significant for the Project Option, reflecting a monetary benefit arising from the positive reputational impacts of the development on the CTC. This benefit is expected to be realised through the introduction of the world-class Lyric Theatre and general increases in user experience quality across other venues, valued at [redacted].

The remainder of the economic benefit is made up of (1) **the residual value benefit** which correlates with the scope size and capital expenditure of the Project Option, and (2) value generated to ACT businesses associated with the **visitation expenditure** by touring events companies now inclined to add performances in Canberra.

10.8.3 Quantitative Results

The overall results of the economic appraisal are presented in Table 10-12 below, discounted using a 7% discount rate. The Project Option generates an NPV of -$192.3 million converting to a BCR of 0.68, further supporting it as the recommended Option from an economic appraisal perspective.

Table 10-12: Economic appraisal results
(incremental to the Base Case, $m, real FY25, discounted, FY25 - FY59, 35 years)

	Project Option
Economic Costs	591.8
Economic Benefits	399.5
NPV	(192.3)
BCR	0.67

10.9 Sensitivity Analysis

Sensitivity analysis has been conducted on the NPV and BCR to test different scenarios (discount rates, costs, revenue, benefits and attendance related metrics). While the Project Option has a BCR of 0.68 in the primary analysis, the sensitivity analysis demonstrates that the BCR could see a range between 0.52 - 0.86 (refer to Table 10-13).
Likely drivers of the higher BCR would result from a lower discount rate, of 4% vs 7%, from the operating costs being lower than assumed, or the utilisation rate (number of performances and therefore higher audience numbers) being higher than forecasts.

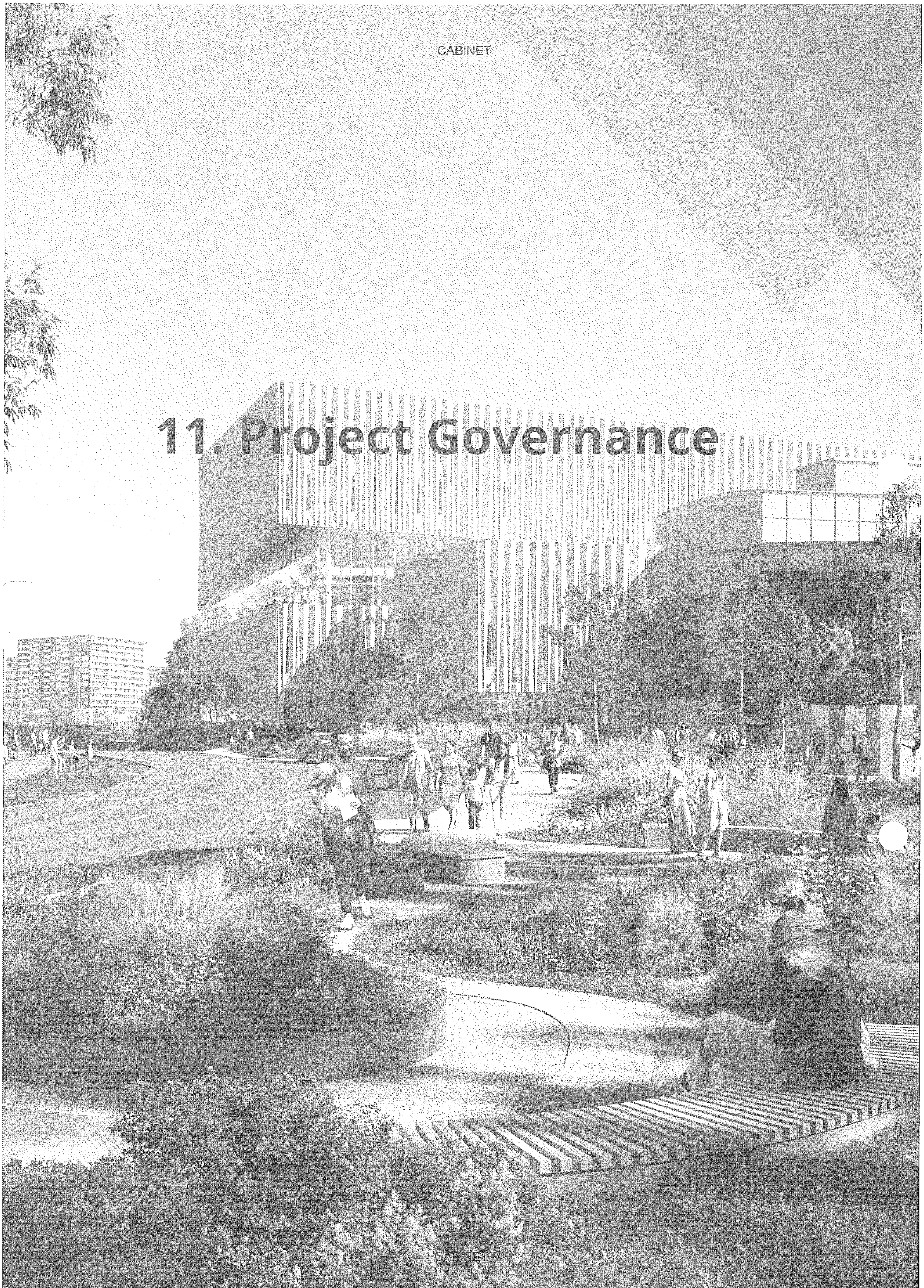
It is noted that social infrastructure projects, including cultural infrastructure projects commonly have a BCR under 1.0.

Table 10-13: Sensitivity analysis
(incremental to the Base Case, $m, real FY25, discounted, FY25 - FY59, 35 years)

		Project Option
Central Case BCR		0.68
Sensitivity BCR range		0.52 - 0.86
Sensitivity based on movements in key BCR drivers:		
Discount rate	**4% rate**	0.86
	10% rate	0.52
Capital Costs	**+10%**	0.64
	-10%	0.71
Operating Costs	**+10%**	0.64
	-10%	0.71
Benefits	**+10%**	0.74
	-10%	0.61
Sensitivity based on movements in key CTC operational parameters:		
Venue Utilisation Rate	**+10% (80% Utilisation Rate)**	0.70
	-10% (60% Utilisation Rate)	0.65
	+20% (90% Utilisation Rate)	0.72

	-20% (50% Utilisation Rate)	0.62
Paid Tickets	**+10% (80% of Venue Capacity)**	0.70
	-10% (60% of Venue Capacity)	0.65

11. Project Governance



11 Project Governance

The project governance as described in this section are as per approved project governance documents including the Canberra Theatre Redevelopment (CTR) Project Governance Framework, and the Terms of Reference for the CTR Project Advisory Board, the CTR Project Control Group and the CTR Risk Management Committee.

Key messages

- The CTR Project Governance Framework was approved and implemented in August 2022 for the initial phase of the Project funded in the 2022-23 ACT Budget and has continued to be updated to reflect the Project's changing needs. The Governance Framework is proposed to continue into the construction phases of the Project, upon approval of the capital works (construction) funding.
- The Project Governance Framework aligns with the iCBR Governance Framework to ensure delivery of the Project in accordance with Government approvals process, consistent with other designated projects including Light Rail Stage 2, Canberra Hospital Expansion and CIT Campus Woden.
- The Project was designated a Major Project in the Administrative Arrangements dated October 2019, with iCBR assigned as the directorate responsible for the development and delivery of the Project on behalf of the Minister for the Arts, with ministerial responsibility transferring to the Chief Minister in late 2024).
- The CTR Project Governance Framework facilitates close collaboration with relevant ACT Government agencies through their representation on the Project Advisory Board, other project governance groups and through stakeholder engagement with the Project delivery team.

11.1 Recommended Governance Structure

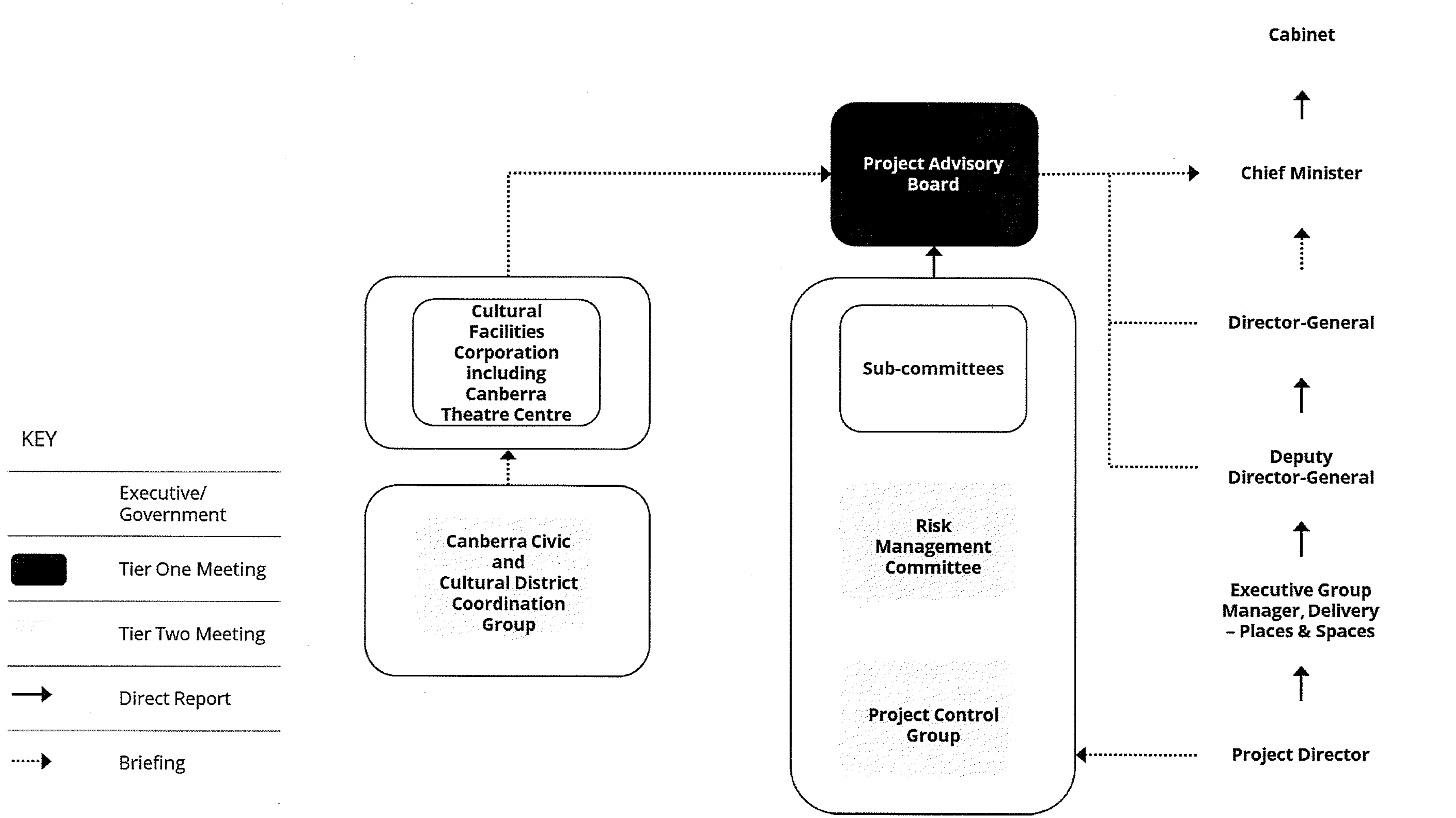
The Governance Framework for the Project was implemented following the funding for design and community consultation in the 2022-23 ACT Budget. The Project Governance Framework and related documents are proposed to carry over to the construction phase of the Project and will be updated upon approval of the construction funding or as required, where there are changes to the Project arrangements.

11.1.1 Governance Structure

The established Project governance structure provides a detailed framework that will guide the successful oversight of the Project, create transparency, and offer confidence in decision-making due to clarity of roles and responsibilities. The governance structure aligns with the iCBR Governance Framework for designated projects, consistent with the Light Rail Stage 2, Canberra Hospital Expansion and CIT Campus Woden projects.

The Governance structure is provided overleaf in Figure 11.1.

Figure 11.1: Governance structure for the Project



Source: iCBR (2024) CTR Project Governance Structure

11.1.2 Key roles and responsibilities

The key individuals included within the Governance structure are:

- **Chief Minister** – Ministerial portfolio responsibility for the delivery of the Project;
- **Director-General** - Acts as a liaison between the Deputy Director-General and Minister and ensures the Project's alignment with broader organisational priorities;
- **Deputy Director-General** - Oversees day-to-day project progress under the Project Director and provides guidance on key operational and management issues; and
- **Executive Group Manager, Delivery – Places & Spaces** – The Project sits within the Delivery – Places and Spaces Group of iCBR.
- **Project Director** - Responsible for leading the execution of the Project, managing the team, and ensuring the successful delivery of the milestones.

