



Attachments

Special Council Meeting

7 March 2022

FINAL

Goolwa Wharf Precinct Project Master Plan Options Report

MARCH 2022



***“A place to experience a vibrant riverfront township enriched with
culture and history”***

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Attachments:

1. Project Business Plan (December 2019)
2. Roadmap to Revitalisation Placemaking Strategy (November 2020)
3. Project (Scope) Definition (February 2021)
4. Heritage and Archaeological Impact Assessment (January 2022)
5. Working Notes from Stakeholder Meetings
6. Draft Goolwa Wharf Master Plan Engagement Summary Report (December 2021)
7. Option A Concept Master Plan
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11. Alexandrina Wooden Boat Strategy 2022 – 2026
12. Economic Analysis of Goolwa Wharf Precinct Project (February 2022)

1. Introduction

The purpose of this Report is to provide the Alexandrina Council with a chronological summary of the Project's journey from inception through to scope definition, and development of the Goolwa Wharf Precinct Master Plan.

Building on the fundamentals and objectives contained within Alexandrina Council's *Project Business Plan (2019)* and the *Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy (November 2020)*, this Report discusses the analysis of the Precinct area and development of the design, heritage values, community and stakeholder engagement and consultation undertaken to date, development of concept master plan options, financial and economic factors, public art, and procurement and delivery strategy.

The report concludes with a Recommendation on the preferred Concept Master Plan Option and way forward for the Goolwa Wharf Precinct Project; based upon the substantive evidence and analyses completed as part of the project's development.

2. Background

The Goolwa Wharf Precinct is one of the most visited regions in South Australia with the historic Goolwa Wharf Precinct being unique in South Australia and recognised as one of Australia's most important Murray River ports in the 1800s. Goolwa itself is a State Heritage area and the distinctive Goolwa Wharf and rail precinct is complemented by well-preserved public and commercial buildings and residential cottages of the river trade era. Old steamboats carry tourists and many of the historic buildings have been restored as art galleries, cafés, and retail and community facilities.

The waterfront precinct is a special 'meeting of the waters' place for Ngarrindjeri people. The Precinct is also one of only two places in the world where visitors can link a journey between a steam train and a steam powered paddleboat (the other is Lucerne in Switzerland).

Across any given year the Precinct hosts 70 unique events including the region's largest event; the South Australian Wooden Boat Festival (attracting 15,000 people). Also adding to the Precinct's long list of cultural and economic credentials, is its environmental uniqueness situated at the end of the mighty Murray River, the gateway to the iconic Coorong National Park and Murray Mouth area.

Council's aspirations for the Goolwa Wharf Precinct Revitalisation Project seek to:

- Create a place that is appealing and attractive.
- Connect places within the Precinct and the wider Goolwa area i.e. Cadell Street, BF Laurie Lane, etc).
- Use high-quality and durable finishes and materials, furniture, lighting and landscaping.
- Provide an environmentally friendly, flexible, active space through initiatives such as upgrading the streets and the public spaces, and by using of digital and smart technology.

The area will be activated by supporting improved public accessibility and connectivity, businesses and community events, and encouraging innovative diverse and flexible open spaces and environments that foster activation, economic activity and a variety of engaging experiences and opportunities within the Precinct.

As discussed in Part 11, Council has allocated a \$7.5 million budget (co-funded by the State and Federal Governments) to undertake infrastructure works to improve the Goolwa Wharf Precinct. The current scope of works which is represented

by Concept Master Plan Option D (refer Part 6.4.4) provides asset maintenance and renewal infrastructure works together with some minor public realm upgrades.

Recognising that the current scope of works were mostly focused on maintenance and asset renewals and over nine (9) years has passed since the community was consulted on a strategic approach to improving the Goolwa Wharf area through the previous 'Goolwa Wharf Precinct and Surrounds – Traffic, Parking and Access Plan' it was deemed appropriate and good governance to seek community views on the Precinct. With the funding secured in 2019 and a once in a generation opportunity to conceptualise a design to create the iconic destination the historic precinct deserves, the Goolwa Wharf Precinct Revitalisation Draft Concept Plan provided an updated, modern day vision. This concept was based on stakeholder feedback, best practice placemaking principles and emerging tourism and consumer trends. With a desire to ensure that the Precinct realises its full potential and creates a successful and iconic tourism destination, the 'Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy' (November 2020) was developed specifically to guide the development of the Precinct (refer Attachment 2).

A fundamental objective of the Goolwa Wharf Revitalisation Project is to 'enable' the Council to 'activate' the Precinct through the Roadmap to Revitalisation Placemaking Strategy. Implemented correctly, it will ensure a cohesive and coordinated transformation from an outdated, dysfunctional place into one which has both the infrastructure, brand and renewed community enthusiasm to drive economic uplift, investment and increased tourism visitation not only for the Precinct itself, but the wider Goolwa Township.

The key objectives of the Strategy include:

- a) creating a place identity for the Goolwa Wharf Precinct that can be used to market and drive economic development and cultural activities for the area;
- b) engaging stakeholders on the journey of defining, designing and collaborating to create a Precinct;
- c) designing and building a walkable, interconnected, accessible pedestrian precinct, encouraging exploration from the waterfront to the Goolwa Main Street and township;
- d) creating an agile property planning framework including a pop-up, rent free lease and a long term commercial lease model which supports a diverse tenancy mix of start-up and established innovative retail, hospitality, arts, cultural and tourism businesses; and
- e) Utilising a co-creation model for seasonal peak and off-peak event programming, driven by the production of council run events and marketing and attraction of local and interstate event producers.

The transformation of the Precinct will turn it into a vibrant place of cultural and environmental significance; activated with events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and one which encourages locals and tourists to stay and explore the region further.

The Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy was received and noted by Council at its meeting on 17 May 2021 with a primary focus to deliver the adopted Council's vision for the Wharf....

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3. Design Development

3.1 Project Appreciation & Scope Definition

The Goolwa Wharf Precinct Project builds on the original Goolwa Wharf Precinct and Surrounds – Traffic, Parking and Access Plan (2012), The Project Business Plan (Alexandrina Council, December 2019) (refer Attachment 1) used for attracting Grant funding, and has evolved to respond to the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy' (November 2020).

Whilst the Goolwa Wharf Revitalisation Project is defined by four (4) specific projects (Wharf Shed/Deck Upgrades, Signal Point Gallery works, Streetscape Upgrades and Wayfinding Signage), it is essential to ensure that these three (3) strategic documents are fully aligned to deliver on Council's aspirations and objectives, and realise the full benefits the Project can deliver as it is a truly 'once in a generation' opportunity.

As discussed in Part 2, the Placemaking Strategy provides the additional and robust guidance around place-making and how the precinct should be developed to create a vibrant place of cultural and environmental significance. It references activation of events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and which encourages locals and tourists to stay and explore the region further.

