



Benalla Migrant Camp Exhibition

Feasibility and Scoping Report

June 2014

thylacine

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THYLACINE GROUP

Thylacine Design is a team with extensive experience in the planning, design, fabrication and delivery of interpretive and educational projects including exhibitions, interactives, public art, new media and cultural projects Australia-wide.

With offices in Canberra and Melbourne, we have delivered projects for many of Australia's key cultural institutions including The National Museum of Australia, the Australian War Memorial, The Australian Museum in Sydney, Melbourne Museum, Scienceworks in Melbourne, Queensland Museum, Queensland Library and the National Archives in Canberra.

Among our recent projects are permanent exhibitions for the new Museum of Australian Democracy at Eureka in Ballarat, 'Lost Creatures' for the Queensland Museum, 'Resonances' for the Liverpool Regional Museum in Sydney, the permanent exhibition for the National Arboretum in Canberra, and the major touring exhibition 'Not Just Ned – The True history of the Irish in Australia' for the national Museum in Canberra.

Thylacine has previously designed and delivered projects within the Albury Wodonga district including the Albury Library Museum and both the interpretive exhibition and sound scape installation for the Bonegilla Migrant Visitor's Centre.

CLIENT PROFILE - BENALLA MIGRANT CAMP INCORPORATED

Benalla Migrant Camp Inc. formed in April 2013 in order to create a permanent exhibition in memory of the 60,000 plus migrants that went through the Benalla Migrant Accommodation Centre which was then a Holding Centre for Bonegilla. Benalla Migrant Camp Inc.'s vision is 'Preserving the stories of the Benalla Migrant Camp forever'.

A group of five dedicated volunteers who are either former migrant camp residents or relatives: Sophie Arendt, Anna Castles and Andree Klopsteins as well as project organiser and more recent migrant Sabine Smyth and her husband Mike Smyth are on a mission to

- Create an extensive collection of photos, memorabilia and filmed oral histories
- Find a place for a permanent exhibition and develop a range of great visitor experiences
- Work in cooperation with Benalla Rural City as well as the State Gliding Centre and the Aviation Museum (who are also on the site)
- Develop jointly with other migrant sites such as Bonegilla, Station Pier and Seymour Railway Station

In November 2013 Benalla Migrant Camp Inc. was successful in obtaining funding from FRRR (Foundation for Regional and Rural Renewal) to employ Thylacine to provide an initial scoping for the site and the exhibition.



THE BRIEF

To develop a broad, initial design concept for a permanent exhibition of photographs and items commemorating the former Benalla Migrant Camp 1949-1967

DESIRED OUTCOMES

- Ideas for the development of various visitor experiences using the existing, growing collection.
- Design suggestions using the remaining original accommodation huts as exhibition spaces.
- Recommendations for the location of the exhibition on the site.
- Recognition that the site is a personal memory place for many families.
- An approach that links the Benalla Exhibition with other well-known migration history sites such as The Bonegilla Migrant Experience, Station Pier and Seymour Railway Station.



THE PROCESS

SITE VISIT & MEETING

Thylacine visited the former Benalla Migrant Camp site on February 4th, 2014 and inspected existing infrastructure with Benalla Migrant Camp Inc. members Sabine Smyth, Sophie Arendt and Andree Klopsteins and Benalla Rural City facilities manager, Greg Robertson.

DRAFT REPORT AND CONSULTATION

Our draft report was provided to Benalla Migrant Camp Inc. in March 2014. Benalla Migrant Camp Inc. provided us with their thoughts and feedback afterwards, which we incorporated into our finalised report.

REPORT

The following report summarises our understanding of the site requirements, presenting a proposal and outlining the key stages for consolidation (bringing together all the available resources) and site revitalisation.

THE BENALLA MIGRANT CAMP

Benalla Migrant Camp played a significant part in Australia's post-war history. During the 18 years of its operation (1949-1967) it sheltered and nurtured some 60,000 migrants, many of whom still bore the psychological scars of their wartime experiences.

Unlike some migrant centres, there were some who spent many years as residents, hampered by the financial struggles of making a new life in a new land. It was a life that often saw families enduring long periods of separation as husbands travelled far from the camp for work. And unlike other camps, Benalla's residents came mostly from Europe's Baltic countries, creating a unique cultural and social ambience both in the camp and in the wider community. It exposed the local community to new languages, faiths, cultural values and practices and, of course to the tastes and smells of new foods.