The key bodies included within the Governance structure are:

- **Cabinet** – Decision making body for supporting the investment into / funding of the Project;
- **Project Advisory Board** – Advisory Board providing strategic advice and guidance to the Minister responsible for the Project and to the project team;
- **iCBR** – Agency responsible to the Chief Minister for the delivery of the Project, in collaboration with other stakeholders, including other relevant directorates;
- **CFC including CTC**– Recipient of the redevelopment, providing advice on the functional and operational requirements of the Project; and
- **Canberra Civic and Cultural District Coordination Group** – Providing advice to address the precinct-wide interdependencies the CTR and adjacent projects.

A further summary of the purpose and roles and responsibilities for these key bodies is provided in Table 11.1 below:

Table 11-1: Key bodies roles and responsibilities

Group	Role	Project Responsibilities
Cabinet	Cabinet is responsible for supporting the Minister for the Arts, Culture and the Creative Economy and Treasurer with respect to decisions made by both ministers. It is the responsibility of both ministers (with the support of Cabinet pursuant to the principles of collective responsibility) for the	The following matters will be escalated to Cabinet for consideration due to their importance to the Project's success: • Approval to undertake the Project including the Project scope and supporting funding for the delivery of the Project; • Requests for amendments to project scope that impact the project objectives (if required); and • Appointment of the Independent chair and independent member of the Project Advisory Board. • Key decisions for the delivery of the Project that require endorsement or guidance from Cabinet, including:

	final decisions to commit significant public funds and for the efficacy of that public investment, and the delegation for delivery to iCBR.	o Cross-government coordination issues (in circumstances of unresolved issues at the Project Advisory Board level); and o 'Extreme' rated risks from the Project's risk schedule for advising and monitoring. The Chief Minister sits in Cabinet and represents the Project at the Cabinet level.
Project Advisory Board	The Project Advisory Board provides strategic decision-making advice and guidance for the Project and is responsible to the Minister for the Arts, Culture and Creative Economy. Led by an Independent Chair, the Project Advisory Board sits monthly and provides advice and direction to the iCBR Chief Projects Officer. The Project Advisory Board also endorses recommendations that require further approvals from the Minister and/or Cabinet.	The Board Charter informs the principles and administration of the CTR Project Advisory Board. Project Advisory Board members are nominated from key ACT Government agencies relevant to the Project and are required to adopt a 'best for Project' approach, whilst sitting on the Project Advisory Board. Disputes may be escalated by the Project Advisory Board Chair to the Minister. Project Advisory Board members are the leaders of key agencies with the necessary authority to make decisions on behalf of their respective organisations. Major responsibilities of the Project Advisory Board include: • Provision of advice in respect major Project issues and strategies, and objectives. • Monitoring the Project's performance. • Provision of advice in respect of 'extreme' rated risks from the risk register and awareness of 'high' rated risks. • Ensuring the Project activity complies with relevant legislation and ACT Government policies.
Infrastructure Canberra	iCBR is the directorate responsible for the delivery of the Project in close collaboration with other stakeholders including other relevant directorates.	iCBR has been delegated responsibility for the delivery of the Project, including the development of the Design, seeking of Planning Approvals and construction of the Project, in accordance with the approved scope. iCBR's major responsibilities include: • Delivery of the Project in accordance with Government approvals. • Management of Project funding appropriated to iCBR for the Project. • Identifying, discussing, and escalating strategically important issues and risks to the Project Advisory Board, through the Chief Projects Officer and Project Director. • Secretariat of Project Advisory Board meetings including the preparation and coordination of Project Advisory Board papers and material. • Reporting on expenditure and project milestones as required by Government.

Cultural Facilities Corporation	The CFC is the Asset owner and operator of the Canberra Theatre Centre. The CFC supports the Project through the provision of advice on functional and operational requirements for the Project.	The CFC will operate the redeveloped Canberra Theatre Centre during construction and once each stage of the Project is delivered. The CFC also provides advice throughout the life of the Project with respect to the functional and operational requirements for the redevelopment for performers, staff and patrons.
Canberra Civic and District Coordination Group	The Coordination Group supports the addressing of the precinct-wide interdependencies on the Project.	The Coordination Group will support the addressing of the precinct-wide interdependencies on the Project. The Coordination Group will be Chaired by CEO, CFC, with Deputy Chair being CEO, City Renewal Authority, and Secretariat from CFC. Membership is from ACT Government representatives of key district projects including iCBR.

Source: Adapted from iCBR Canberra Theatre Redevelopment Project: Governance Framework

11.2 Key Bodies

11.2.1 Project Control Group

The PCG's updated Terms of Reference was endorsed by the Project Advisory Board in December 2024.

Purpose of the Project Control Group

The PCG will function as the PCG for all matters relating to the Design and Delivery of the Project. It will advise on project decisions where these fall within the overarching strategy and parameters that have been approved by the Project Advisory Board as outlined below.

Role of the Project Control Group

The PCG provides guidance, direction, and oversight to the Project within the parameters that have been approved by the Board. The PCG reports to the Project Advisory Board, through the Project Director on all matters that require escalation for approval at that level. Specific functions of the PCG are to:

- provide representation of relevant operational areas that are involved with, impacted by, or could impact upon the development of the Project;
- provide endorsement and/or recommendations to the Project Advisory Board, via the Project Director, regarding the budget for the various aspects of the Project;
- provide guidance, and oversight to the Project Team, via the Project Director, during the Project (across the planning, design development, construction, and commissioning phases);
- advise on and/or endorse to the Project Advisory Board, via the Project Director, brief changes, prioritisation, risk management, design, budget allocation and staging of the works;

- review project cost reporting (expenditure versus budget and forecast final costs) (Design and Construction) of the Project;
- monitor progress against the Project program to ensure that the Project milestones and timeframes are being met and outcomes achieved by providing timely advice, endorsement and/or recommendations to the Project Advisory Board via the Project Director;
- engage with project risks, support the implementation of controls of project risks;
- provide advice on potential amendments to the approved project scope; and
- ensure the Project Advisory Board is provided, via the Project Director, with adequate reporting of management of scope, cost, and program matters, including proposed significant changes to brief and budget (where required). The Project team will be responsible for providing regular updates to the PCG.

Members of the Project Control Group

Table 11-2 below lists the members and regular attendees of the PCG. Attendees will be invited to the PCG as and when required at the discretion of the Chair.

Table 11-2: PCG Membership

PCG Role	Position
Chair	Project Director, the Project, iCBR
Deputy Chair	Senior Director, Design, the Project, iCBR
Member	Senior Director, Commercial, the Project, iCBR
Member	Director, CTC
Member	Technical Director, CTC
Member	Director, Facility Operations and Capital Works, CFC
Member	Senior Director, Infrastructure and Commercial Advice, ACT Treasury (within CMTEDD)
Secretariat	the Project Team
Attendee	Director, Communications and Engagement, the Project, iCBR
Attendee as required	Director, ACT Treasury, CMTEDD
Attendee as required	Executive Branch Manager, Strategic Infrastructure Coordination, CMTEDD
Invitee as required	Digital Data and Technology Solutions Representative
Invitee as required	City Renewal Authority
Invitee as required	TCCS
Invitee as required	ECI Contractor Representatives

Source: iCBR (2024) Project Control Group Terms of Reference

11.2.2 Risk Management Committee

The Risk Management Committee's (RMC) Terms of Reference was endorsed by the Project Advisory Board in February 2023. The Project Advisory Board members nominated members to attend the RMC commencing from the first meeting in March 2023. Subsequent updates have been to reflect the Project's changing need with the latest updates endorsed in December 2024.

Purpose of the Risk Management Committee

The purpose of the RMC is to ensure that a common understanding of Project's risks is maintained by the Project personnel and relevant stakeholders, in accordance with the Project Governance Framework. The RMC will assess and provide advice to the Project Advisory Board, through the Project Director on all strategic risks related to the Project. The RMC will also advise the Project team of appropriate mitigation strategies to address the key risks.

Role of the Risk Management Committee

The RMC provides guidance and oversight to the Project team regarding risk. Specifically, the RMC provides advice to the Project team in monitoring Project risk and escalating matters for approval through the Governance Framework where required.

Specific functions of the RMC include:

- provide risk management advice to the Project team, where appropriate, the broader project. governance bodies, including the PCG and Project Advisory Board;
- where appropriate, review and endorse individual risks identified by the Project Director;
- approve changes to risk severity and the risk rating of individual risks;
- approve retirement of individual risks; and
- review and endorse risk mitigation plans and the Project team will be responsible for providing regular updates to the RMC.

Central to this process will be iCBR coordinating the issues and key inputs raised by the key stakeholders to the Project.

Members of the Risk Management Committee

Table 11-3 below lists the members and regular attendees of the RMC.

Table 11-3: RMC Membership

RMC Role	Position
Chair	Project Director, the Project, iCBR
Deputy Chair	Senior Director Commercial, the Project, iCBR
Member	Senior Director Design, the Project, iCBR
Member	Director, Facility Operations and Capital Works, CFC
Member	Executive Branch Manager, Design and Place Strategy, City Renewal Authority
Member	Senior Director, Climate Change Policy, Environment, Planning and Sustainable Development Directorate

Member	Senior Director, Development Planning, Transport Canberra and City Services
Member	Senior Director, Infrastructure and Commercial Advice, Treasury, Chief Minister, Treasury and Economic Development Directorate
Member	Executive Branch manager, artsACT, CMTEDD
Member	Director Commercial, the Project, iCBR
Secretariat	iCBR

Source: iCBR (2024) Risk Management Committee Terms of Reference

11.2.3 Performing Arts Reference Group

Purpose of the Performing Arts Reference Group

The purpose of the PARG is to improve understanding the performing arts sector considerations, issues, concerns and social and environmental priorities relating to the Project. The PARG will facilitate two-way information sharing between iCBR and the community.

The PARG is not a decision-making body. The scope of advice and feedback for the PARG relates to the Project, that is, the development of the design, submission of the construction phase business case, planning approvals and, ultimately, construction of the built infrastructure. The scope of the PARG does not extend to areas such as funding and programming, which are matters for discussion in other forums.

Role of the Performing Arts Reference Group

The PARG is an advisory group who will help inform iCBR on topics related to the delivery of the Project. The PARG will:

- provide a voice for the performing arts sector in the Project design phase;
- contribute views on issues, impacts and opportunities that relate to the infrastructure project, and share insights and ideas with the project team;
- relay and share project updates with their organisation and community, and seek feedback from their personal networks where possible and appropriate on issues discussed and raised in the PARG; and
- help the government deliver a redeveloped Canberra Theatre Centre that has listened to and considered community feedback.

Members of the Performing Arts Reference Group

Members are made up of representative organisations, peak bodies and individuals with an interest in the issues, impacts and opportunities of the Project. Representative organisations and groups can allocate one representative to attend meetings. An alternate delegate may be nominated to attend by providing advance notice to the chair. iCBR will endeavour to ensure members are diverse and representative of Canberra's performing arts community.

11.3 Governance Roles and Responsibilities

11.3.1 Project Advisory Board

The Project Advisory Board operates in accordance with a Project Advisory Board terms of reference, which was established in June 2022 and last updated in December 2024.

Role of the Project Advisory Board

The core responsibility of the Board is to provide advice to the ACT Government, including iCBR, in respect of the planning, procurement and delivery of the Project and as the primary consultative body. Specific functions of the Board include:

- provision of advice in respect of strategy formulation and project development matters in conjunction with the project management team;
- provision of advice which assists the project team performing its functions and exercising its powers in a proper, effective and efficient way;
- review, comment and endorsement of Cabinet Submissions being sought through Cabinet;
- provision of advice in respect of key emerging risks / issues including stakeholder risks and strategic risks;
- networking on behalf of the project team to assist in achieving organisational goals and alignment with other ACT Government plans and strategies;
- provision of advice to government on the selection of a preferred delivery model;
- provision of advice in relation to contract negotiations and commercial matters, as required; and
- ensuring appropriate oversight of Work, Health and Safety matters across the Project .

The membership of the Project Advisory Board is summarised in Table 11.4 below:

Table 11-4: Project Advisory Board membership

Board Position	Individual
Independent Chair	Appointed member
Deputy Chair	Chief Executive Officer, CFC
Member	Chief Executive Officer, CRA (or delegate)
Member	Director, CTC
Member	Deputy Director-General, Chief Minister Treasury Economic Development Directorate, Economic Development (or delegate)
Member	Deputy Director-General, Environment Planning and Sustainable Development (or delegate)
Member	Director-General, TCCS (or delegate)
Member	Under Treasurer, CMTEDD (or delegate)
Independent Member	Appointed member

Source: iCBR (2024) Canberra Theatre Redevelopment Project Advisory Board Charter

The diverse expertise and experience of the Project Advisory Board assist in advising on complex challenges for the Project and provides strategic guidance. The independent chair and member will provide the objectivity required to impartially evaluate the Project's progress, identifying areas for improvement and unbiased feedback.