In this context, the development of the Goolwa Wharf Precinct Project need to ensure the following outcomes are achieved:

1. Ensures the four (4) Infrastructure Investments defined in the Project Business Plan (2019) are fully integrated and viewed as 'one holistic precinct project' that is *aligned to* and *enables* the Roadmap to Revitalisation Placemaking Strategy.
2. Strives to achieve the 5 core elements that underpins a successful public space (Page 5 of the Roadmap to Revitalisation Placemaking Strategy, November 2020);
3. Takes into account the 'findings' of the Place Audit (Page 11 – 13 of the Roadmap to Revitalisation Placemaking Strategy, November 2020);
4. Selects materials and infrastructure elements; considering maintenance, whole-of-life costs, as well as the ongoing operating costs.
5. Builds on the work completed to date:
 - Project Business Plan (Alexandrina Council, December 2019)
 - Roadmap to Revitalisation Placemaking Strategy (The Pop Up Co., November 2020)
 - Goolwa Wharf Precinct Revitalisation Summary (Jensen Plus, December 2019)

- Goolwa Wharf Precinct Wayfinding Plan (Elevation Design, January 2017)
- Public Wi-Fi – Goolwa Wharf and Surrounds (Alexandrina Council)
- Goolwa Wharf Precinct and Surrounds – Traffic, Parking and Access Plan (2012)

The content within these specific documents provides a general guidance on Council’s aspirations for the Goolwa Wharf precinct, as well as broadly outlining the objectives and desired outcomes.

With this understanding in mind, a detailed ‘scope definition document’ was prepared which clearly articulates the project’s objectives and scope, and to guide the development of the design.

The Project (Scope) Definition document is provided at Attachment 3.

The scope focuses on the key elements required to meet the external funding obligations without forgoing future opportunities to connect with Council’s other key assets in the area, but outside of the funding scope. These include:

The Harbor Masters Residence - Council has received two (2) confidential briefings in 2021 seeking input and direction on the preferred future use of the Harbour Master’s Residence, and work undertaken to date includes its potential use and connection to the precinct given the public realm improvements outlined in this document.

The Goods Shed (currently leased as the Fleurieu Distillery) and the Railway Superintendent’s cottage. The Chart Room – The recently refurbished building was launched as a pop up business location as per the Regional Growth Fund agreement. This building is considered in the urban design treatment options as the far eastern end of the Wharf Precinct.

As these buildings provide further opportunities, the draft options developed in this paper consider the need for improved connectivity and wayfinding requirements. A retail tenant mix strategy for the Wharf Precinct is underway (refer Part 10 Retail & Hospitality Analysis) to inform the type of business and activities that will maximise the community and visitor experience as well as ratepayer return on investment in these buildings and spaces. The primary aim is a complementary, holistic experience achieved for the visitor and community whilst maximising rate payer return on investment.

3.2 Design-development

The development of the design has progressed to an advanced level on the basis that Council will either invest in the delivery of the entire scope in one construction timeframe, or a staged approach whereby the project is delivered in a piece-meal approach over several years (the nuance of an entire delivery approach versus staged delivery is further discussed at Part 13).

Completing an entire design to its full scope is a common approach taken for many infrastructure projects for the following reasons;

- There is a better appreciation of the strategic context by looking at the project ‘as a whole’ rather than in fragmented or quarantined sections.
- Ensures a fully integrated architectural and engineered design that has connected all elements across the project.
- Avoids a disjointed and disconnected design outcome from attempting to design small areas progressively over several future stages.
- Not constrained from previously completed works i.e. works that are already completed often constrains different design thoughts, approaches and potential opportunities (hence potentially creating re-work – see below).

- Avoids having to rework completed works that are now outdated, does not match subsequent stages, or not in tune with the overall precinct outcome. No wasted effort.
- Leveraging off one design team that fully understands the existing Precinct conditions, understands the objectives and scope, and delivers on the entire strategic context and with one style i.e. design based on a macro (precinct-wide) approach rather than a micro approach i.e. small elements of the precinct at a time.
- Provides stakeholders and community with a holistic and certain view of the Precinct design (undertaking the design in a staged approach keeps everyone guessing).
- Completing design in one approach is significantly less in cost when compared to a staged approach.

The design management process for the Goolwa Wharf Project follows an integrated approach involving planning, detailed urban and engineering design, cost estimating, stakeholder engagement, programming, procurement, and construction delivery.

The development of a design follows a systematic approach through the development of feasibility, concepts and to final designs. This applies to both architectural /urban design as well as engineering and typically involves three (3) fundamental phases of; Desk-top & Field Investigations (refer Part 3.3), Concepts and Optioneering, and Preliminary and Detailed Designs (refer Part 3.2). Each phase considers the project risks, safety requirements, and constructability / staging aspects, and any opportunities for value-for-money improvements.

The design has been advanced to a notional 70% - 80% design level and will be completed in the coming weeks (pending the final Option chosen).

The advanced level of design creates a 'shovel-ready project' which is viewed as a more attractive proposition to access further external funding opportunities as they arise and enables procurement and construction to advance much earlier.

3.3 Desk-top and Field Investigations

The development of any design requires an initial and thorough understanding of the project area and site conditions.

Both Engineering and Architectural / Urban Design requires specific desk-top and field investigations of the project area to be undertaken as an input to the design to provide a better appreciation of the environmental and engineering factors that can impact the design, ensure a better understanding of site constraints and risks, ensures compliance with statutory (and non-statutory) requirements, and enables informed decision-making and good design outcomes to be achieved. A summary of the investigations completed to date is provided in Table 1.

Table 1: Summary of desk-top and field investigations

Desk-top / Field Investigation	Comments
Ground (Topographical) Survey	<ul style="list-style-type: none"> - Design uses the survey as the base (current surveys were outdated from 2009 and 2018 and required to be refreshed).
CCTV of Existing Stormwater Drainage System	<ul style="list-style-type: none"> - Investigate the condition and adequacy of existing stormwater system that will be used in the design to supplement and new stormwater infrastructure.
Environmental Impact Assessment Report (EIAR)	<ul style="list-style-type: none"> - A global assessment of the potential environmental impacts from the project and provides mitigation and/or protection measures. - Used to satisfy statutory and non-statutory bodies and key stakeholders, and demonstrates that the project will be undertaken with due care for the environment and considered the specific sensitivities and matters that may be impacted. - Enables the design team to better understand the environmental factors that need to be managed and carefully considered in the design. - Used by the Construction Contractor to develop a Contractor's Environmental Management Plan (CEMP) for the on-ground works phase of the project to ensure appropriate management of relevant environmental requirements.
European Heritage Assessment Refer Part 4.2	<ul style="list-style-type: none"> - Compliance with the <i>Heritage Places Act 1993</i>. - Identify the cultural significance of this resource and its components. - Define the works that may affect the cultural values of the place or its components. - Evaluate the impacts of those works on cultural significance. - Recommend management strategies or policies that will mitigate these impacts.
Ecological Assessment	<ul style="list-style-type: none"> - assess existing vegetation and animal species that may be impacted by the project or construction works - Understand the vegetation types and sizes, and whether there are any heritage or other statutory requirements attached to the vegetation (i.e. regulated, significant or native). - Allows the design team to better understand the ecological factors that need to be considered in the design. - Provides guidance/advice on the value of ecology and managing the potential impacts.
Aboriginal Heritage Assessment Refer Part 4.1	<ul style="list-style-type: none"> - Compliance with the <i>Aboriginal Heritage Act 1988</i>. - A comprehensive historical overview for known heritage sites, disturbance levels, and whether there are any potential heritage sites that may be discovered during works. - Assessing the potential risk and likelihood of encountering discoveries in the area. - Assessing the effects of the work on known heritage sites and advice on the level of significance of the impact (direct and indirect impacts). - manage any heritage requirements, constraints and discoveries during construction
Noise and Vibration	<ul style="list-style-type: none"> - Purpose of guiding construction adjacent to sensitive receivers. - Assess the typical expected noise and vibration levels.