The Benalla Migrant Camp had a significant impact on the local community and its economy, growing its population to about 20,000. Local businesses flourished and locals still recall the wonderful contribution of the Polish community in particular, to local festivals and events, to church services and cake stalls. Delicatessens popped up, cafes opened and life in Benalla opened to the new. The closure of the camp was seen as a loss for the community.

Remembering the camp days evokes varied emotions and differing memories for former residents. This in itself holds a fascination, as it represents a microcosm of the Australian Post-war Migration Story. Many older migrants recall their time at the camp as a hard, unpleasant life. However, life at the Benalla Migrant camp holds good memories for the people who lived there as children. In fact, their stories and photographs tell of a newly found freedom, of community and feeling safe, having a 'home' after years of transience in European refugee camps.

Overall, the client has fairly precisely identified their key strengths and weaknesses, and clearly has a firm understanding of the site and its role as an historical and cultural attraction.

In addition the site currently houses a series of diverse creative and interpretive organisations which could be grouped with the Migrant Centre interpretation and capitalised on as an arts precinct and local destination.



Our tour around the site was extremely enjoyable; a large part of this enjoyment was down to the enthusiasm and knowledge shown by Sabine, Sophie and Andree. Sophie's passion and depth of knowledge of the history and personalities of the site makes the place come to life. In contrast, the condition of the buildings, the diverse range of current tenants, and lack of wayfinding and interpretive signage make it difficult for the visitor to identify the original use of the site or the location of the current exhibition.

Many Australian migrant reception centres have been demolished, dismantled or redeveloped. In light of Benalla's uniqueness, it is imperative that the remaining historic fabric of the camp and the objects and stories of those individuals, who spent years of their lives there, be preserved and interpreted for future generations.



CURRENTLY

The remaining portion of the former Migrant Camp site is owned by Benalla Rural City and has a multitude of uses including a caravan park type area managed by the Benalla Gliding Club, parking for glider planes, a number of small sheds and the BARC Huts, as the former migrant camp buildings are now called. The term refers to the name the site had in the 1970s, as the 'Benalla Accommodation and Recreation Centre', and acknowledges its community use, which has continued until today.

The remnants of Benalla Migrant Camp comprise nine corrugated iron structures. These remaining huts are located together in a cluster, on a narrow strip of land (approx. 7360 m²) at the edge of the site and adjacent to the local airfield and State Gliding Centre, as well as privately leased hangars and the Benalla Aviation Museum.

The historic huts include the two relocated former accommodation huts (Huts 10 and 11) high up on new concrete stumps, two former camp school buildings (Huts 63 and 64) as well as the camp church building (Hut 66) in their original locations, low to the ground. Sadly none of the round-roofed Nissen Huts which were a prominent feature in the migrant camp are left today. All of the remaining huts fall into the P1 (angled roof) RAAF hut category.

The BARC huts are occupied by a variety of community groups including arts and crafts people, a theatre company, as well as club accommodation facilities belonging to the local Gliding Club and the Ballooning Association. All buildings have been altered in some way, not sympathetic to their historic use. A number of the buildings however, have retained original fixtures and fittings. Although some are in poor condition, the buildings and precinct are of significant historical importance.

(The site was declared as of social, cultural and historical significance by the National Trust in 1997. A recent application by Benalla Migrant Camp Inc. for a survey of significance as Victorian State Heritage has been accepted by the Heritage Council of Victoria, with a site survey pending.)





BENALLA MIGRANT CAMP EXHIBITION

On Australia Day 2013 a photographic exhibition was held involving 100 images depicting life at the Benalla Migrant Camp. The exhibition was held in memory of the over 60,000 post-war migrants from Europe, who passed through its gates and made Benalla their first Australian home. This unique and moving exhibition told of the daily lives of 22 families, as captured in their personal photos.

Situated in one of the former accommodation huts, the exhibition offered visitors a unique way to re-ignite their childhood memories, to connect with family history and old friends, but also to witness one of the most defining periods of not only Benalla's history but also of a period of time that many call the 'cradle of Australian multi-culturalism'.