11.3.2 Supporting Committees

In addition to these groups other key governance committees include:

- **CTR Project Control Group** – the primary working group for all matters relating to the design and construction phase of the Project;
- **Risk Management Committee** – the Risk Management Committee ensures that Project risks are identified and managed;
- **Performing Arts Reference Group –** the Performing Arts Reference Group improves understanding of the performing arts sector's considerations, issues, concerns and social and environmental priorities relating to the Project; and
- **Board Subcommittee(s)** – the Board Subcommittee(s) to focus on specific issues that require specific stakeholder coordination.

A further summary of the purpose, roles and responsibilities for the key groups shown within the governance structure is provided in Table 11.5 below and further detailed in this Section 11.3.

Table 11-5: Key Project committees and associated members and roles

Committee	Members	Role and responsibilities
CTR Project Control Group (PCG)	iCBR, CTC, CFC, Treasury, and invitees as required: including CRA, TCCS, CMTEDD and the Design and Technical Advisor.	The PCG functions as the primary working group for all matters relating to the delivery of the Project, including design, construction, and staging. It will review project decisions where these are required to advance for endorsement by the Project Advisory Board. The members and roles of the PCG are discussed further in Section 11.3.1 Project Control Group
Risk Management Committee (RMC)	iCBR, CFC, CRA, EPSDD, TCCS and CMTEDD (Economic Development and Treasury)	The RMC ensures that the Project risks are identified and managed by Project personnel and relevant stakeholders. The RMC will assess and provide advice to the Project Advisory Board on all strategic risks related to the Project. The members and roles of the RMC are discussed further in Section 11.3.2 Risk Management Committee
Performing Arts Reference Group (PARG)	Representative organisations, peak bodies and individuals with an interest in the	The PARG provides a voice for the performing arts sector in the Project's design phase, contribute views on issues, impacts and opportunities, share insights and ideas with the Project team, relay and share updates with their organisation and community, and seek feedback from their personal networks where possible and appropriate on issues discussed and raised in the

	issues, impacts and opportunities of the Project.	PARG. The members and roles of the PARG are discussed further in Section 11.2.2 Performing Arts Reference Group.
Board Subcommittee(s)	Developed by the Project Director (as the need arises)	Board Subcommittee(s) will be formed if required, to focus on specific issues that require cross stakeholder coordination with membership to be selected to best represent their organisations. The groups provide forums for stakeholders that may be internal to the ACT Government or external people and organisations to provide input into the Project.

The Project's supporting key governance documents include Terms of Reference for the PCG, RMC and PARG. Following is a summary of the information contained in those key governance documents to outline the purpose, role responsibilities and membership of these groups.

11.3.3 Future Governance Measures

The *Cultural Facilities Corporation Act 1997* is currently under review to update the CFC's legislative requirements and governance capacity. The current Project and Business Case assume the continuation of existing arrangements, however any governance changes for the CFC following the review will be incorporated in the Project Governance Framework will be updated, as required.

11.4 Project Resourcing

In addition to governance groups, and consistent with the delivery of designated Major Projects by iCBR, dedicated project resourcing is required within iCBR and CFC.

The completion of the Project (Stage 1 and Stage 2) will require funding for:

- a dedicated Project delivery team at iCBR (staffing profile at Figure 13.1 in the next section); and
- a CFC Project team to engage with and represent the requirements, including the provision of the required technical inputs into the design development, project disruption and operational commissioning *(this team is requested through the CFC Operational Business Case).*

11.4.1 Infrastructure Canberra

iCBR is the directorate responsible for the delivery of the Project in close collaboration with other stakeholders including other relevant directorates (including the CFC, CRA, artsACT, TCCS and others). Development and delivery activities led by iCBR includes:

- iCBR contract manages the engagement for the Design and Technical Advisory Team and directs the provision of their services;
- iCBR works with the CFC to determine the functional and operational requirements of the design brief; and

- iCBR will subsequently lead the procurement of the construction partner and delivery of the construction of the Project.

The proposed Project team within iCBR is consistent with the resourcing engaged to deliver the other major projects in the ACT Government, including the Canberra Hospital Expansion and CIT Campus Woden projects.

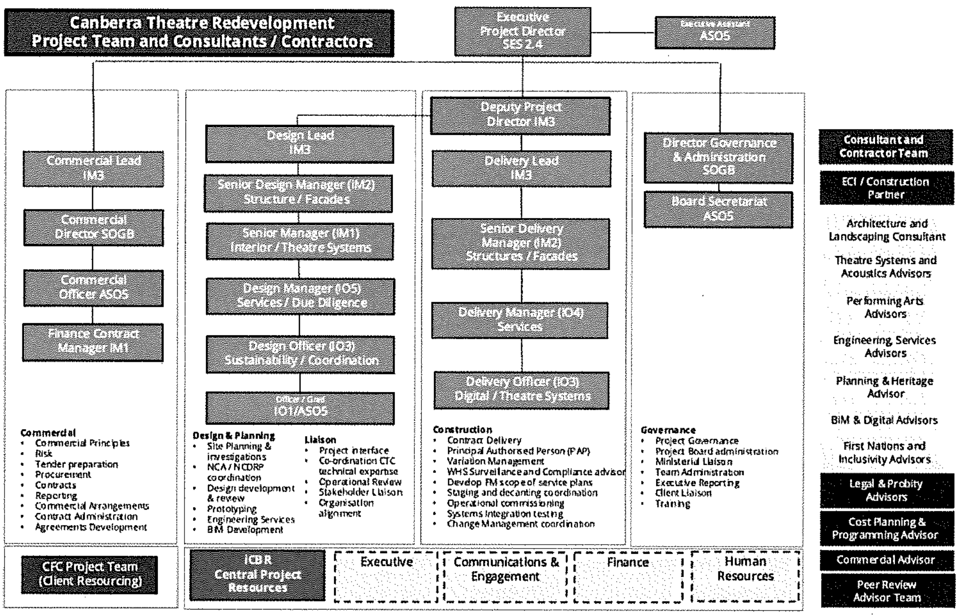
The iCBR Project team under the leadership of the iCBR Project Director, will be responsible for the overall coordination of the design and delivery of the Project, supporting the governance arrangements, overseeing the delivery of services by consultants and undertaking a range of extensive stakeholder consultation, including with the National Capital Design Review Panel (NCDRP) and the National Capital Authority (NCA). The team will deliver the Project according to the Project Vision and Objectives (defined within the Project Plan).

The iCBR Project team's major responsibilities include:

- implementing the delivery of the Project in accordance with Government approvals;
- identifying, discussing, and escalating strategically important issues and risks to the Project Advisory Board, through the Chief Projects Officer and Project Director;
- preparing Project Advisory Board papers and material, coordinated by the Project Advisory Board Secretariat; and
- endorsing the Monthly Report for issued to the Project Advisory Board for approval.

The indicative Project team structure and resource requirement is shown in Figure 11.2 below, noting this may be amended subject to project requirements as the project.

Figure 11.2: Project delivery team organisational structure



Source: iCBR (2025)

11.4.2 Cultural Facilities Corporation

A dedicated Project team within the CFC is required to support iCBR with the development of the functional and operational requirements for the design brief and the review of the design development by the Design and Technical Advisor. This team will also prepare the CFC for operational readiness and business disruption during construction. The analysis and funding required for this team is requested through the CFC Operational Business Case.

The CFC is commencing a major transformational change as a result of the CTR project. Through the coordination of BAU activities and Project Disruption, staff must continue to manage the considerable operational requirements of the existing facilities whilst preparing for a major change to the new operational environment.

Additional staff are required to plan for and implement the transformation; to build the capacity of the CFC as it moves through its renovation stages. This will enable essential customer facing events and activations, and ensure audiences are engaged in bespoke additional activities as the CFC prepares for and moves into construction stages.

12. Stakeholder Engagement

12 Stakeholder Engagement

There has been extensive stakeholder engagement undertaken to date to inform the design for the Project, as well as the development of the detailed stakeholder management plan to manage engagement for the Project moving forward.

Key messages

- Extensive stakeholder engagement with the community, the performing arts industry, and other Government agencies has been undertaken date to inform the early planning and design stage of the Project.
- Engagement activities build on the early engagement undertaken as part of the concept design developed in 2018-19.
- iCBR has developed the CTR Project Communications and Engagement Strategy (C&E Strategy) to guide the Project's current and future stakeholder engagement, which outlines key stakeholder groups, principles and approach, tools and channels, and monitoring, reporting, and evaluation requirements.
- The engagement is targeted to ensure key project values of Inclusion, Diversity and Accessibility are achieved. The Project team will continue to proactively identify and engage with stakeholders to ensure the Project's success and minimise the risk of delays due to stakeholder objections and issues which are discovered too late.
- Stakeholder engagement to date has confirmed that there is a high level of interest in the Project, and that the ACT community is supportive of the Project and excited about visiting the future CTC.

12.1 Stakeholder identification

Stakeholders are defined as individuals or groups that the Project affects directly, those with influence over aspects of the Project, and those potentially experiencing the Project's wider implications. Stakeholders may also be internal or external to Government.

A list of identified Project stakeholders, and their roles and levels of influence, is provided in Table 12.1. The individuals and groups identified as Project stakeholders sit across the broader community, the arts sector, special interest groups and Government. Appropriate level of engagement, a public participation goal and iCBR/CFC commitments are defined as they pertain to the different Project stakeholders.

Table 12-1: Stakeholder types

	Inform	Consult	Involve	Collaborate	Empower
Identified stakeholder groups	Media outlets Architectural industry Donors and philanthropists Federal Government agencies	Canberra community CTC patrons Knowledge institutions Heritage groups	Aboriginal and Torres Strait Islanders Multicultural community Disability Sector LGBTQIA+ communities Local performing arts/entertainment sector Near neighbours/businesses Reference groups Interstate/international performing arts community (including current and potential venue hirers/major venues)	ACT Government Directorates NCA	ACT Government
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
iCBR & CTC promise	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the plans developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Role of Stakeholder	Listen	Contribute	Participate	Partner	Decide

12.2 Outcome of stakeholder engagement to date

This section provides an overview of the extensive stakeholder engagement that has been conducted to date for the Project.

12.2.1 Stakeholder engagement (2022 – present)

Table 12.2 (on the next page) summarises the stakeholder engagement which has been carried out since 2022 design budget approval to develop the Project design, building on engagement undertaken during the previous concept design and draft project analysis project phases.

The CFC has continued to lead ongoing consultation with the national and international performing arts sector through its ongoing commercial relationships and professional networks. This has occurred through informal conversations, planned briefings, in-person meetings and at industry forums.

iCBR's Design Team has carried out detailed design consultation with theatre users in collaboration with CFC. The team is also engaging with the major theatres in other Australian states to understand relevant theatre, technical and operational specifications as a benchmark to ensure a seamless transition for major touring productions.