Desk-top / Field Investigation	Comments
	<ul style="list-style-type: none"> - Determine safe working distances and building damage risk for various plant/activities. - Derive mitigation and management approaches including requirements for monitoring of noise and vibration levels during some activities.
Utility Services Investigations	<ul style="list-style-type: none"> - Utility services such as gas, water, power and telecommunications in roadways and around existing buildings are often in conflict with the new works (i.e. footings, stormwater pits and pipes and the depth of new pavement). - Utility services investigations (field 'depthing') are completed and engineered to inform the design and to ensure any interference or conflicts are well understood early and minimised, thereby reducing the risk during construction.
Condition Surveys	<ul style="list-style-type: none"> - Establish the level (or degree) of failure/deterioration and maintenance issues, diagnose problems and assess strengths and weaknesses of materials and elements, asses high-risk materials, and recommend cost-effective refurbishment, restoration and/or remedial treatments for the engineering design and architectural treatments. - Undertaken to inform the development of the engineering design, including: <ul style="list-style-type: none"> o Wharf Shed – entire building structure (internal and external), and footings/foundations. o Wharf – decking, substructure and footings/foundations (section from the existing Hindmarsh Island Bridge to the interface with the recently upgraded section (immediately south of the Wharf Barrel Shed)). o Signal Point Regional Art and Cultural Centre – entire roof structure (cladding, roof drainage, structural frame/supports and connections).
Traffic Assessment	<ul style="list-style-type: none"> - Assess all forms of 'movement' - car, rail, cyclists pedestrian and parking - Investigate and detail the existing conditions, likely forecasted conditions, safety and hazardous matters. - Formalises recommended solutions for consideration in the design.
Soil Investigations (Geotechnical)	<ul style="list-style-type: none"> - Document existing soil conditions that are used in the engineering of foundations, pavements, roads, structural footings, etc. - Provide an appreciation of potential poor soil conditions. - Determine ground water levels.

4. Heritage Assessment

4.1 Ngarrindjeri Heritage

The *Aboriginal Heritage Act 1988* provides the following definition of an Aboriginal site in section 3: “Aboriginal site” means an area of lands;

- a) That is of significance to Aboriginal tradition or;
- b) That is of significance according to Aboriginal archaeology, anthropology or history.

Any Aboriginal site, object or remains, whether previously recorded or not, are covered under the blanket protection of this Act. Under section 23 of the Act it is an offence to damage, or interfere with an Aboriginal site, objects or remains unless written authorisation from the Minister for Aboriginal Affairs and Reconciliation has been obtained. In 2016, the Minister for Aboriginal Affairs and Reconciliation made changes to the *Aboriginal Heritage Act 1988* to make it more inclusive of Aboriginal people in decision making about Aboriginal heritage. These changes introduced an agreement framework that can be established that allows the parties to agree on the management of Aboriginal heritage.

In line with the establishment of an agreement framework between Alexandrina Council and Ngarrindjeri Aboriginal Corporation (NAC), the Aboriginal Heritage Assessment was undertaken as a 2-phase approach involving representatives of the Project Team and Ngarrindjeri. This is further discussed below.

Phase 1 – Initial Assessment:

The initial assessment involved a site walk-over and introduction of the proposed Goolwa Wharf Precinct project to NAC, learning about Ngarrindjeri culture and values particularly in the project area, and gaining an enhanced appreciation of areas of significance and potential disturbance that would be used as inputs to guide the design.

Goolwa Wharf Precinct (and the wider area) is a ‘place of value’ to Ngarrindjeri through the fundamental aspect of “The Meeting of the Waters”. In this context, all things are connected, whether they are living, from the past and/or future generations. The meeting of the waters where salt and freshwater mix are spiritual waters and a place of creation where the Ngartjis breed (animals, birds and fish).

The Meeting of the Waters makes manifest core concepts of Ngarrindjeri culture that bind land, body, spirit and story in an integrated, inter-functional world. The principles that flow from this cultural system are based upon respect for story, country, the old people, elders and family. The pursuit of these principles is contingent upon maintaining a relationship with country.

Ngarrindjeri philosophy is based on maintaining the integrity of the relationship between place and person. The objective in undertaking activities upon Ngarrindjeri country should be to not cause harm to Ngarrindjeri culture.

According to the Aboriginal Heritage Assessment Report, due to the high sensitivities and significant cultural values of the area, Ngarrindjeri have identified the need for Heritage Officers to monitor ground disturbing activities as part of the project’s construction works. This aspect and level of involvement will be worked through with NAC in the lead up to construction.

The assessment also touched on opportunities to incorporate Ngarrindjeri aspirations and cultural values into the project through;

- Ngarrindjeri artwork that recognises their connection, history and culture in the area, including use of language specialists.
- Creating a platform for ongoing education, raising the awareness, and invoking experience about Ngarrindjeri values and culture.
- Ngarrindjeri employment opportunities through the development of the artwork designs, manufacturing and installation of the artwork, and other employment opportunities during the construction of the project.

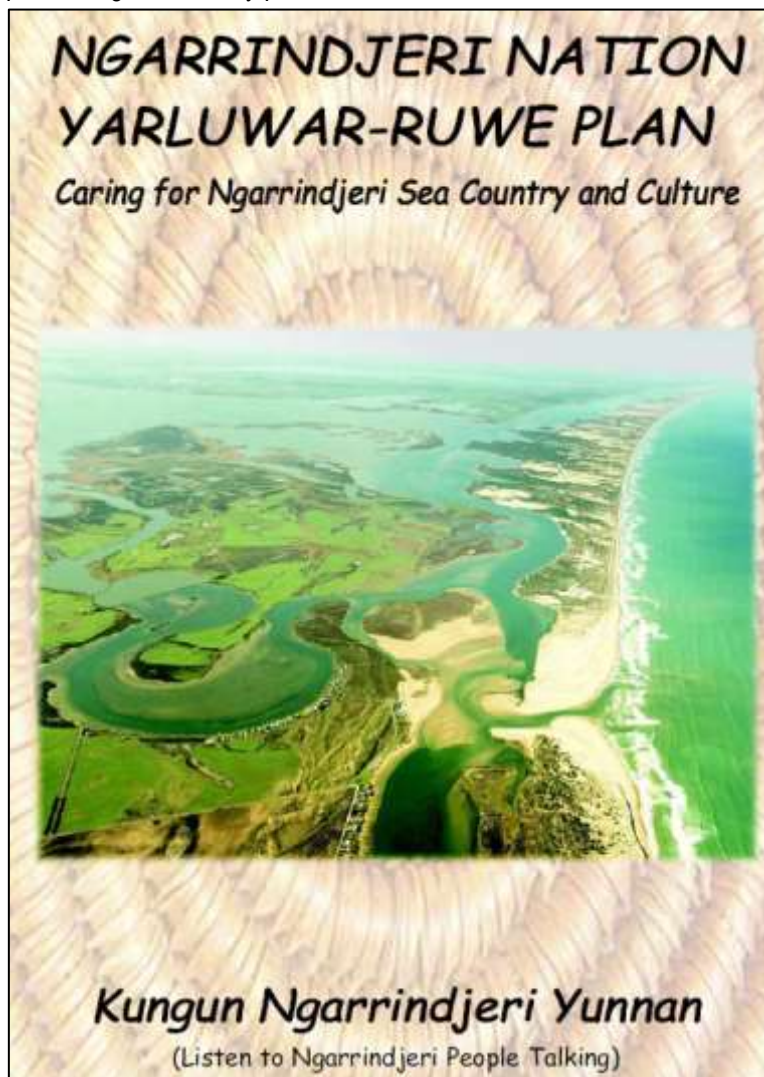
These opportunities are further discussed at Parts 7.1 and 12.