The small, modest exhibition drew just over 1,500 visitors to Benalla, over two weekends. Visitors came from all over Australia, many stayed at least a night. In the lead up to and during the exhibition more than 100

people with a personal connection to the camp returned project registration forms to indicate they were willing to share their family's stories, and contribute photos and memorabilia. They also indicated that they were in favour of a permanent exhibition at the original camp site off Samaria Road, adjacent to Benalla Airport.

PROJECT PARTICIPANTS

Benalla	38
Other Vic	54
Interstate	15
USA	1
<hr/>	
	108

On Australia Day 2014 an extended Benalla Migrant Camp Photographic exhibition opened in Hut 11. The exhibition has regular openings from 10 am – 3 pm on the fourth Sunday of the month and is staffed by a roster of 8 passionate volunteers, most of them former migrant camp residents. Group bookings by appointment, mostly for family groups and interstate visitors are regular occurrences. Local schools, Benalla U3A and history groups are also users of the exhibition. Over the past two years open days are harmonised with two local events, the Benalla Festival (November) and the Australia Day Celebrations (January).

The exhibition has struck a chord with the Benalla community; and since the opening many local families have registered to contribute to the exhibition or to volunteer. An oral history project is also currently underway gathering more photographs, filmed stories, artefacts and objects involving the original migrant families and their descendants.

Bonegilla Historian, Charles Sturt University's Dr Bruce Pennay has agreed to research and write a history of the Benalla Migrant Camp for the project. A small grant obtained by Benalla Migrant Camp Inc. in the Benalla Rural City is currently employing local company Monger and Tomkinson to develop historically accurate plans for the former migrant camp which is the first step towards 3 D modelling of the site and buildings.

THE CURRENT EXHIBITION COMPRISES:

- About 300 Black and White, and colour photographs
- Clothing
- Documents
- Kitchen Utensils
- Suitcases
- Bedding and related materials
- A written story
- Ongoing oral history project
- Digitised Local Newspaper Clippings 1947-1967
- Complete (re-printed) book of School and Kindergarten enrolment Records 1949-1963
- Two original books with the hand-written minutes of the Benalla Migrant Camp Committee 1959-1967

Photographs featured in the exhibition have also been showcased at The Piers Festival in Melbourne in January 2014. This was a success, and is to be repeated in 2015, in partnership with Bonegilla.

Whilst the exhibition has sparked interest and has much potential, it is yet to be fully developed. The overall site and the specific material collected up to this point present us with a fantastic opportunity to develop a significant historical exhibition, tourism attraction and an appropriate 'memory place', which will illuminate its Migrant Camp history and at the same time contribute to the cultural and economic vitality of the Benalla community.

OUR VISIT - OBSERVATIONS

The current location at the periphery of the site does not serve to reinforce the site's historical significance. A much stronger sense of destination and arrival is what is needed. The predominance of other activities, temporary glider parking and unrelated infrastructure is a distraction and diffuses any clear delineation of a cohesive interpretive zone.

Expanding the visitor experience by incorporating more of the existing buildings, acquiring new buildings (i.e. Nissen huts), establishing strong overall branding and an integrated suite of wayfinding and interpretive signage would all help to remedy the situation. Landscaping could also lend cohesion in defining the physical boundary of the experience.

- The condition of the buildings, the diverse range of current tenants and lack of directional and interpretative signage make it difficult for the visitor to identify the original use of the site or the location of the current exhibition.
- In terms of arrival, the site itself is difficult to find. The entry gate is unsigned and sits between an Airforce Memorial, TAFE building and the Cooina Retirement Village.
- Passing through the prominent historic main gates and along the main road which is bordered by the retirement village, the road leads to what appears to be a caravan park site. The caravan park itself has a slightly ad-hoc appearance and gives the visitor a confusing impression of the function of the site.
- The cluster of historic buildings, forming the remnants of the camp is in various states of disrepair and occupied by a range of tenants. The signage for each is inconsistent in design and amateurishly produced.
- The building housing the current historical exhibition is at the furthestmost edge of the complex and largely surrounded by buildings and equipment related to the Gliding activities and the Aviation Museum.