The Project team captures and manages the data and inputs from stakeholder engagement using Consultation Manager, an online records management system. Consultation Manager allows for systematic recording, tracking and reporting on stakeholder information, feedback and interactions

Table 12-2: Stakeholder engagement (2022-present)

Stakeholder	Summary	Outcomes
ACT Government Directorates	To ensure there is a whole of government co-ordinated approach and an overarching plan to the district, as opposed to isolated developments through engaging CRA, CMTEDD (artsACT, Economic Development and other relevant areas within CMTEDD), TCCS, EPSDD, ACT Heritage and iCBR (Light Rail).	CRA: Ongoing collaboration with City Renewal Authority for future CTC integration with CCCD. CMTEDD: Ongoing collaboration with Treasury, artsACT and Economic Development to ensure integration between projects. TCCS: Provided guidance on parking and transport integration, integration with City Services' land and collaborated on plans to relocate Civic Library. EPSDD: Alignment with City Plan and other policies. ACT Heritage: Worked with ACT Heritage to finalise Civic Square Conservation Management Plan (CMP). iCBR: Project integration with Light Rail project.
Performing Arts Reference Group (PARG)	The PARG was established to provide iCBR with an insight from Canberra's local performing arts sector and to keep them informed. The PARG is made of 19 representatives from Canberra's performing arts sector and audiences with diverse community representation.	PARG meetings provided valuable insights into themes of Diversity and Inclusion, the Studio Theatre, Food and Beverage, Environmental Sustainability/First Nations design, the Lyric Theatre and reflecting on and prioritising what we've heard, for consideration by the design team.
Aboriginal and Torres Strait Islander communities	Yerrabingin (First Nations consultancy) is part of the design team and leads engagement with First Nations communities and stakeholders to ensure their knowledge and input is incorporated, and Country and Culture is respected.	Understanding the requirements of Aboriginal and Torres Strait Islander peoples in theatre planning to enable flexible spaces, diverse programming and ways of experiencing performance. Celebration of First Nations Culture, ensuring the connection to Country is respected in design decisions. Community consultation has included a *design jam* with local participants, as well as workshops and meetings with the Dhawura

		Ngunnawal Caring for Country Committee, the Aboriginal and Torres Strait Islander Arts Network, and Bangarra. Engagement with First Nations communities will remain a central focus as the Project progresses.
Theatre user groups and staff	Detailed design consultation meetings and workshops. Staff and user groups provide input on what works/does not work in current setting.	Meetings and user group workshops have provided insight on their current experiences and feedback on designs to help guide design decisions.
LGBTQIA+ Community	Ensure theatre spaces are safe and inclusive of LGBTQIA+ people by providing input into design including gender sensitive guidelines to planning, inclusive signing, and safe rehearsal spaces, dressing rooms, and amenities.	Consultation with Office for LGBTIQ Affairs (the Office) have shaped the Project's approach to engagement. Briefings were conducted with the Office-led LGBTIQ+ Roundtable in July 2024 and the ACT Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Asexual+ Ministerial Advisory Council in August 2024. Further opportunities are being planned for 2025. There is diverse representation amongst PARG members. The 'Diversity and Inclusion' themed meeting provided the design team with insights into considerations of identity, representation, safety and inclusion.
Disability communities	People with disabilities and/or their carers have the opportunity to provide input on creating inclusive and accessible theatre spaces – whether artist, audience or employee. Diverse voices are heard through the PARG membership.	Insights and understanding of the diversity of physical and mental health needs in the community. This includes considering overall access to and around the CTC for people with mobility requirements, seating arrangements (e.g. more accessible seating), quiet spaces, use of technology (e.g. headsets for those with sensory challenges), hearing loops and audio description. The 'Diversity and Inclusion' themed PARG meeting additionally provided the design team with insights into considerations of access, identity, representation, safety and inclusion. Three workshops focusing on *designing an inclusive and accessible Canberra Theatre Centre were* held on 13 December 2023, 5 August and 7 August 2024 conducted both online and in person. These workshops

		heard from people with lived experience of disability and the peak bodies that support them. Further workshops and engagements will continue as the Project progresses.
Multicultural communities	Providing culturally and linguistically diverse communities an opportunity to create a culturally safe, inclusive and fit-for-purpose venue.	A workshop with members of the Minister's Advisory Council for Multiculturalism was held on 22 November 2023, followed by two additional sessions with multicultural community members on 5 and 6 August 2024. Further consultation opportunities are planned as the project progresses. The 'Designing a culturally safe and inclusive Canberra Theatre Centre' consultation report is available at Appendix K.
Canberra community	Local Canberra community including nearby businesses online and in-person opportunities to contribute ideas on improving theatre experience, including current and future theatre attendees, accessibility, inclusion, cultural diversity, and safety.	Community consultation conducted from 3 October to 4 December 2023 via YourSay website, staffed pop ups at CTC, Canberra Centre and Dickson Shops as well as through survey kiosks at CTC and Woden Library. • Key findings from the consultation were: • Importance of good seating in the performance. • Need for better pre-show amenities including food and beverage. • Importance of location and design – integration and vibrancy. Safety considerations: safe and well-lit walkable pathways to the theatre. • Accessibility: importance of catering for a diversity of physical and mental health needs was also seen as important. • Importance of nearby accessible transport and parking. • The community consultation report is available at Appendix K.

Performing arts sector (national and international)	Engage with the national performing arts sector to understand requirements. Additional opportunity to position Canberra as Australia's arts capital. Inform sector of the improved capability and capacity to host national/international arts/music events.	Meetings undertaken between iCBR, CFC and theatre operators from major Australian venues to understand the technical and operational requirements and lessons learned from previous projects.
Local performing arts sector	Meaningful engagement of the local performing arts sector on this Project will ensure that the Project meets the current and future needs of audiences and Canberra's performing arts sector. Local performing arts sector are kept informed to make them part of the process. Opportunity to reinvigorate Canberra's local arts sector and attract greater investment.	In addition to the PARG meetings noted above, briefings and meetings have occurred with local venues and stakeholders in the sector, including the Minister's Creative Council. A workshop was held with local venues including Ainslie and Gorman Arts Centres, Belconnen Arts Centre, Canberra Theatre Centre, Kambri, Llewellyn Hall, The Street, Tuggeranong Arts Centre and Queanbeyan Arts Centre. An information session for the local arts sector was conducted at Ainslie Arts Centre on 15 August 2024.
Knowledge institutions	Knowledge institutions including CIT, ANU, UC, ACU, local primary and high schools and regional schools are informed and engaged to understand their requirements.	A workshop with local schools held in September 2023 informed the design team of considerations for student groups. Further workshops are planned for 2024. Briefing sessions have occurred with University of Canberra and ANU (Kambri and Llewellyn Hall – through the venues workshop). iCBR engaged with young people through a tailored, interactive workshop: **The Theatre Think Tank ©.** Held during the ACT Up 2024 Festival, the workshop invited youth participants to share ideas about design elements that would help them feel welcomed, included, and represented at The Canberra Theatre Centre. A total of 201 students and 12 teachers actively participated in this initiative.

12.2.2 Stakeholder engagement for the design and proof of concept development (2019-2020)

Extensive feedback from the Arts sector was sought from August to October 2019. This stakeholder input helped inform the early proof of concept.

In 2020, the CFC and iCBR, formerly as Major Projects Canberra (MPC), consulted with the performing arts sector, including Australia's major performing arts companies, commercial producers, creatives, live music promoters, comedy promoters and sector bodies, to further understand requirements for a modern theatre centre.

iCBR also consulted a wide range of relevant Directorates within the ACT Government covering areas such as sustainability development, traffic matters, tourism, site security and the possibility for relocation of the Civic Library.

A summary of the stakeholders who were consulted during this phase is provided in Table 12.3 below:

Table 12-3: Stakeholder engagement for concept design and draft project analysis

Stakeholder	Overview
ACT Government Directorate/Area	
ACT Treasury (part of CMTEDD)	Core Government area part of the steering committee.
The CFC including the CTC	Core Government area part of the steering committee.
artsACT (part of CMTEDD)	Core Government area part of the steering committee.
iCBR (formerly MPC)	Core Government area part of the steering committee.
CRA	Core Government area part of the steering committee.
TCCS (including Roads ACT and Libraries ACT)	Initial engagement on transportation/traffic matters, and to inform a relocation strategy for the Civic Library.
EPSDD	Consultation in relation to car parking and sustainable infrastructure development matters.
Economic Development Stream (part of CMTEDD)	Engagement with events and tourism areas of the Economic Development Stream.
Justice and Community Safety Directorate	Consultation on matters relating to potential site security matters and issues.
Access Canberra	Engagement to inform a relocation strategy for the Access Canberra drivers licence hub in Civic Library.
ACT Heritage Council	Information in relation to the provisional heritage listing of the Civic Square and CTC buildings.
NCA	In late 2019, the ACT Government initiated initial conversations with the NCA regarding the Project. This early engagement was to assist in ensuring that the next stages of the Project take into consideration National Capital Plan planning conditions for design and development in the City Hill Precinct. Ongoing engagement will occur with the NCA as the Project progresses, including with the National Capital

	Design Review Panel (NCDRP) during subsequent design stages.
Sector consultations	
National Theatre Producers and Promoters	9 national organisations consulted
Contemporary Music Promoters (National and Local)	5 organisations consulted
Local ACT Arts Organisation and Venue Users	15 local organisations consulted
Public consultation forum (August 2018)	Representatives from over 70 organisations were invited to the forum, with those in attendance providing representation from government and non-government owned performing arts venues, and from the local dance, theatre, and music sectors. A wide range of insights were gained from those in attendance at the forum, including feedback supporting new and redeveloped CTC spaces and a new 300 seat black box theatre at the CTC.

12.3 Communication Strategy

The Project's Communications and Engagement Strategy is a guiding document that outlines the approach to communications and engagement for the design and construction phase of the Project, to support achieving works approvals and social licence.

This section provides a summary of the C&E Strategy, and the full version is provided at Appendix K, with the 'What we heard' reports from stakeholder engagement at Appendix K(i).

iCBR is responsible and accountable for the majority of communications and engagement for the Project, working closely with the design partner and partner directorates on stakeholder engagement, content, activities, initiatives and action plans.

The Project Team's strategy to leverage opportunities and manage negative issues is reflected through the objectives of the C&E Strategy. They demonstrate how the Project aims to meet stakeholder, community and audience needs.

The C&E Strategy has four key objectives:

- Provide meaningful, inclusive and accessible opportunities for stakeholders and the community to provide input.
- Identify and build relationship with stakeholders.
- Keep community and stakeholders updated on the Project's progress.
- Increase awareness and understanding of the Project's purpose and benefits for Canberra and the arts sector.

To achieve its four objectives, the activities within the C&E Strategy are guided by these principles:

- Coordination: activities are strategically coordinated to gather input at the right time and avoid duplication.
- Collaboration: bringing the community and stakeholders on the journey from design to delivery.
- Connection to Country: First Nations engagement (led by the Design Partners' First Nations consultant, Yerrabingin).
- A story for every place – a place for every story: where possible applying the story-telling theme of 'a story for every place – a place for every story' (from the National Cultural Policy) to designing engagement activities across audiences, including with First Nations people and their connection to the Country.
- Inclusion, Diversity and Accessibility: ensuring the voices of people who are culturally and linguistically diverse, living with a disability and those who identify as LGBTQIA+ are heard and considered.
- Based on insight: activities are framed and supported by research and insights.

Any issues and/or complaints identified during stakeholder consultation will be managed through a feedback loop and reported directly to the design or other relevant team. The strategic selection of the key stakeholder groups identified above, and ongoing consultation with them will mitigate-major design and development risks by ensuring their concerns are captured early.

Initial Project risks have been observed in early stakeholder mapping and documented in the risk register, so that they are monitored and mitigated by relevant stakeholder engagement. The risk register is a live document and will continue to be updated should new risks be identified during stakeholder engagement, so that they can be appropriately managed.

At the time of writing this Business Case, there are no active stakeholder issues that the Project team needs to address that are preventing the Project team from seeking the required project investment or proceeding according to the currently planned timing. The Project team will continue to monitor for any issues that may arise during Project delivery.

13. Advisor Engagement

13 Advisor Engagement Plan

This section of the Business Case outlines the specialist and expert advisor roles necessary to support delivery of the Project.

Key messages

- The was originally funded in the 2022-23 ACT Budget to commence development of the Project design and prepare for planning approvals, with further funding approved in the 2024-25 ACT Budget to continue progressing the Project.
- Taking into the consideration the scale, complexity and brownfield nature of the Project, including the specialist nature of good theatre design, the Project team has engaged a number of external advisors to provide specific expertise and support for the successful delivery of the Project.
- The advisors appointed provide expertise and advice across various specialist fields including design, technical and engineering, environment and sustainability, peer review, stakeholder management and communications, legal, probity, commercial and due diligence.
- Following the approval of this Business Case, the focus of the advisors will be to support the ECI Contractor award to progress design development, D&C Contractor award to finalise design, delivery and eventual commissioning and close out of the redeveloped Canberra Theatre Centre.

Following 2022-23 ACT Budget approval for commencement of the design and planning approvals for the Project, various expert advisors were appointed to progress the design development, prepare for planning approvals, undertake community engagement and develop the Construction Business Case.

Some of the engagements have since completed their scope, primarily early due diligence and site investigations to inform the tender process for the Design and Technical Advisors, while other engagements will continue through the development of design and will be ongoing through the construction phase.

Additionally, further expert advisors are awaiting procurement and appointment to support the Project going forward. Figure 13.1 (overleaf) below provides a summary of all external advisors to the Project.

Figure 13.1: Project External Advisors

Technical design and engineering

- Design and technical advisory consultancy
- Collaborating architects
- Theatre architecture/engineering
- Landscape architect
- Programming and constructability

Preliminary Due Diligence

- Digital survey
- Geotechnical study
- Engineering services study
- Buildability advisor
- Ecological investigation
- Hazmat assessment
- Conservation management plan

Peer review

- Technical support and architecture
- Engineering
- Quantity surveyor
- Theatre advisor

Commercial, legal and probity

- Commercial advisor
- Legal advisor
- Probity advisor

Environmental and sustainability

- Heritage advisor
- Sustainability advisor
- Town planning

Stakeholder management and communication

- First Nations advisor
- Stakeholder engagement

Other advisors

- Project controls and support consultancy
- Food and beverage
- Building certificate advisor
- Commissioning and closeout advisor
- Constructability advisor
- Facilitator project MOU/RACI
- Independent facilitator
- CTC vision and strategy
- CTC redevelopment

KEY

- Initial scope complete with further to be appointed.
- Scope ongoing
- To be appointed
- Withdrawn

The following subsections provide further details regarding the purpose and required scope for each of the identified external advisors.