Phase 2 – Final Assessment:

The final assessment also involved undertaking another site walkover, but included a more detailed discussion about the design, scope and elements and likely ground disturbing activities such as trenching for common services and stormwater drainage infrastructure.

No major concerns were raised by NAC with the following noted:

- Reaffirming the need for Heritage Officers during all trenching and some earthworks activities i.e. common services trench, footings and conduits and establishment of the new car parks.
- Establishing and implementing a ‘discovery protocol’ for construction in the event of an unexpected discovery.



4.2 European Heritage

The *Heritage Places Act 1993* makes provision for the identification, recording and conservation of places and objects of non-Indigenous heritage significance in South Australia, including the establishment of the South Australian Heritage Council and identification and protection of places of heritage significance. State heritage places are protected under both the HPA and the Development Act 1993.

The *Act* has further provisions concerning the excavation or disturbance of a place of Archaeological Significance. The Goolwa Wharf Precinct project area has not been recognised as a place of this importance. The *Act* also has provisions that provide protection for archaeological artefacts not listed in the South Australian heritage register (s.27).

To comply with the statutory framework for ‘developments’ that occur within places of European heritage value, an independent Heritage and Archaeological Impact Assessment was undertaken for the Goolwa Wharf Precinct Project (Refer Attachment 4). The purpose of the report was to evaluate the impact of proposed Goolwa Wharf Precinct Project to the identified or evaluated cultural values and significance of the State Heritage Area of Goolwa Wharf (or components).

The objectives of the assessment included the following:

- Identifying the cultural significance of this resource and its components;
- Defining the works that may affect the cultural values of the place or its components ;
- Evaluating the impacts of those works on cultural significance
- Recommending management strategies or policies that will mitigate these impacts

The assessment was prepared in respect of the requirements and outcomes described in:

- Heritage Impact Statement Guidelines for State Heritage Places.
(Link: <https://www.environment.sa.gov.au/topics/heritage/state-heritage-areas/goolwa>)
- A specific directive to the project team to ensure that, through the design process, the heritage fabric of the Goolwa Wharf Precinct is preserved and highlighted:

“It is intended to ensure that changes to and development within the area are managed in a way to ensure the areas cultural significance is maintained...The planning and design of the Goolwa Wharf Revitalisation project will therefore need to ensure compliance with the State Heritage Guidelines for Development – Goolwa...

This will require continuing engagement with the State Heritage Department (of the Department of Environment and Water. The heritage influences on the Goolwa Wharf Revitalisation project will need to be carefully considered and integrated in the development of the architectural, landscape and urban design outcomes and well as the development approval process”.

The project area is encompassed within the State Heritage Area (SHA) of Goolwa (refer Figure 1 in Attachment 4). The SHA area includes the inner part of the Goolwa Township, the wharf and tramway precinct, part of the town’s early commercial core and residential area to the south known as Little Scotland. It was designated as a State Heritage Area in 1987 and is identified as significant because:

- It was one of the most important Murray River ports in the 1850s - 1880s;
- It was a centre for trade and transport between South Australia and the eastern states;
- It was an important ship building place;

- It encompasses a representative group of buildings surviving from this era; and
- The wharf and tramway are identified to be of particular significance.

Within the State Heritage Area of Goolwa are individually identified items of heritage value, State Heritage Places (Table 1 and Map 3 in Attachment 4). Whilst the project area, nor any part of it, is listed on the National or Commonwealth Heritage lists, the discussion of the site by SA Heritage identifies that the *“unique wharf and tramway precinct is of national significance. It is complemented by the well-preserved public and commercial buildings and residential cottages of the river trade era”*.

The Report (at Part 4 of Attachment 4) provides a detailed analysis of the historical context and evolution of the Goolwa Precinct area highlighting the creation of the Goolwa Township, port facilities, river and rail as a form of transportation, buildings settings including, form and function (Wharf Shed and Goods Shed), and the connection to Hindmarsh Island. Some of the key highlights from the Report are provided below:

- At the northern end in the area of Amelia Park was the site of main shipbuilding and repair works in Goolwa. It was established in 1864 as Goolwa Iron Works. A foundry and patent slip were included in the works as well as a jetty. It was taken over in 1867 by Alexander Graham becoming Graham’s Patent Slip and Iron Foundry. The foundry was a major employer in the town. The works were closed in 1885 and the plant removed to Renmark however the slip continued in use after the sale of the foundry. The date that the buildings on the site were removed is unknown; an aerial view in 1936 shows no trace of the principal works other than the remaining building, the Chart Room.
- The largest building on the wharf was the railway Goods Shed (or cargo shed). This was a long wooden building aligned east to west at the end of the wharf; the railway lines came from the cutting directly to this building. In 1879, the old shed was replaced with a new building in the same position but then later moved in 1914 with the rerouting of the railway. When it was moved, the building was reconfigured, shortened and adapted so that the railway ran through one side. This shed is still present in its current form, although adapted to new commercial purposes.
- The wharf shed was built in 1878 as part of the final major nineteenth century redevelopment of the waterfront. It was built with a timber frame and had corrugated iron walls and roof. It was essentially an open canopy over the rails that ran along the wharf with two distinct parts to it. In the 1990s the rear half of the shed was walled in as part of the interpretation of the wharf area and was used as an exhibition space and booking office. The present wharf shed retains the form of the original building, but the fabric has been altered and added to in places. It is now used for commercial purposes.
- Shipbuilding at Goolwa commenced in 1852-1853 with the construction of the Eureka. By 1913 an additional sixty vessels had been built here making this one of the most productive of the Murray River ports. The Goolwa Ironworks was not the only manufacturer. Images taken from the early part of the twentieth century also demonstrate that ship building and repairs were being undertaken on the southern side of the Goolwa Wharf.
- Notably, The Oscar W paddle steamer, which is currently located at the wharf, is a strong tourism drawcard for the Precinct and town but there is no official heritage relevance connection to the Goolwa Wharf. The paddle steamer was built in 1908 in Echuca, Victoria and post-dates the historical use of the wharf and is not related to the assessed heritage significance of the State Heritage Area or broader precinct. In 1942 the vessel was brought to Goolwa, but due to wartime restrictions, could not be refurbished and in 1943 it was purchased by the South Australian Government Highways Department to service ferries in the region. The vessel was once again sold in the 1960’s, and used for tourism in Mildura until 1985 when it was purchased by the South Australian Government and restored. In 1988 the Oscar W was brought to Goolwa where she was recommissioned by the South Australian Government Minister of Tourism at Goolwa.
- The 1870s were the peak time of prosperity in Goolwa. Goolwa was gazetted a municipality in 1872. The opening of the railway from Mount Morgan to Adelaide in 1878 contributed to the eclipse of the river trade to this town and, thus, its prosperity. Morgan became the busiest river port in South Australia. Goolwa went into decline from the 1880s