An original Nissen Hut suitable for relocation, currently in Dennis Road, Benalla

CLIENT IDENTIFIED ISSUES

PROJECT STRENGTHS

1. Loyalty and support from the local community – including sponsorship
2. Committed and capable volunteers
3. Winner of Community Event of the Year 2014
4. Support from Council, grants and in-kind
5. Classed as emerging product within new Benalla Tourism Strategy - Arts and Culture segment
6. Other migration sites and events keen to work together - Bonegilla and Multicultural Arts Vic (The Piers Festival)
7. Database of approx. 100 living former residents and their families
8. Proximity to major national/international event - World Gliding Championships 2016
9. Co-located with Benalla Aviation Museum and State Gliding Centre

PROJECT WEAKNESSES

1. Permanent tenure not yet secured - venue lease expires Dec 2014
2. Lack of ready finances
3. No collection storage
4. No directional or interpretative signage
5. Current exhibition space exposed to dust, vermin and temperature fluctuations
6. Decaying architecture
7. Relatively low visitation rates

OPPORTUNITIES

While we are cognisant that our current scope specifically relates to developing a Migrant Camp Exhibition, we believe this must be combined with a broader vision of the site as a precinct.

1. INTEGRATED PLANNING

It is essential that the forward approach is holistic and integrated to ensure a successful outcome. We understand Benalla Rural City is undertaking a Benalla Airport Master Plan (involving the entire precinct) in 2014. This provides Benalla Migrant Camp with a unique opportunity to secure buildings in which it can develop its exhibition. The backbone of any exhibition project is the site itself. Therefore we consider this is the first and most crucial step for Benalla Migrant Camp Inc.

A business plan for Benalla Migrant Camp Inc. should also be developed in harmony with the Airport Master Plan. A business plan would provide the framework to develop the exhibition in a logical sequence with distinct project milestones reached in accordance with the general development of the site. Ideally these would first and urgently address heritage assessments, vehicle and bus access as well as basic landscaping around the exhibition spaces.

A Benalla Migrant Camp business plan should also take into account the fit of the development of an exhibition within the Benalla Rural City Council Plan and in particular, the Benalla Tourism and Economic Development Strategy 2015-2020, which is currently in draft format. Obvious opportunities for joint marketing and event planning with other tourism related occupants of the site including the Aviation Museum, the Benalla State Gliding Centre and the Ballooning Association should also be explored. There is also scope to explore an ongoing alliance with the annual Historic Winton Motorcars (May).

A staged approach will mean that time can be factored in to seek funding from grants and Government, with the Master Plan and/or Business Plan acting as a prospectus for funding requests.

2. SITE PRESERVATION

While we believe maintaining a 'living' site occupied by multiple user groups is essential to the success of a precinct, it is also important to maintain and protect the historic camp buildings' heritage values. Some buildings have already been altered and modified in ways that are not sympathetic to their historic use. Existing fabric has been removed and/or replaced, as is the recent case with the original flooring and blackboards in one of the school buildings.

While some repairs and modifications are necessary on safety grounds, care should be taken to maintain not only the heritage of the site, but also the spirit of the place, and in doing so create a more powerful and authentic visitor experience.

3. INTERPRETING THE SITE

A significant priority is the development of a suite of comprehensive and stylistically consistent directional and interpretive signage. As the site is somewhat hidden, this should involve a range of measures:

- Strategic signage should be positioned on the major thoroughfares in surrounding streets, guiding visitors to the site,
- Creating a sense of arrival and anticipation, a major entrance sign may incorporate the historically significant entry gates or at least interpret their significance.
- Further signage placed throughout the site should be used for linking, organising and interpreting the key sites (water tank, sports ground, school buildings, toilet blocks etc.) as well as directing the visitor to the exhibition itself, which is located at the very edge of the site.

The personal nature of the exhibition gives us a unique opportunity : A visit could be re-imagined as a 'day' in the life of a resident, with the experience starting at the gates as you enter, and moving from there through the daily routine, ending with either new life and employment or long term stay at the camp. In particular, signs and/or plaques could combine directions and interpretation, these should focus on the 'personal', possibly using a personal story related to each site.