13.1 Technical Design and Engineering

Given the complexity of high-quality theatre design coupled with the challenges of a major redevelopment project, a multi-disciplinary and specialist Technical Design and Engineering Advisors team have been engaged for the Project. The engagement of the lead Design and

Technical Advisor was announced on 11 May 2023, following a two-stage international tender, with the appointment of Architectus, Henning Larsen and Arup as the lead consultants.

Technical advice relating to architecture and urban design, theatre design and engineering, developing the design to 'planning approval ready' and cost estimation for project delivery has been completed to date. A summary of Design and Technical Advisors current team is provided in Table 13-1 below:

Table 13-1: Technical design and engineering advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Architectus; Design and Technical Advisory Consultancy (*up until ECI Contract award*)[57]	The Design and Technical Advisor Lead is providing a range of advisory services including architecture and urban design, theatre design, acoustic, town planning, heritage, engineering and sustainability, as well as cultural advice and stakeholder engagement	May 2023; *Scope pending outcome of the ECI Procurement*	iCBR, CFC
Henning Larsen; Collaborating Architect (*up until ECI Contract award*)	Supporting Architectus through bringing their internationally renowned experience in designing high quality theatre projects and architectural expertise. (Henning Larsen is subcontractor to Design and Technical Advisor)	May 2023; *Scope pending outcome of the ECI Procurement*	iCBR, CFC
Arup; Theatre Architecture/ Engineering/	Supporting Architectus through bringing a combination of their international experience as theatre designers and engineers and	May 2023; *Scope pending outcome of the ECI Procurement*	iCBR, CFC

[57] Subject to outcome of the ECI procurement, the successful ECI Contractor may bring their own architect or continue with the current Territory's architectural team.

Building Services and Traffic (*up until ECI Contract award*)[58]	experience over recent years assisting with the visioning for the CCCD and CTC. (Arup is subcontractor to Design and Technical Advisor)		
CK Architecture; Collaborating Architect	Complementing the Architectus and Henning Larsen team with their local knowledge, being a Canberra-based architectural practice (CK Architecture is subcontractor to Design and Technical Advisor).	May 2023; Scope Ongoing	iCBR, CFC
Aspect Studios; Landscape Architect	Advising on the planning, design, and management of the built and natural environments within the Project. The Advisor brings experience on major projects in Canberra and experience working with the Architectural team. (Aspect Studios is subcontractor to Design and Technical Advisor)	May 2023; Scope Ongoing	iCBR, CFC
RP Infrastructure; Programming and constructability	Providing project management and programming and conduct the constructability assessment. (RPI is subcontractor to Design and Technical Advisor)	May 2023; Scope Ongoing	iCBR, CFC

[58] Subject to outcome of the ECI procurement and further procurement requirements, some or all prior Territory consultants may be engaged by iCBR as peer review consultants.

Group DLA; Access/Disability Discrimination Act (DDA)	Consulting on building regulations, certification, and managed solutions. (Group DLA is subcontractor to Design and Technical Advisor)	May 2023; Scope Ongoing	iCBR, CFC
Salus Risk Consulting; Risk/Safety in Design	Consulting on the creation of functional, inclusive, and safe workplaces and built environments that comply with Work Health and Safety (WHS) standards. (Salus is subcontractor to Design and Technical Advisor)	May 2023; Scope Ongoing	iCBR, CFC
RLB; Design Quantity Surveyor	Developing capital and WOL cost advice to support design development. (RLB is subcontractor to Design and Technical Advisor)	May 2023; Scope Completed	iCBR, CFC

13.2 Preliminary Due Diligence

Preliminary due diligence on the site and existing buildings has been undertaken to confirm its suitability and risks associated with the new build and redevelopment of existing facilities, which is of particular importance when developing across a brownfield site. The due diligence process included planning engineering and design, site investigation, environmental assessments, analysis and research, and defining potential risks and Project scope. Further information on the Due Diligence Advisors is found in Table 13-2.

Table 13-2: Due diligence advisor summary

Advisor. Role	Scope	Start date; Status	Directorates Involved
Lonergan; Digital Survey	Produced a comprehensive digital base model, both external and internal, of the entire theatre complex, including the surrounding site, to be suitable for use in the planning, design development and construction of rehabilitation and upgrade activities at the complex. This program of works involves the survey and 3D scanning	December 2021; Scope Complete	CRA, iCBR

	of existing buildings, their surroundings and the development of a base 3D building information model (BIM). The requirement is to create an accurate digital record of the existing buildings and surrounds to create a baseline of current as-built information, and to facilitate future projects within the complex.		
ACT Geotechnical Engineers; Geotechnical Study	Developed a geotechnical investigation of Section 19, City including bore hole sampling. Deliverables include a Geotechnical factual investigation report, technical results of bore hole samples, a site map indicating the location of each bore hole and bore sample reference number and necessary ongoing ground water monitoring.	May 2022; Scope Complete	CRA, iCBR
Indesco; Engineering Services Study	Reviewed existing engineering services and traffic analysis for the theatre precinct, including the preparation of a district Engineering Services Master Plan and undertaking a traffic and carparking assessment for Section 19 City.	October 2022; Scope Complete	CRA, iCBR, TCCS
Multiplex; Preliminary Buildability Advisor	Developed preliminary construction planning advice for the Project, including staging strategies, program and site establishment options to inform design development.	May 2023; Scope Complete	iCBR
Umwelt; Ecological Investigation	Developed the ecological due diligence studies such as inspections and/or investigations of relevant flora and fauna within the proposed site boundary and taking all necessary steps to meet the objectives of the Environment Protection and Biodiversity Conservation Act 1999. Other studies undertaken included developing, in consultation with iCBR, an ecological due diligence studies report which compiles inspection records and/or investigations of relevant flora and fauna within the proposed site boundary.	December 2021; Scope Complete	CRA, iCBR
WSP Australia Pty Limited; Hazmat Assessment	Developed a limited intrusive hazardous materials assessment, and produce a Hazardous Materials Report, for the purpose of design development and costing of the proposed extensive refurbishment of the existing CTC and The Playhouse.	May 2023; Scope Complete	CFC, iCBR
Philip Leeson Architects;	To develop a Conservation Management Plan for the Civic Square Precinct in	January 2021;	CMTEDD, CRA, CFC,

Conservation Management Plan	accordance with the Heritage Act, in line with the values identified in the Register entry for the Precinct and in accordance with the ACT Heritage Council's Conservation Management Plans Guiding Principles, and the principles set out in the Australia International Council on Monuments and Sites Burra Charter, including conservation policies and implementation strategies for the Precinct's future management.	Scope Complete	EPSDD, iCBR, TCCS, Office of the Legislative Assembly,

13.3 Peer Review

Advisors have been engaged to conduct peer reviewing concurrently with the technical design and engineering stream. The role of the Peer Review Advisors is to provide a rigorous and objective evaluation of the design to identify any errors or omissions and the assess the overall clarity and quality of the design. More information on the Peer Review Advisors can be found in Table 12-3.

Table 13-3: Peer review advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
NBRS Architecture; Technical Support and Architecture Peer Review	Provides client-side advice on the design for the Project, initially throughout the design phase during 2023 and 2024. Scope also includes the subdivision and title consolidation works for the blocks required to support the Project. Assuming that funding is provided for the construction phase, the Technical Support and Peer Review engagement could, at iCBR's discretion, be extended to provide further advice during the construction, commissioning, and defects liability period up to Project completion. The consultant will be required to provide an independent peer review across all engineering disciplines and from an architectural and planning perspective, of the design and other technical documentation developed by the Design and Technical Advisor.	February 2023; Scope ongoing	iCBR, CFC
Northrop; Engineering Peer Review	Provides an objective evaluation and quality assessment of the technical designs across all engineering disciplines. (Northrop is subcontractor to Technical Support and Architecture Peer Review Advisor)	May 2023; Scope ongoing	iCBR, CFC
MI Global Partners; Theatre Advisor	Provides client-side advice on the design for the Project, from a Theatre functionality and operational perspective, initially throughout the design phase during 2023 and 2024. Assuming that funding is provided for the	May 2023; Scope ongoing	iCBR, CFC

	construction phase, the Advisor engagement will potentially be extended to provide further advice during the construction, commissioning, and defects liability period up to the estimated completion date of 2028.		
WT Partnership Australia; Principals Quantity Surveyor	To provide client-side review on the construction budgets developed by the design team and ad hoc costing advice for the Project.	May 2024; Scope ongoing	iCBR

13.4 Financial, Commercial and Procurement

As the Project is a Tier 1 project with significant scale and complexity, a Commercial Advisor was engaged to develop the Construction Business Case and to provide ongoing commercial advisory services through the duration of the subsequent Project delivery. Deloitte was engaged as Commercial Advisor in August 2023. See Table 13-4 below for further details about the Commercial Advisor's scope.

Table 13-4: Financial, commercial and procurement advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Deloitte; Commercial Advisor	Undertaking Business Case and developing commercial advice for the Project, including providing guidance and expertise in the procurement process and preparation of the procurement documentation for the Delivery Contractor, providing ongoing commercial advice, value management input, and contract administration advice.	August 2023; Scope Ongoing	iCBR
WT Partnership; Quantity Surveyor	Developing ongoing capital and WOL cost estimates for the Project and assurance of works completed for progress payments in construction.	May 2024; Scope Ongoing	iCBR
E3 Advisory: Transaction Manager	Support the Territory through the procurement of the ECI Contractor, including Tender Release, evaluation and negotiation of the ECI Procurement.	July 2024; Contract Award of the ECI Contractor	iCBR

13.5 Legal

Due to the scale and complexity of the Project, the need for an external Legal Advisor was identified during development of the Tier 2 Design Business Case. The Legal Advisor has a key role in advising on project agreements, to ensure the risk allocation and contract terms are commensurate with the risk appetite of Government.

The Project has appointed Clayton Utz as Legal Advisor for the duration of the Project. See Table 13-5 below for further details about the Legal Advisors scope.

Table 13-5: Legal advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Clayton Utz; Legal Advisor	Providing legal support to the Project including contract drafting, assistance during negotiations, interface issues with multiple delivery packages, potential novation of the design and technical advisors to a construction contractor and general advice during these engagements. To date, the Legal Advisor's role on the Project has included contract drafting of the Design and Technical Advisor. Moving forward, the Legal Advisor is required to support Government across the duration of the Project.	March 2023; Scope Ongoing	iCBR

13.6 Probity

To ensure the Project procurement remains fair, transparent, defensible and robust, a Probity Advisor has been engaged to oversee the procurement process and maintain probity. Further information on the Probity is shown in Table 13-6.

Table 13-6: Probity advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Sparke Helmore; Probity Advisor	Providing probity guidance for the Project, commencing with the procurement of the Design and Technical Advisor including the preparation of a probity plan, reviewing procurement documentation, delivering probity briefings and attending interactive and assessment meetings. This Advisor is also the Probity Advisor for the Contractor. The Advisor is required to support Government across the duration of the Project.	August 2022; Scope ongoing	iCBR

13.7 Environmental Sustainability

A number of Environmental and Sustainability Advisors have been engaged by the Project team to mitigate the impact of the Project on the local environment and to ensure its long-term sustainability. The CTC is a significant heritage asset as Australia's first performing arts centre, and a Conservation Management Plan has been developed to ensure its preservation. Furthermore, an Ecological Investigation and Hazmat Assessment have been undertaken to review current local ecology and existing hazardous materials in use that must be considered during refurbishment as noted in Table 13.2 above. See Table 13-7 below for further information on the scope of the Environmental and Sustainability Advisors.