although it was a slow downturn. Major works were still undertaken including a new railway goods shed, further extensions to the wharf and the Customs House but by the end of the century shipbuilding had virtually ceased and this impacted all aspects of the town's economy and its fabric

- The change in Goolwa's status was a huge blow to the town's economy and its people. However, in the early decades of the twentieth century it began to emerge as a place of interest for tourists interested in the past history of the place and the riverboat trade. The emergence of this as a factor that could support the economy was supported by the growth of services, particularly from the 1950s, including the construction of accommodation for tourists.
- In the last 2 decades, the emergence of the revitalised Goolwa with heritage as a key component was a gradual process. In 1990 there was considerable enthusiasm for the creation of a town square to provide a focal point for the community and visitors. In 1994 it was reported that plans were being formulated that would see the "run down" Goolwa wharf area restored and enlarged with a mix of community and commercial attractions. It depended on the community gaining ownership of the site which was then owned by Marine and Harbours. Restoration began on the Police Station in 1995. A heritage rally attended by many was held at Goolwa in 1996. Since then the blacksmiths' shop was converted to serve as a Museum and others have also been preserved as examples of this past including the railway superintendent's house and police station. In 2006 the railway goods shed was renovated to encompass a new brewery (now Distillery). This included recladding the building and structural timbers replaced and the introduction of a micro-brewery (now Distillery).
- The Goolwa wharf and land adjoining it including all extant structures and elements is an extensively adapted historic precinct. It contains elements of the original port facilities, but they have all been restored and adapted and much of the infrastructure that surrounded the working wharf and railway has been removed or is no longer visible. Comparison between an image of the wharf area in c. 1920 on and a contemporary current view shows the substantial manner in which the working industrial character has been removed to enable this to become a tourist and entertainment venue.
- The present landscape is the result of over thirty years of adaptation from an industrial landscape to one of recreation and retail and commerce. It is the present iteration of the needs of the community. The adaptation to the present environment commenced in the 1990s and has continued on several occasions in the period up to 2020.

None of the proposed Works associated with the Goolwa Wharf Precinct Project are likely to have any impacts to important views of vistas to or from heritage buildings or places. The principal impact from the landscape works is the choice of paving; the SHA guidelines refer to the use of hot mix (asphalt) as a preferred finish. However, this is noted as a 'preference' in the Guidelines and may require further consultation with Heritage SA and Alexandrina Council in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the Goolwa township. The creation of more pathways to make connections through the precinct is also a common aspect of the recreation and commercial development of the precinct for at least thirty years and does not impact the identified heritage aspects of the place.

The principal heritage building impacted by works is the Wharf Shed and it is concluded that the proposed Works are unlikely to impact the cultural values of this place because the essential form is retained and its relationship to the other buildings and wharf. The interior and its fabric has been altered on multiple occasions in the past. The new Works will not be substantially changing intact older fabric.

The Works required for the Signal Point Gallery will not have any adverse heritage impacts relevant to this structure as it is not a component of the historical development of the precinct. It is a contemporary building designed for the present landscape and use of this place.

The only impact to heritage values through the introduction of new signage may be the final form and style; the SHA guidelines define what is an acceptable choice. However, the discussion in the guidelines seems more appropriate to the residential and town section than the former industrial area of the Goolwa Wharf Precinct.

All of the buildings or structures within the project area retain original fabric and additions and alterations that document the changing use and values of those places although some, especially those on the wharf, have been more extensively changed or adapted to suit purposes that are not intended to conserve the buildings but gain value from doing so in creating interesting and attractive commercial and tourist venues. They are important in representing particular aspects or phases of the development of the waterfront; they allow some options for ongoing works because of these earlier adaptation.

The Wharf Precinct and its immediate environs are the seminal areas of the development of the SHA of Goolwa. They retain structures and other works that document aspects of that past history. However, this precinct has been undergoing substantial change since the 1990s through several programmes of renewal. It is now an adapted cultural landscape as are most of the elements that survive from the nineteenth and early twentieth century. The removal of much of its industrial fabric and the reuse of its assets for commercial, tourist destination and recreation purposes is the latest layer of cultural change and development in the town and reflects the more recent history of the place. The purpose of managing its heritage assets has not been as a museum of the past but to retain those physical links to this older cultural landscape as a means of documenting it and explaining the narrative of past history specific to this place and of value to the state because of the importance of events and processes that occurred here, and which influenced the entire settlement in South Australia.



5. Stakeholder Engagement & Consultation - Outcomes

Option A Concept Master Plan (described at Part 6.4.1) is the original full concept plan used for community and stakeholder consultation that feedback was sought on. It was unanimously endorsed by Council as a forward vision for the Goolwa Wharf Precinct at the Council meeting held on 20 September 2021, and Council resolved to undertake public consultation in accordance with Council's Public Consultation Policy and to bring back to Council the findings of the consultation.

This Option was developed based on key stakeholder feedback received through regular engagement during the design-development phase.

The feedback received through the consultation phase has also guided the development of the development of Option B and Option C Concept Master Plans (discussed at Parts 6.4.2 and 6.4.3).

5.1 GENERAL PROJECT STAKEHOLDER ENGAGEMENT

Early (and ongoing) engagement of stakeholders and the community is critical to the success of this project, particularly in the context of managing expectations, facilitating early buy-in, and identification of critical issues. Early and ongoing engagement provides the greatest opportunity to manage issues in a way that reduces risk to the project as well as maximises the project's ability to respond to stakeholder needs.

The original approach for community and stakeholder engagement proposed a more direct method of advising stakeholders about the project's scope, design and next steps. However, given the evolution of the design and time-lag since the last formal consultation for the Goolwa Wharf Precinct, Council opted to undertake a more formal and detailed process for community and stakeholder consultation.

The community consultation results were presented to the Elected Members at a briefing session held on 22 November 2021 followed by the tabling of the consultation report at its meeting on 20 December 2021.

Details can be found in the following links:

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0020/1082090/Council-Agenda-20-December-2021.pdf

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0022/1082092/Council-Attachments-20-December-2021.pdf

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0027/1084653/Council-Minutes-20-December-2021.pdf

Feedback has been collected and received from stakeholders, the community and visitors since August 2021 across the following three (3) phases:

- a) Design engagement phase;
- b) Formal consultation period; and
- c) Post formal consultation.