4. LIVING HISTORY

The Benalla Migrant Camp Exhibition interprets history through the personal stories of the migrant families who lived there. The site is a memory place for many. Former residents and their descendants often return to the site to

- Re-ignite their memories and feel a connection with the past
- Learn about a time that was important for their families' experience of migration
- View documents and photos for family history research
- To meet other former residents who are volunteers and contributors

It is a unique time for this exhibition to take shape whilst there are still eye-witnesses to the time it depicts. Many visitors were born at the camp hospital, christened at its church, enrolled at the camp school or kindergarten, and many met their spouse whilst at the camp. It is a regular occurrence for visitors to add information to photos and stories whilst at the exhibition, or register to participate themselves. It is an exciting, dynamic exhibition enriched by the visitors themselves.

Compared to the Bonegilla Migrant Experience, history takes on a more intimate and personal dimension at the Benalla Migrant Camp Exhibition. The stories that are told through the photographs and exhibition items are concerned with the simple, daily life of families living and working at the camp, kids at play, adults doing duty at the mess hall, social events; a colourful mix of cultures enriching one's visual experience. The exhibition is moving on many levels and many visitors come to reminisce and find information about family and past acquaintances or to re-ignite memories of their own past.

The majority of project participants have indicated to Benalla Migrant Camp Inc. they wish to have their family commemorated on a tribute wall. Outdoor spaces involving picnic areas and shade around such a memorial need to be considered as part of any exhibition plan. All this will ensure the exhibition remains changing and interactive with the community and is a place of pride, to visit time and again.



OVERALL EXHIBITION SPACE REQUIREMENTS

A positive visitor experience begins with adequate car-parking (including bus access) near the beginning of the exhibition. We require:

- 5-10 car parking bays and a large bay for bus parking
- Sufficient space for a bus to unload passengers, and turn safely

A re-located accommodation 'Nissen Hut' would provide a unique point of difference for Benalla. Benalla Migrant Camp Inc. has already located such a hut in Dennis Road Benalla. We would require

- Sufficient land to place this Nissen Hut on and restore it as a future exhibition space

In order to provide adequate interior spaces to house the existing photographic collection, provide exciting multi-media spaces, room for a reception area, changing exhibitions and functions we would require

- Two adjacent P1 huts (of the type the exhibition is currently in)

The exhibition would need sufficient landscaping space around these buildings to create

- An attractive entrance area
- A memory wall
- Shady picnic areas
- Some space around the buildings – allowing for the recreation of hut 'front gardens' and short walks
- Visual wall-type delineation from other areas on the site – particularly glider parking and caravan park

STRUCTURING INTERIOR SPACES

The exhibition should be physically structured so that separate modules/displays can be refreshed over time. This creates a much more dynamic experience that can grow and change over time as new characters and their stories are added. It also creates opportunities for keeping the content relevant to current times and events. Importantly, as well as a richer visitor experience, changing displays also encourage repeat visitation.

Traces of the original structures of the accommodation (P1 Hut) buildings can be seen in the form of ghosted shadows of partition walls on the floors. This suggests the interiors might be divided into a series of discrete spaces, reflecting the original family rooms. Each room could capture the personal story of an individual or family through images and personal artefacts. Alternatively it could capture a particular theme.

Potential themes have emerged from the hundreds of photos collected so far. These could be further explored in creating spaces focusing on:

- Employment, getting work, bringing new skills, effects on family life, discrimination
- Education at the camp, school and kindergarten
- Camp Relations: cultural tensions, romance and relationships
- Sport (Soccer)
- Family Occasions and celebrations, cultural traditions
- Religions: different traditions, interaction with others, differing symbols
- The camp as a home: experiences of long term residents (up to 12 years)
- Experiencing a new country: food, wildlife, language, landscape, climate
- Changing societal and cultural attitudes: interaction with the wider Benalla community

USING MULTIMEDIA

Multimedia presents opportunities for stand-alone experiences, allowing the buildings and the stories to co-exist and work together seamlessly. They might also present different experiences for different groups, i.e. for school groups versus for groups of seniors.

A Nissen Hut would provide a perfect space for an immersive multi-media experience. The Nissen Hut's curved ceiling is a ready-made surface for atmospheric experiences. For example, 'Ghosts of the past' could be evoked through triggered soundscapes and projected experiences. Directional speakers in each room could be used to create an atmospheric soundscape for each, drawing from oral history recordings and environmental sounds that evoke the natural setting of the camp.