Table 13-7: Environmental and sustainability advisor summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Phillip Leeson Architects; Heritage Advisor	Developed a Conservation Management Plan (CMP) for the Civic Square Precinct in accordance with the Heritage Act, the values identified in the Register entry for the Precinct, ACT Heritage Council's CMP Guiding Principles, the principles set out in the Australia International Council on Monuments and Sites Burra Charter. These principles set out the conservation policies and implementation strategies for the Precinct's future management. This advisor was procured through TCCS, as the asset owner of Civic Square.	February 2021; Scope Complete	CMTEDD, CRA, CFC, EPSDD, iCBR, TCCS, Office of the Legislative Assembly
GML; Heritage Advisor	Provides heritage consulting services and expertise across heritage, history, built environment, landscaping, archaeology, interpretation and design, and climate heritage. GML have worked on large project consortia and bodies including ACT Heritage, the NCA, and iCBR (GML is subcontractor to Design and Technical Advisor).	May 2023; Scope Complete	iCBR
Arup; Sustainability Advisor	Provides sustainability and green star rating advisory (Arup is subcontractor to Design and Technical Advisor).	May 2023; Scope Complete	iCBR
Planit; Town Planning	Provides town planning services including environmental assessments and sustainability (Planit is subcontractor to the Design and Technical Advisor).	May 2023; Scope Complete	iCBR

13.8 Stakeholder Management and Communications

As detailed in Section 12, iCBR is leading the stakeholder management and communication for the Project and has engaged two Advisors to support with the stakeholder engagement and community consultation as part of a two-phase approach to the planning and design phase. These Advisors are summarised in Table 13-8.

Table 13-8: Stakeholder management and communication summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
Communication Link;	The advisor provides consulting services for community consultation and stakeholder	May 2023;	iCBR

Stakeholder Engagement	engagement (Communication Link is subcontractor to Design and Technical Advisor).	Scope ongoing	
Yerrabingin; Stakeholder Engagement	The Advisor leads engagement with First Nations communities and stakeholders to ensure their knowledge and input is incorporated into the Project (Yerrabingin is subcontractor to Design and Technical Advisor).	May 2023; Scope ongoing	iCBR
Jade Lillie	Independent Facilitator for the PARG.	July 2023; Anticipated to 2025	iCBR
Elm Communications	The advisor supported planning and facilitation of workshops with multicultural and disability communities.	August 2024; scope ongoing	iCBR

13.9 Other Specialists

The Project team has engaged other specialist advisors to support the Project to date. These advisors have provided project management capability, facilitated the activities of the PARG, defined the CTC Vision and Strategy and future operating model. A summary of the scope of other advisors is included in Table 13-9 as detailed below.

Table 13-9: Other advisory summary

Advisor; Role	Scope	Start date; Status	Directorates Involved
PwC (Scyne Advisory); Project Controls and Support Consultancy	Developed the Management Plans for the Project, provide the Project team with ongoing Project Controls management, report to the iCBR Executive and Project Advisory Board, and Project Resourcing support.	October 2022; Scope Complete	iCBR
Future Food; Food and Beverage Consultant	Providing financial modelling for the upgraded existing and new food and beverage offerings which will be implemented as part of the Project (Future Foods is subcontractor to Design and Technical Advisor).	October 2023; Scope Complete	iCBR
Planit; Town Planning	Providing town planning services for planning approvals (NCA Works Approval) (Planit is subcontractor to Design and Technical Advisor).	May 2023; Scope Complete	iCBR
Blackett Maguire + Goldsmith; Building Certification Advisor	Providing building regulations, consulting, and certification services (BMG is a subcontractor to the Design and Technical Advisor).	November 2023; Scope ongoing	iCBR

To be appointed; Commissioning and Closeout Advisor	To complete onsite and administrative tasks as part of the project management closeout process and hand over to the operational team. The Advisor will be engaged close to the completion of each Stage.	[To be confirmed]	iCBR
Constructability Advisor	To provide Constructability advice to the design team including construction methodology, program and staging. Originally went to market in April 2024, however the tender was withdrawn,	Withdrawn	iCBR
Alchimie; Facilitator – Project MOU/ RACI	To facilitate the development of the Memorandum of Understanding.	May 2024; Scope Complete	iCBR
Elm Communication; Independent Facilitator	To facilitate 'accessible and inclusive' workshops and 'culturally safe and inclusive' workshops. To facilitate 'LGBTQIA+' workshops.	June 2024; Scope Complete	iCBR
Claringbold Consultants Pty; CTC Vision and Strategy	Consultancy on creating CTC's Vision document.	N/A Single Select; Scope Complete	CFC
David Antaw Contracting; CTC Redevelopment	To support CFC in providing operational modelling regarding the CTC Redevelopment to inform the Project Business Case.	N/A Single Select; Scope Complete	CFC

13.10 Current Procurements

The Territory is currently in procurement for the following services as listed in Table 13-10

Table 13-10: Current Procurements

Advisor; Role	Scope	Start date; Status	Directorates Involved
[TBC]; Early Contractor Involvement partner	Early Contractor Involvement to support the design development, secure works approval and derisk the construction offer.	April 2025; Expected to Award	iCBR, CFC

14. Timeline

14 Timeline

This section outlines the proposed Project Program for the Project, provides details on the key decision points and milestones, and draws out timeline assumptions, dependencies, and constraints.

Key messages

- The Project is presented for a two-stage delivery, with stage one being the new Lyric Theatre, loading dock and interface to the existing facilities, and stage two the refurbishment of the existing venues, Canberra Theatre, The Playhouse, Courtyard Studio and the Link Building.
- The anticipated date for the opening of Stage 1: Construction substantial completion is early-2028, followed by operational commissioning, with project completion in mid 2028 and opening gala to follow later in the year.
  - This is premised on Project approval and funding being provided for Stage 1 in April 2025 and the completion of the ECI procurement process by April 2025.
- The indicative opening date for Stage 2: Construction substantial completion early 2030, with project completion and opening in mid-2030, subject to Stage 2 commencing immediately upon the completion of Stage 1.
  - This is subject to future Government approvals and funding to complete design and the construction procurement process by mid-2027.
- Key external dates such as the 60th Anniversary of the theatre in June 2025, as well as implications of working within a live theatre environment have been taking into consideration when developing the Project program.
- The program has considered interfaces with notable adjacent projects within the city centre and overlapping construction timeframes. The Project team will continue to liaise with key stakeholders and external delivery teams for these projects to anticipate and mitigate any potential timing or interface program impacts.
- The revitalisation of Civic Square holds an important alignment the delivery of the new Link in Stage 2, to meet the outcomes of the Project.
- The Project program will continue to be assessed and refined throughout the ongoing design development, documentation and construction phases.

14.1 Project timeline

Key activities of the Project Program include:

- **Design and Planning Approvals** – Activities for design and planning approval stream are underway, with planning approval anticipated in mid-late 2025 and design finalisation for Stage 1 of construction scheduled for mid to late-2025.
- **Procurement** – Procurement activities commenced in July 2024 for an ECI partner, with an initial EOI followed by the shortlisted Tender process. Contract award is planned for April 2025. The construction offer following the ECI phase is expected in late 2025 and subject to acceptance of the offer, Main Works construction would commence.
- **Construction** – The overall construction timeline for the Project is expected to be completed in approximately 3 years for stage 1 with planned completion in mid-2028 plus a further 2 years for stage 2, subject to further approvals. The construction timeline for Stage 1 is subject to the procurement of the preferred Contractor and the program agreed with the successful bidder.

14.1.1 Project Milestones

A key element of the Project is to ensure that theatre operations continue throughout the construction phase, therefore the Project will be completed in two stages.

The construction phase will be split into two stages:

- **Stage 1:** is set to commence in late-2025 and involves the construction of the new Lyric Theatre, the Loading Dock and key building interfaces with the existing back of house of The Playhouse. Although Enabling Works may be agreed during the ECI phase to derisk the construction program, this stage is expected to be complete by mid-2028.
- **Stage 2:** subject to further Government approvals and funding, is proposed to begin in mid-2028 following operational 'go-live' of the new Lyric Theatre. This stage involves undertaking a redevelopment of the existing Canberra Theatre, The Playhouse, the Courtyard Studio and the Link Building. This stage is expected to be complete by mid-2030.

Table 14-1 outlines the high-level scope included per stage and the proposed opening date per stage.

Table 14-1: Indicative Opening Date for Each Stage for the Preferred Option.

Stage	Indicative Opening Date
Stage 1 – Construct new Lyric Theatre, Landbridge and associated interface works with the back of house for The Playhouse venue.	Completion: mid 2028 Formal opening: late 2028
Stage 2 – Following operational 'go-live' of the new Lyric Theatre, undertake refurbishment works of the existing Canberra Theatre, The Playhouse, Courtyard Studio and Link	Indicative completion: mid 2030 Opening: late 2030

During Stage 1 it is intended that the Canberra Theatre and Courtyard Studio will remain operational through the full period, with some closure of The Playhouse required to complete the interface with new Lyric build.

Indicative key milestones and other important dates for the Project have been detailed in Table 14-2 below with the Gantt Chart program located in Appendix L.

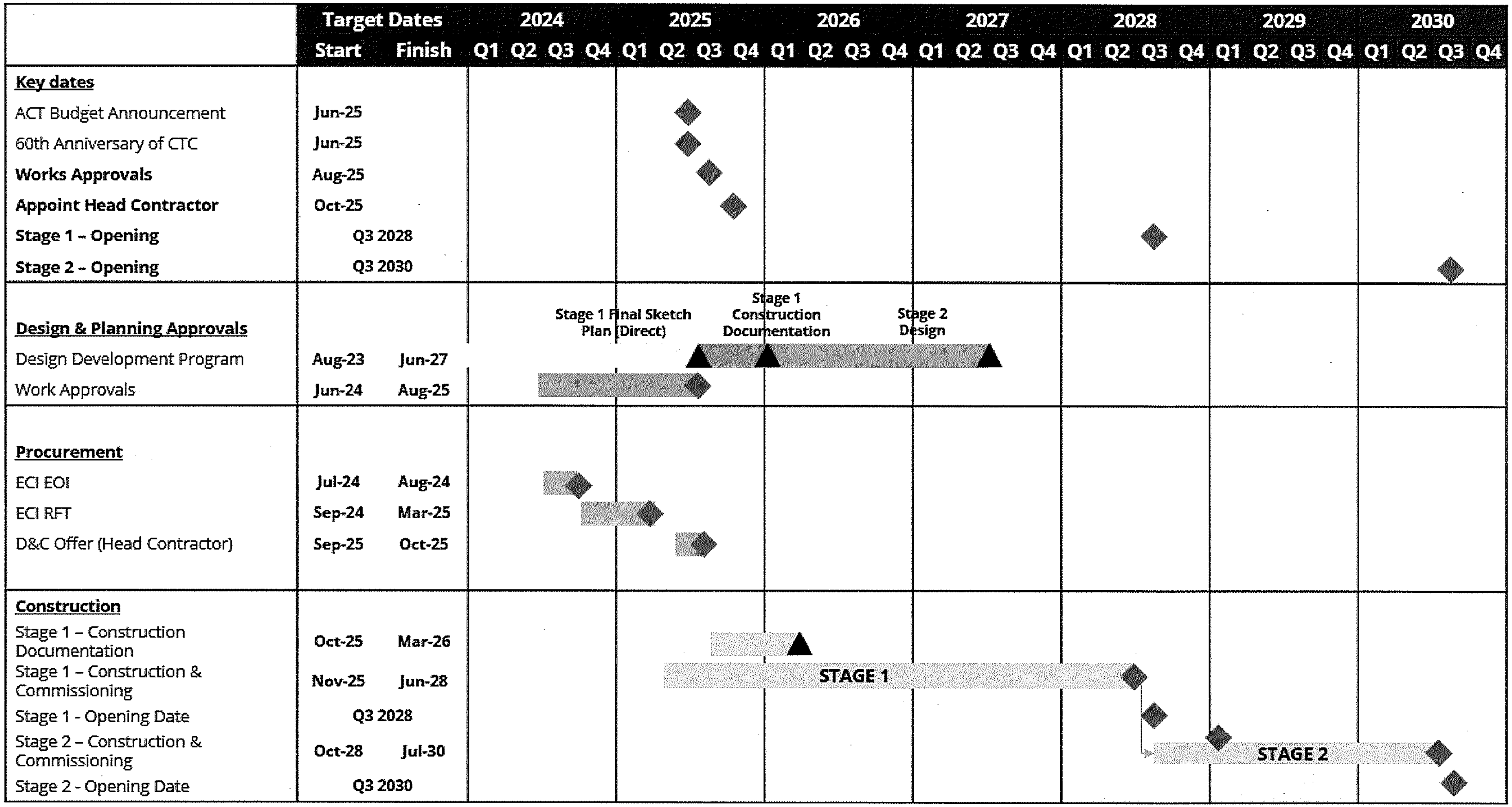
Table 14-2: Indicative Milestones and Key Dates

Milestone	Indicative Start	Indicative End
Design Development (Stage 1 and 2)	Aug-23	Jun-27
National Capital Authority Works Approvals	Jun-24	Aug-25
Expression of Interest (ECI Contractor)	Jul-24	Aug-24
Stage 1 Design Finalisation	Jun-25	Nov-25
RFT and Evaluation (ECI Contractor)	Sep-24	Mar-25
ECI Contractor Phase (inc Enabling Works)	Apr-25	Oct -25
D&C Offer	Sep-25	Oct-25
Stage 1 Construction Documentation	Oct-25	Mar-26
Stage 1 Construction & Commissioning	Nov-25	Jun-28
Stage 1 Indicative Opening	Quarter 3 2028	
Stage 2 Construction & Commissioning *	Oct-28	Jul-30
Stage 2 Indicative Opening*	Quarter 3 2030	

** The indicative dates for Stage 2 are subject to funding approval and assume that the Stage 2 construction works commence on completion of Stage 1 works.*

A Gantt chart with the program is summarised in Figure 14.1.