These phases are further discussed in the next section.

5.1.1 Design Engagement Phase

A total of twenty-nine (29) meetings were held with key stakeholders throughout the period of May to September 2021 to better understand key stakeholder matters, the Precinct space and how it is used, the constraints and challenges, as well as the opportunities. These important discussions helped inform the development of the design and ultimately the Draft Master Plan (Option A). See Attachment 5 for stakeholder meeting notes.



5.1.2 Formal Consultation

A formal community consultation process was undertaken between 21 September and 22 October 2021 to provide the opportunity for feedback from a broad range of stakeholders, interested parties and the community. Consultation was undertaken via various platforms including (but not limited to) community open day (staffed by the project team), website and social media, survey form, media release.

The community response to the consultation was substantial with the following responses noted:

- 601 completed feedback forms;
- Over 50 people attended the Village Conversation;
- Over 250 people attended the Community Open Day;
- 3 presentations to Boards / Committees; and
- 37 written feedback.

The project team was also invited to present to three (3) Boards/ Committees including SteamRanger Heritage Railway (11 October 2021), Cittaslow Markets (30 September 2021) and Rotary Club Encounter Bay (Goolwa Wharf Markets) (14 October 2021) and answer questions. Although the project team offered to meet with each of the committee's broader membership, they indicated a preference to disseminate information and compile feedback with their members, including stallholders.

Overall, responses demonstrate that most features of the Draft Master Plan have nearly two thirds or more support including:

- 67% support 'the creation of a premier waterfront destination that celebrates its unique cultural heritage'
- 63% support 'improvements to traffic flow and accessibility for pedestrians and cyclists'
- 63% support the 'refurbishment of the Wharf Shed to maintain its heritage values and provide additional business opportunities
- 71% support 'improvements to Signal Point including heating/cooling and creation of useable flexible spaces.

Fifty-six per cent (56%) responded they somewhat support or strongly support the feature relating to 'the provision of new green and other open spaces that support outdoor dining, markets, festivals and events'. Thirty-six per cent (36%) responded they strongly do not support or do not support this feature. Whilst the level of support is less than the other features described above, it still shows a strong level of support.

Views were divided about:

- The 'creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf, with 49% of people responding strongly support or somewhat support and 46% of people responding strongly do not support or do not support.
- The 'consolidation of car parking into a purpose-built location to support visitation to the Precinct and Goolwa main street and township, with 56% of people responding they strongly do not support or do not support and 40% of people responding somewhat support or strongly support.

The divided response regarding the Oscar W and volunteer purpose-built location appears to be linked primarily to the relocation of the boat and disconnection of the boat from the wharf shed.

The negative response regarding the consolidation of car parking appears to be linked to the perceived relocation of the markets and/or dispersal along the waterfront as well as a desire by some to see parking near Hector's maintained, some not wanting cars at all in the Precinct and/ or not at the expense of loss of open space.

5.1.3 Post Formal Consultation Phase

As is the case with most stakeholder consultation and engagement, 21 written responses were received post the formal engagement phase. The feedback received reinforce the statements made and general sentiment through the engagement process.

5.2 CONSULTATION WITH AGENCIES

The following agencies were invited to provide feedback on the proposed Draft Master Plan:

- Department of Infrastructure and Transport;
- Attorney-General's Department, Planning & Land Use;
- Environment Protection Authority;
- Natural Resource Management;
- Royal Automobile Association of South Australia (RAA)South Australian Tourism Commission;
- Tourism Industry Council of SA (TICSA);
- Department of Environment and Water;
- Minister for Environment and Water;
- Department of Environment and Water;
- SA Heritage Council;
- Federal member for Mayor;
- State member for Finniss;
- Regional Development Australia Adelaide Hills, Fleurieu & Kangaroo Island; and
- Fleurieu Peninsula Tourism.

Feedback has been received from the Attorney General's Department, Department of Infrastructure and Transport, South Australia Tourism Commission, TICSA and Fleurieu Peninsula Tourism all of which have expressed support for the proposed Draft Master Plan and the value it will create if implemented.

5.3 PETITIONS & DEPUTATIONS

Three (3) petitions in relation to the Project were received by Council on 22 November 2021 and Five (5) deputations from stakeholders were made at a Special Council meeting held on 22 November 2021.

Regulation 10(c) of the Regulations requires that a petition to Council must include the name and address of each person who signed or endorsed the petition. As noted in the Council Agenda Report 15 November 2021, a large proportion of the signatures were considered to be invalid due to non-compliance with this Regulations.

Further details about this matter can be found in the following link (from page 38) and summary below.

- Friends of the Oscar W - of the 442 signatures obtained only 240 are considered valid signatures.
- Ms P Williamson: of the 554 signatures obtained only 194 are considered valid signatures.
- Mr G Schmidt & Ms S Montgomery: of the 318 signatures obtained only 11 are considered valid signatures





6. Concept Master Plans

6.1 PLANNING

The master planning of the Goolwa Wharf Revitalisation Project stems from a deep understanding of the existing site context, the Council's vision, the potential of the site, and the community's future needs. The master planning process has responded to Council's vision and, strategic documents, underlying site conditions; the narratives and stories, its urban fabric and landscape setting.

The Goolwa Wharf Precinct is steeped in history, standing on the junctions between land and water, the river and the sea. The surrounding landscape shelters the site. The topography of the river cliffs creates a natural amphitheatre, orienting the site towards the river while separating it from the town. The historic cutting stands a testament to the engineering endeavours of early settlers. The magnificent Norfolk Island Pines softened the carved landscape, a testament to previous generations' vision of the Precinct.

Various buildings are located across the site marking its evolution. Heritage buildings such as the Goods Shed and the Wharf Shed reflect the Precinct's importance as a trading port; the railway station marks the Precinct's significance as a transport hub with connections to the broader region. Signal Point is a contemporary development and illustrates previous attempts to revitalise the Precinct.

Acknowledging Council's vision and aspirations for the Goolwa Wharf Precinct Revitalisation Project, the master planning process has investigated the existing conditions through a detailed process of site analysis, background research, heritage assessment, traffic surveys and compliance reviews of the rail corridor.

The following summary represents the key findings:

Public Space

Underutilised and fragmented open space across the Precinct

- Limited facilities to support tourism and activation opportunities;
- Roads and car parking dominate open space;
- Development and assets renewal of the Precinct has failed to respond to the site context - water's edge, railway corridor, heritage, significant trees and Ngarrindjeri culture; and
- Potential to increase and consolidate open space provision across the site (8700m² of green space and 300m² of public realm).

Activation

- Poor and confusing sense of arrival – where do you go, and what can you see;
- Disconnected destinations with poor pedestrian access;
- Poor legibility of Signal Point;
- Difficult to access the water's edge due to dominance of existing parking areas; and
- Need to better activate and create connected public spaces.