Benalla Migrant Camp Inc. has expressed the desire to create an interactive 3D model or diorama of the site. This is a great idea in light of the partial and fragmentary nature of the site. A complete three dimensional model activated and interpreted via the integration of projected sound and image would convey the scale and extent of the camp and engender a more emotive and visceral visitor engagement. It would serve as a strong focal point, providing a fantastic stand-alone multimedia experience allowing visitors to take a 'virtual walk' through the camp. It also provides the opportunity to update and refresh the content over time, for example by introducing personal stories that illuminate the human experience of life in the camp.

Recorded oral histories will be one of the essential components for the multi-media experience. While some of the oral histories have been recorded, it is essential that a more comprehensive and coordinated project be undertaken as soon as possible.

DESIGN PRINCIPLES

Throughout, the exhibition should project a sense of the uniqueness of the Benalla Migrant Camp and encourage a strong personal connection between the visitor and the individuals whose stories are being told. Design choices need to be made to create a sense of simplicity in fitting with the site.

Our design recommendations

- A consistent design approach for exhibits and labelling.
- A style guide and carefully selected colour palette to create a recognisable identity which can also be used for all promotional and merchandising purposes.
- As the primary collection assets are the photos, they need to be printed in a uniform tint on the same paper stock.

INDICATIVE COSTS FOR THE EXHIBITION

Putting a firm figure to this is difficult, as the scale and approach will determine cost. Outlined below are indicative costings based on 1 and 2 spaces, the current Hut 11 or a combination of Hut 11 and the Nissen hut

HUT11 AND NISSEN (400 SQM ESTIMATED)

3D design & graphics 17%	\$85,000
Graphic production	\$35,000
Building rectifications	\$50,000
Exhibition Joinery	\$100,000
Showcasing 10 cases @ 12,000	\$120,000
Multimedia design and hardware	\$120,000
Lighting and infrastructure	\$100,000
Object display	\$30,000
Total:	\$640,000.00 ex GST

Please note that the cost and relocation of the Nissen hut are as yet undetermined and therefore not included in the above cost estimate.

Based on an estimate of the Nissen hut being 300sqm and the Hut 11 being 100sqm the costs above represent \$1600 per sqm. The National Arboretum Canberra, which was fairly media rich, was \$3500 per square metre. If we used this higher end calculation the Budget would be closer to 1.5 million.

SINGLE EXHIBITION IN HUT 11 (100 SQUARE METRES ESTIMATED)

3D and Graphic design	\$25,000
Graphic production	\$12,000
Building rectifications	\$20,000
Exhibition Joinery	\$25,000
Showcasing 10 cases @ 12,000	\$45,000
Multimedia design and hardware	\$40,000
Lighting and infrastructure	\$20,000
Object display	\$15,000
Total:	\$202,000.00 ex GST

Based on an estimate of Hut 11 being 100sqm the costs above represent \$2000 per square metre.

BUSINESS PLAN

It may also be desirable to include a business plan in the master-planning process. This would assist in identifying revenue streams and opportunities and would also be an important element for state funding bids.



INITIAL STAGES

It is our firm recommendation that a master plan be developed as the first stage. This can then be used to define the goals and priorities and stages of redevelopment. The business plan could be undertaken as part of any of the following stages.

STAGE 1

- Scoping study – to consult and review with stakeholders regarding the current state of, and ambitions and opportunities for the site.
- Business plan – to explore a business model for the site including projected revenue and visitation opportunities
- Master and strategic - plan to identify the staged development priorities including cost and process, funding, interpretive and design principles and style guide.

STAGE 2

Design of priority redevelopment opportunities in accordance with the master plan findings from stage 1. This would be undertaken over the agreed development period and would be in line with the proposed funding possibilities.

As a rough gauge, interpretive design is usually approximately 17% of the development budget excluding disbursements. A firm cost for design could be produced once the stages and scope are more clearly defined following the stage 1 master plan.

COST FOR CONSULTANCY (ESTIMATES ONLY)

Scoping study	\$20,000
Master Plan Interpretive	\$20,000
Business Plan	\$20,000 (optional, may be part of overall master plan)
Disbursements allowance	\$12,000

OUTCOMES OF CONSULTANCY

The end result should be a clearly identified long term plan for the development of the Benalla Migrant Camp Site. This will include a master plan prospectus for the purposes of raising the required funding for the development.



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