Figure 14.1: Indicative Procurement and Construction Program



14.2 Project decision points

Key decision points for this stage of the Project are:

- The Project is seeking funding approval for Stage 1 by March 2025.
- Subsequent funding for Stage 2 of the Project will be sought to complete design documentation and construction in future budgets, to coincide with the continuity of works following the completion of Stage 1.

14.3 Recommended float

The current Project Program plans for construction completion of Stage 1 works by mid 2028 with opening date anticipated in Q3 2028. The current Project Program has inbuilt contract contingencies, within the construction timelines, to allow for unforeseen issues which may arise across the spectrum of the Project, including those risks outlined in Chapter 7 detailing the top 10 project risks identified by stakeholders.

The iCBR Project team will work alongside the ECI Contractor and Head Contractor and supporting advisers to continue to develop a robust construction program that meets the timeframes detailed and manages program risk.

14.4 Project timeline risks, dependencies, constraints and/or deadlines

Known project dependencies required to achieve the planned timing include:

- Project approval and funding for Stage 1 by March 2025.
- Works Approvals from the NCA require approval before commencement of construction indicatively from October 2025, the current program has works approvals awarded by August 2025, which builds in a minimum 3-month contingency to main works commencement. It is anticipated that smaller works approvals may be sought to commence enabling works.

Relevant constraints and other interfaces that need to continue to be monitored throughout delivery of the Project to assess any further impacts on timing and/or works include:

- CTC has a number of activities scheduled in June 2025 to celebrate its 60th anniversary. This will occur prior to the scheduled contractor onboarding and work commencement of Stage 1 works from July 2025.
- As aforementioned in Chapter 4.3.1, the Civic Library is expected to remain in-situ during the construction period of Stage 1. The iCBR Project team will continue to liaise with key Project stakeholders to ensure both Projects align their design processes.
- Interfaces and impacts of other key infrastructure Projects in the city centre could impact on the delivery and sequencing of the Project. The iCBR Project team continue to liaise with key stakeholders and delivery teams for other major Projects in the city centre including Light Rail Stage 2A, Raising London Circuit, Block 40 development, land release sites within the

CCCD and, traffic changes on Vernon Circle and Northbourne Avenue. Coordination of construction scheduling across the city is underway to align planning, design and construction impacts of these works. The operational plans for the construction period will be produced to coordinate and reflect any construction constraints imposed by the adjacent construction activity. These plans will also support the overarching business continuity plan for the CFC.

14.5 Project timeline assumptions

Key assumptions and drivers for the Project Program and its development include:

- Stage 1 timing assumes that the appointed ECI Contractor submits a D&C offer and is subsequently appointed as the Head Contractor. A revision of the program would need to be undertaken in the event that the ECI Contractor is unsuccessful, and the Territory was required to tender for a different Head Contractor to progress the project.
- This Business Case assumption is that Stage 2 is to follow Stage 1 without a break in continuity. The current program assumes staged delivery wit interfaces requiring concurrent closure during stage 2 to maximise operational continuity.
- The staging program is designed to retain the continuous operations of at least one major venue at the Canberra Theatre Centre. In order to achieve this, the program schedules either the Canberra Theatre or New Lyric to remain operational during the staged construction works to ensure continuity of performances for the ACT community, supported by minimal closure of supporting venues.
- The Program notes that the impact of external services relocations, diversions and cutovers are scheduled, but are subject to the construction program and external adjacent/interfacing developments (particularly important with respect to back of house interfaces and the new loading dock for the Lyric Theatre). The project team will continue to engage with the stakeholders and delivery teams for other major Projects in the city centre to accommodate programs as they evolve.
- Adverse ground conditions have been considered for this Program, noting that they will be further investigated during the ECI phase to inform the final construction program.

The indicative Program is updated continuously during the design development phase prior to tender for the head contractor and will be further developed by the head contractor once appointed.

15 Appendices

Appendix A - Design Report – Architectural Milestone Report – Phase 1C

Appendix B - Investment Logic Map

Appendix C - Wellbeing Impact Assessment

Appendix D - Functional Design Brief Register – ECI Request for Tender

Appendix E - Risk Register

Appendix F - Detailed Cost Estimates *(based on Pre-tender estimates as of October 2024)*

Appendix G - Detailed Annual Cashflow Profile

Appendix H - Cashflow and Cost Modelling (Tier 1)

Appendix I - Cost estimate supporting information (Tier 2 and Tier 3)

(Not included as Tier levels are not applicable to this Business Case)

Appendix J - Economic Appraisal Methodology

Appendix K - Stakeholder Engagement Plan and Communication Strategy

Appendix Ki - 'What We Heard' Community Consultation Reports

Appendix L - Project Timeline

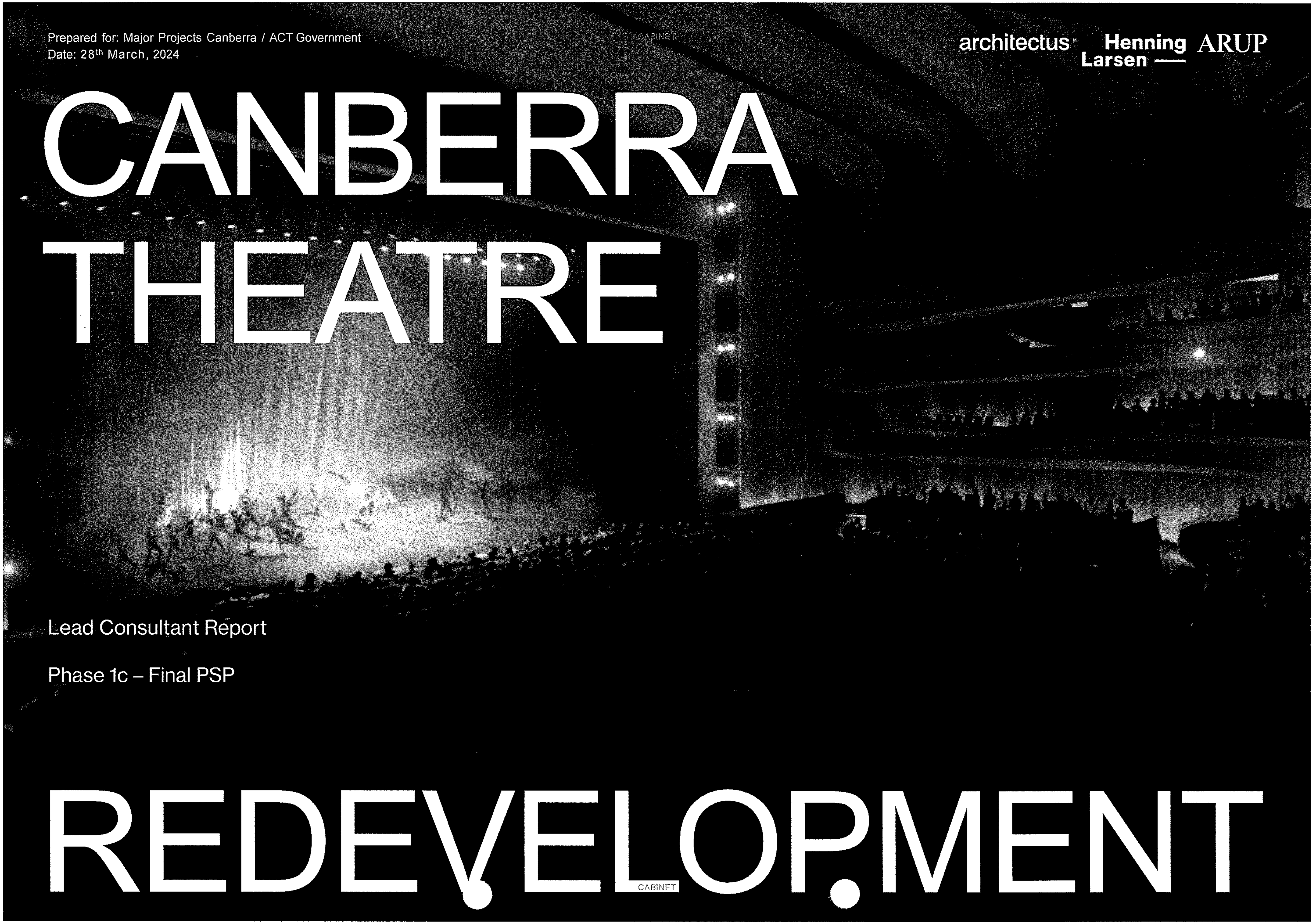
Appendix M - Relevant Government Policies, Strategies & Plans

Appendix N - Benefits Realisation Plan

Appendix O - Market Engagement Report

Appendices

A. Design Report – Phase 1C



Prepared for: Major Projects Canberra / ACT Government
Date: 28th March, 2024

CABINET

architectus Henning Larsen ARUP

CANBERRA THEATRE REDEVELOPMENT

Lead Consultant Report

Phase 1c – Final PSP

CABINET

This report acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation as the Traditional Custodians of the lands on which we live and work.

We pay our respects to Elders, past and present.

We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

architectus™ Henning Larsen ARUP

Contents

PLEASE NOTE:
APPENDIX NUMBERS RELATE TO THE MILESTONE REPORT SECTION NUMBERS

Project Particulars

Name of Project: Canberra Theatre Redevelopment

Project Description: New Arts & Performance Precinct Development

Location: Civic Square, London Cct, Canberra ACT 2601

Principal | Client: ATC Government | Major Projects Canberra

Principal's Representative: Julia Pucci

Schedule of Proposed Works:

Volume of Cut:	-40,975m3
Volume of Fill:	2,860m3
Gross Floor Area:	32,100m2
Site Coverage:	X % of site is built
Building Height	29.8m max. (Refer Drawing Set)
Building Setbacks:	Varies (Refer Drawing Set)
External Materials:	Refer to External Finishes Palette (Drawing Set)
Carparking Provision:	11 spaces (inc. 1 Accessible (Refer Transport Report)

Detailed Design Brief:

Vol 1a. CTR DTA - RFT Overview
Vol 1b. CTR DTA - RFT Returnable Schedules
Vol 1b. CTR DTA Att 6 - Pricing Schedule
Vol 1b. CTR DTA Att 7 - Capital cost template
Vol 2a. CTR DTA - Design Outcomes
Vol 2b. CTR DTA - RFT Design Brief
Vol 2c. CTR DTA - RFT Design Services
Vol 3. CTR DTA - Draft Contractual Documents
Vol 4 - Att 1. CTC Background Information - 2022
Vol 4 - Att 2. ARM Design Report Vol 1 - Architecture - 2019
Vol 4 - Att 3. ARM Design Report Vol 2 - Consultants - 2019
Vol 4 - Att 4. ARUP Design Principles and Contemporisation Review - 2022
Vol 4 - Att 5. RSTC Peer Review - 2021
Vol 4 - Att 6. Canberra Civic and Culture District concept – 2022
Vol 4 - Att 7. Civic Square Precinct Conservation Management Plan DRAFT - 2021
Vol 4 - Att 8. Supplementary Heritage Background - 2022
Vol 4. CTR DTA - Supporting Information
Vol 4 - Att 9. CTC 3D Model - 2022

Context: Phase 1c Final Preliminary Sketch Plan

Order of Precedent:

a. In the event of conflict or inconsistency between this Milestone Report and provisions of the various portions of the Contract, precedence shall be given in the following order:

I. The Contract;
II. The SoA,
III. Scope Options Schedule
IV. Milestone Report Phase 1c (This document)

b. Where a discrepancy occurs between any documents the Client shall report it to the Lead Consultant. Where a direction is not sought the more onerous requirement shall apply.

c. The Detailed Design Brief includes selected departures from and/ or changes to the requirements of the Functional Design Brief. These changes are listed in the Key Departures, refer to Section 1.6. The amended requirements shall be applied to the project in lieu of the original requirements detailed in the Functional Design Brief.