Movement

- Confusing road and pedestrian network – often disconnected with numerous conflicts points;
- Uncontrolled vehicle movements that encourage car parking anywhere;
- Lack of vehicular legibility leading to cruising the Precinct searching for the 'perfect park';
- Confused road network with dead ends which adds to congestion;
- Compliance issues with the rail corridor (vehicular and pedestrian crossing points);
- Poor defined car parking areas (124 formal car parks both sealed and unsealed parking surfaces);
- Disorganised car parking reinforces the uncontrolled vehicle movements (24 informal car parking to road verge);
- Broken pedestrian and cycle connections;
- Limited DDA compliance;
- Uneven surface to wharf;
- Uncontrolled access into the rail corridor of both people and cars; and
- Existing car parking provision 148

Built Form

- Buildings in precinct do not relate well to each other, no cohesiveness;
- Approach to Wharf Shed is currently from the back – approach addressed with toilets and service yard;
- No visual connection through Wharf shed to the Wharf or the water;
- Heritage buildings are prominent but could use maintenance and upgrading;
- Approach to Wharf Shed from land side is toilets and service yard, not inviting;
- Wharf shed toilets are below current standards for amenity and access;
- Wharf shed toilets do not relate to the original fabric in form or detail;
- Potential to activate Wharf Shed by introducing multiple tenancy offerings;
- Lack of suitable workshop and storage space for Oscar W volunteers;
- Need to improve climate control in Signal Point Gallery; and
- No consistency of building signage or wayfinding.

6.2 CONCEPTUAL PRECINCT PLAN

Building on the site assessment, trends analysis and the broader investigations, the project team developed two conceptual precinct plans for the Goolwa Wharf Precinct. The options considered whether the consolidation and dispersal of activities, tourist destinations, open space, and car parking across the site would best meet the project's objectives.

The options also drew on Council's vision to create a place that is appealing and attractive; connect places within the Precinct and the wider town; deliver quality outcomes and provide an environmentally friendly, flexible, active space.

Trends for open space and public realm were also included in the planning process with a focus on:

- Creating healthy places;
- Making places for people;
- Responding to climate change;
- Delivering green infrastructure; and
- Supporting economic development and tourist potential.

Disperse

Disperse explored the opportunity for car parking and public space activation to be separated and distributed across the Precinct. This approach reflected the Precinct's existing functionality and land use, with pedestrians and cars having equal priority.

While the Disperse Precinct Plan reflected the status quo and delivered the current maintenance and asset renewal programmes, it did not realise the Precinct's potential as an iconic waterfront tourist destination. An assessment of the plan concluded that it;

- Formalised existing ad-hoc and haphazard parking arrangements without increasing functionality;
- Maintained existing separated spatial arrangements of open space and activation;
- Distributed parking infrastructure throughout the Precinct, blocking and fragmenting open space areas;
- Increased vehicular 'cruising' of the Precinct between car parks;
- Reduced continuous pedestrian links (north/south and east/west);
- Reduced pedestrian prominence in the Precinct;
- Limited pedestrian access along Cutting Road and Dunbar Road; and
- Distributed car parking infrastructure throughout the site reinforcing vehicular dominance in the Precinct.

Figure 1: Disperse Plan

DISPERSE

1. Improved southern entrance with continuation of shared path through the precinct
2. One-way allowing deliveries, bus drop-off and business owner access
3. Formalised parking with bus parking
4. Entrance to station
5. Two-way road access with large vehicle parking
6. Minor upgrades to existing unsealed areas
7. Jarelda Park upgraded
8. Road corridor providing two-way vehicular access
9. Central shared use zone to encourage pedestrian activation
10. New public realm and toilet
11. Modification and increase traffic control and signage to create compliant crossing
12. One-way road access with no parking
13. New open space
14. Two-way road access to Amelia Park
15. Shared use park connection
16. Public space to front of Signal Point
17. Formalised connection to Jokejoke Reserve
18. New pedestrian entrance from the bridge
19. Large sealed car park to Amelia Park
20. Development of new mooring and building for Oscar W.



Consolidate

Consolidate examined how the project's vision and objectives could be delivered through the consolidation and increasing of open space, an amalgamation of car parking. The precinct plan improved connectivity, rationalised vehicular access, increased waterfront open space, and improved pedestrian access and activity.

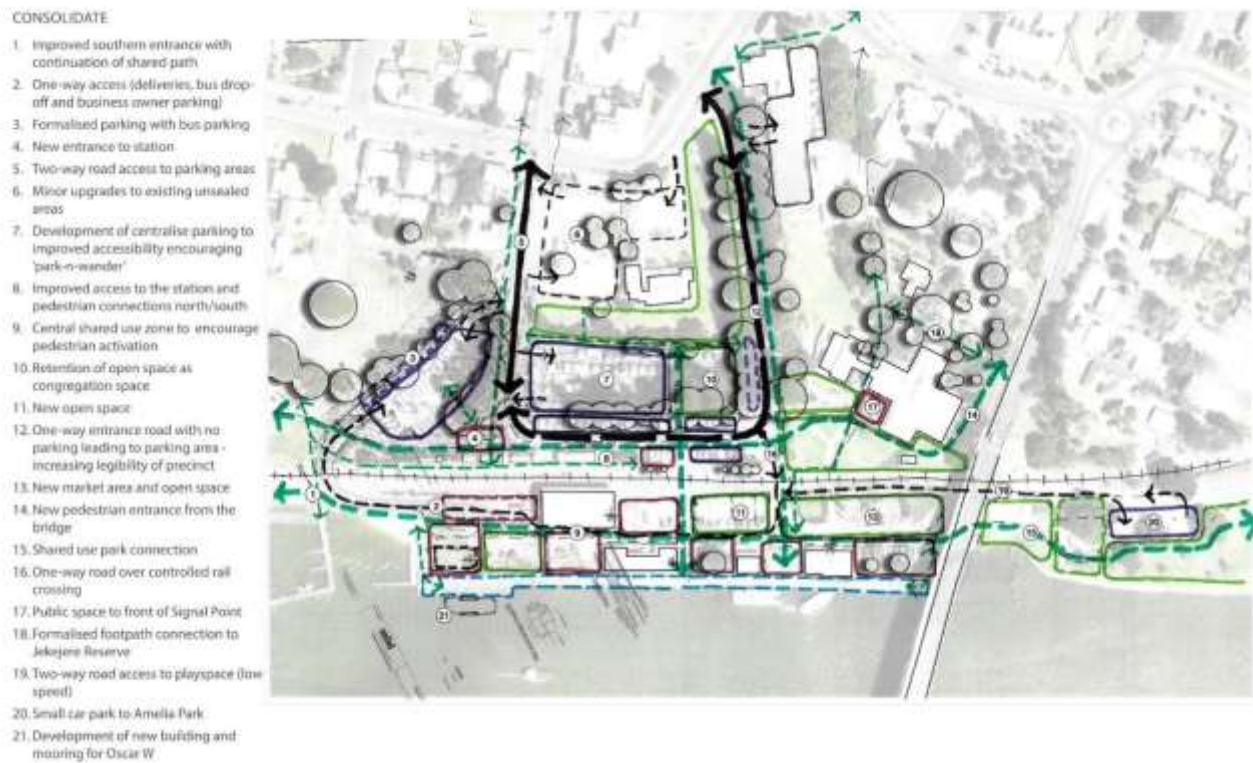
Consolidate amalgamated car parking areas, linked open space and reduced conflicts across the Precinct. Consolidate also built on the objectives and actions outlined in the vision for the Precinct and the 'Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy'.