DESIGN
1
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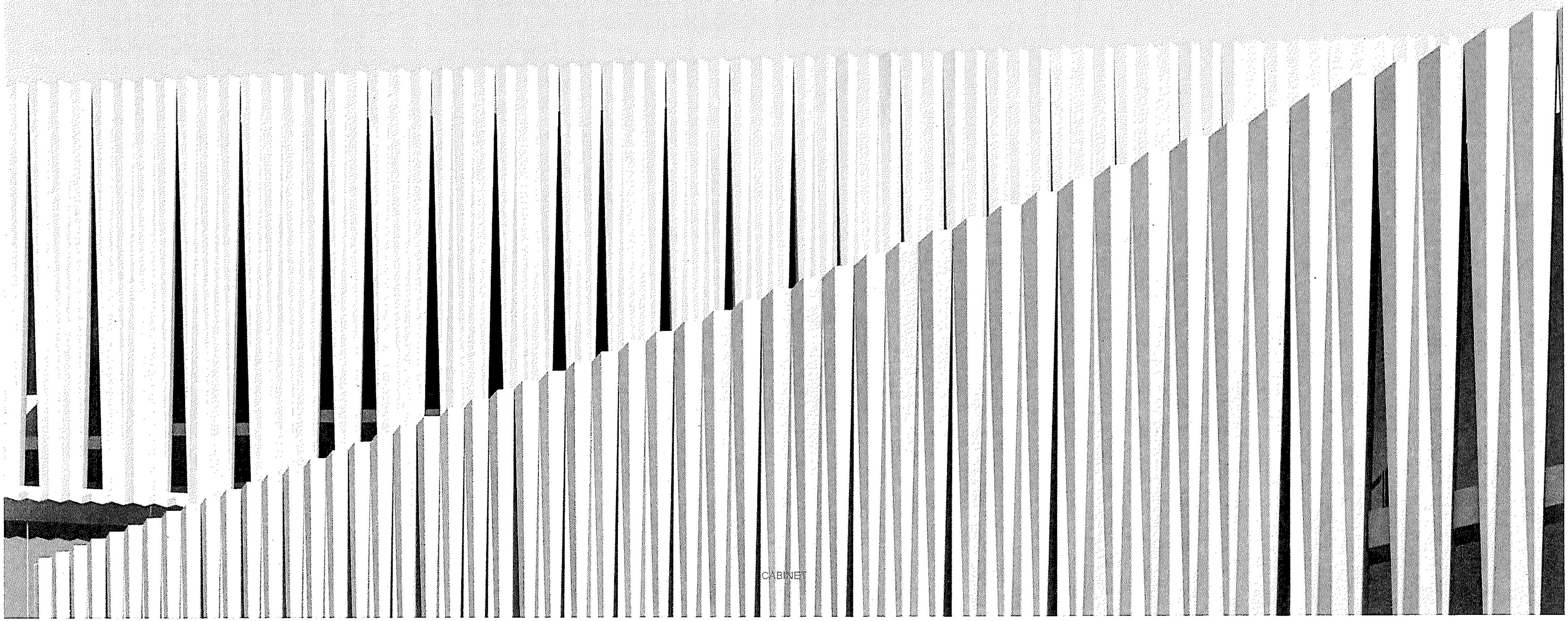
1.1 EXECUTIVE SUMMARY



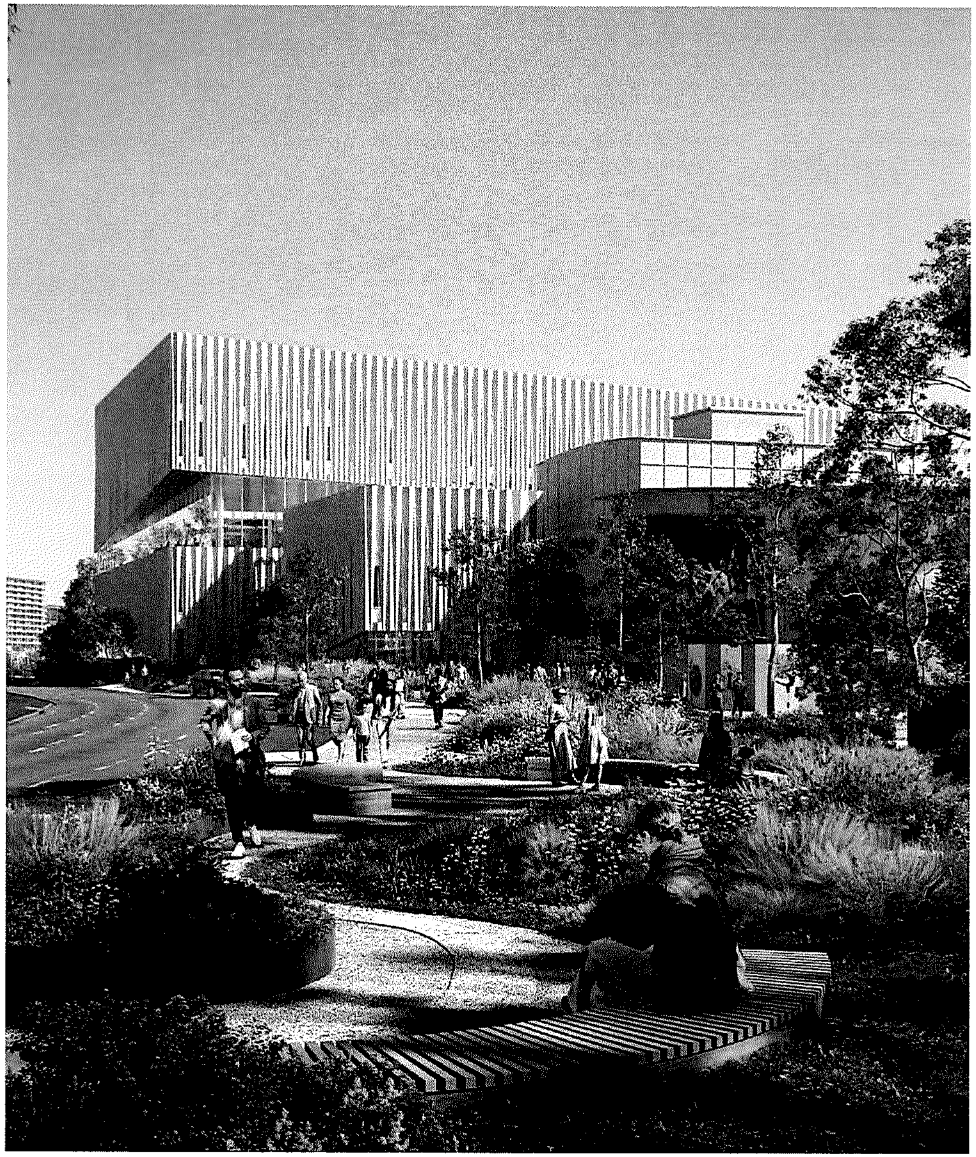
1.1 Executive Summary

The Canberra Theatre Redevelopment project represents a major endeavour and investment by the ACT Government for the unprecedented revitalisation of Australia's first performing arts centre and cultural significance of the Civic district. This project is underpinned by the necessary revitalisation and enhancement of the physical infrastructure that will nourish the creation, staging and experience of performing arts with theatrical excellence. The project is driven by an expressed need to be a vital catalyst for the future cultural vibrancy and diversity of Canberra, one that Civic has yet to fully realise as an urban realm of local and national importance.

With a tripartite team of design and delivery leadership - Architectus, Henning Larsen and Arup – we have been working closely with the team at Major Projects Canberra in Phase 1C for architectural, technical theatre design and public realm solutions that will deliver the levels of excellence required of one of the world's very best performing arts centres and the expectations of a community of sophisticated performing companies, artists and patrons.
In Phase 1C we have:

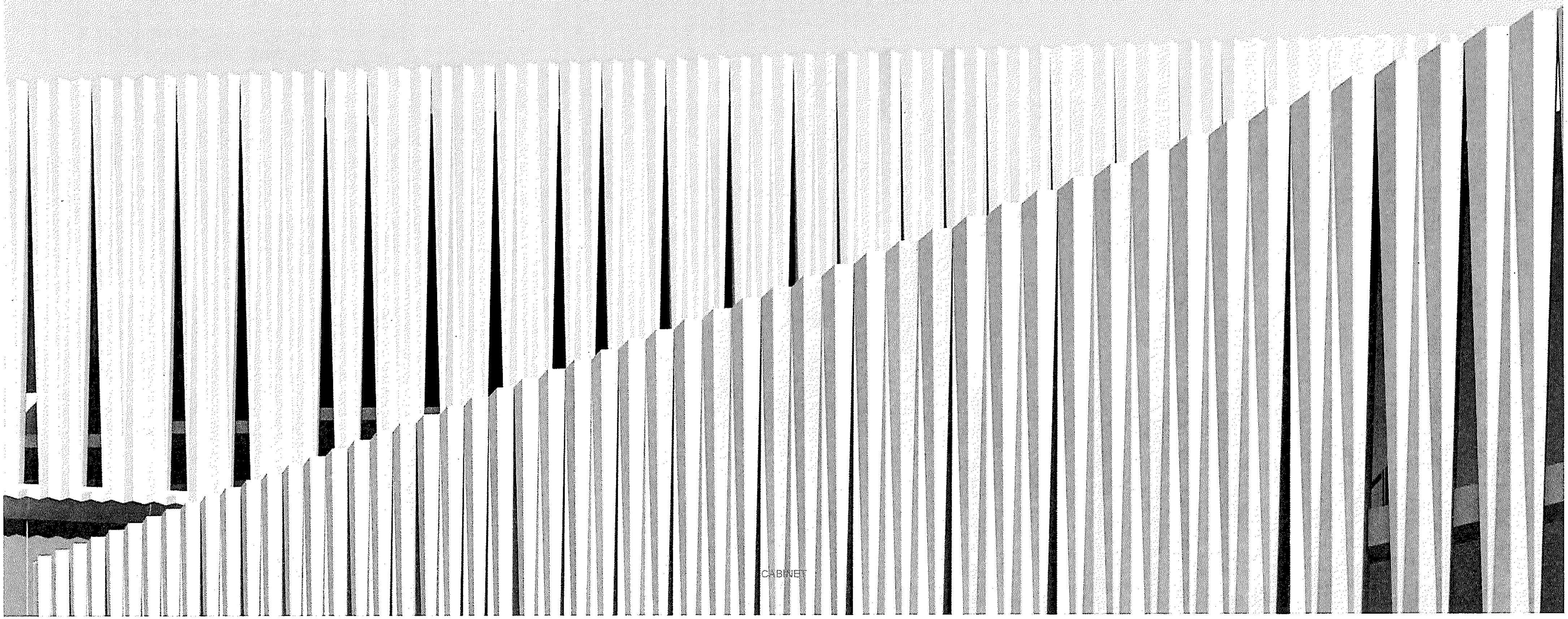
- Presented concept design and Connecting with Country to seek cultural feedback and input from Bangarra and Dhawura Ngunnawal Caring for Country Committee;
- Presented to the National Capital Authority and incorporated important feedback particularly in relation to the Knowles Place and Vernon Circle interfaces:
- Met with MPC advisor, Rob Adams, to present the design development of the Link, Canberra Theatre Terrace and Studio, from which feedback has been received and contemplated:
- Received and incorporated relevant international technical advisor comments;
- Received and incorporated Canberra Theatre Centre client user group comments;
- Developed design option studies to improve the civic and architectural outcome of the Link building.
- Met with Transport Canberra and City Services to address the drop-off position on Vernon Circle.
- Progressed significant technical design coordination items within the design team to further refine the approach to meeting the objectives of the Design Brief.
- Met with ACT Heritage to present the proposals for the Link and Canberra Theatre Terrace. Engagement with our Heritage advisor has guided our design decisions.
- Met with ACT Fire & Rescue to provide an overview of the key project characteristics and fire safety issues.
- Engaged a Food and Beverage Consultant and developed the design with their specialist consultant advice;
- Gained further certainty on the compliance related issues within the project. Reports on BCA and Access compliance related issues has been produced.
- Engaged a Waste Consultant and developed a holistic waste strategy
- Reviewed and responded to construction Staging and programming issues.
- Sought Value Management initiatives for the project and captured them within the design documentation.

Our collective work in Phase 1C is presented in the following pages of this report.



Indicative view of the Lyric Theatre from Landbridge

1.2 SITE ANALYSIS



1.2 Site Analysis

Griffins Plan Flamework

Griffin's design for Canberra aimed to seamlessly blend the city with its natural surroundings, emphasizing the harmonious connection between the urban environment and the picturesque landscape, which included the Molonglo River and nearby hills.

The plan showcased a network of radial avenues and open spaces that all converged on a central axis point. This central area served as the focal point for important national institutions, including the iconic Parliament House.

The proposed redevelopment of the Canberra Theatre, situated in the City Hill Precinct, holds immense potential to address and enhance the physical and visual connections envisioned in Griffin's Plan Framework. This strategic location provides a unique opportunity to further strengthen the integration of the city's cultural hub with its surrounding urban fabric, fostering a cohesive and immersive experience for residents and visitors alike.