The Consolidate Precinct Plan challenged existing assumptions around the layout of open space, movement patterns, car parking and traffic circulation, leading to innovative spatial solutions that capture the full potential of the Precinct. At the same time, the heritage character and fabric was reinforced.

Consolidate achieved the following benefits;

- Centralised car parking creates more open space along the waterfront (highest and best use of the land);
- Legible road network and creation of a main entrance;
- Consolidation and separation of vehicle movements away from the rail corridor;
- Removal of rail/vehicle conflicts (compliant rail crossing points);
- Increased public space to wharf edge;
- Improved connections to Cadell street and the town centre;
- Improved north/south connections, particularly along Dunbar Road; and
- Increased 'park-n-wander' promoting opportunities to 'linger longer'.

Figure 2: Consolidate Plan



Based on the assessment of both conceptual precinct plans, *Consolidate* was used as the foundation for the Goolwa Wharf Draft Master Plan

Each conceptual precinct plan was reviewed and evaluated by the project team, project steering group and Council executive (2 July) to ascertain the opportunities and constraints associated with the options.

A Council Briefing was held on 23 August 2021 outlining the proposed Goolwa Wharf Revitalisation Project objectives, aspirations, concept designs and spatial layouts to achieve the intent of the Placemaking Strategy. This was followed by the Council Meeting on 20 September whereby Council resolved the following:

8.3 Goolwa Wharf Precinct Revitalisation - Concept Plan

ACM211144 Moved Cr Rebbeck seconded Cr Stewart

1. *That Council receive and note the 'Goolwa Wharf Precinct Revitalisation – Draft Master Plan' per Attachment 8.3 as the forward vision for the Goolwa Wharf Precinct and resolves to commence public consultation in accordance with Council's Public Consultation Policy on the designs within.*
2. *That a report be brought back to Council on completion of the public consultation process, inclusive of any submissions received.*

Links to the Council Agenda Report, Attachments and Minutes are provided below:

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0030/973128/Council-Agenda-20-September-2021.pdf

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0031/974092/Council-Attachments-Item-8.3-Draft-GWP-Master-Plan-20-September-2021.pdf

https://www.alexandrina.sa.gov.au/data/assets/pdf_file/0016/1034350/Council-Minutes-20-September-2021.pdf

6.3 DRAFT MASTER PLAN

The Goolwa Wharf Draft Master Plan provides a robust road map that will guide and encourage the development of the Precinct. The master plan is aligned with the vision and objectives for the project and builds on the analysis and conceptual precinct planning investigations.

The draft master plan also responds to several supporting strategic and operating reports, including:

- Goolwa Wharf Precinct Revitalisation Project (Scope) Definition Report, 2021;
- The Roadmap to Revitalisation Placemaking Strategy for Goolwa Wharf Precinct by, 2020 (Pop Up Co.);
- Goolwa Wharf Precinct Revitalisation Project (Project Business Plan), 2019;
- The Traffic Pedestrian and Car Parking Analysis Report, 2021 (Tonkin Consulting);
- Aboriginal Heritage Assessment, 2021 (Ngarrindjeri Aboriginal Corporation);
- Ecological Assessment, 2021 (EBS Ecology);
- Goolwa State Heritage Area: Guidelines for Development, 2018 (Department for Environment and Water); and
- Alexandrina 2040.

These supporting strategic reports seek to;

- Create a destination that is appealing and attractive;
- Improve accessibility, connectivity, functionality;
- Connect places and spaces within the Precinct and wider Goolwa area;
- Increase the sense of arrival and legibility of the Precinct;
- Improve legibility of vehicular movement within the Precinct and reduce pedestrian, vehicular and rail conflicts;
- Consolidate car parking to increase public space and activation of the wharf and waterfront;
- Improve safety within the rail corridor and consider fencing, upgraded and compliant crossings and improvement of forward visibility;
- Create new traffic management and car parking approach for the Precinct, including a review of traffic speed, time limit car parks, cycling paths and accessibility during peak event season;
- Use high-quality and robust finishes and materials (value for money and clever investments);
- Provide an environmentally resilient, flexible, multi-use and active space through streetscape, furniture and public realm upgrades and the use of smart technology;
- Redevelop Amelia Park;
- Investigate opportunities for collaborative artistic design of place by working with Ngarrindjeri Aboriginal Corporation;
- Review suitable locations for the installation of an Oscar W volunteer shed; and

- Explore opportunities for two newly defined tenancies in the Goolwa Wharf Shed.

The draft master plan is based on three key directions that aim to transform the Precinct into a vibrant tourist destination enriched with culture and history, with a focus on;

- Creating an Active Waterfront;
- Reinforcing the Railway; and
- Improving Access.

Creating an Active Waterfront:

- Increase open space provision adjacent to the water;
- Remove and limit parking;
- Increase pedestrian priority;
- Increase footpath connections;
- Create destinations and activation (cultural, tourism and hospitality);
- Upgrade the Wharf Shed to provide the highest and best use of the building that supports businesses, community activity and foster economic growth;
- Provision of flexible outdoor dining areas;
- Improved visual permeability through Wharf Shed to water;
- Provision of dedicated Oscar W facility;
- Provision of toilets to current code and amenity requirements, and more of them; and
- Increase public safety (vehicle movements, wharf dilapidation and volunteer operations).

Reinforcing the Railway:

- Upgrade rail crossings to improve pedestrian and vehicular safety;
- One way access across rail corridor to limit vehicular/rail conflicts;
- Improve boundary treatments to the rail corridor to prevent informal access;
- Develop a new entrance plaza to station to increase accessibility and visitor safety;
- Increase access to and from the platform; and
- Removal of substandard toilet facilities from platform (and replacement elsewhere).

Improving Access:

- Upgrade of footpath and crossing points to create an accessible public realm;
- Improve connections into the Precinct and link the Encounter Bikeway and Cadell Street;
- Increase DDA compliance to site and buildings specifically;
- Compliant ramp access to Signal Point;
- Create a shared-use public realm adjacent to the wharf;
- Increase public space and pedestrian activation along the water's edge;
- Compliant rail crossings;
- Repairing the Wharf structure including deck replacement to avoid conflicting orientation of boards;
- Provide new toilets and amenities to current standards and codes;

- Improve signage and wayfinding; and
- Providing a sheltered forecourt entry deck to Signal Point to accommodate community events.

Figure 3: Precinct Plan



6.4 CONCEPT MASTER PLAN OPTIONS

The Goolwa Wharf Precinct (Concept Master Plan), and the various options outlined in Part 6, illustrates potential actions and outcomes for the Precinct. It reinforces the unique character of the wharf while responding to the existing cultural, heritage and landscape characters.

The draft master plan advocates progressive, responsive and measured changes that reflect the project's vision and recommendations of previous strategies and reports. It aims to be contextual and visionary while meeting the current and future demands of the Precinct. It illustrates open space and public realm outcomes, landscape improvements, future opportunities for development, movement and access upgrades and the provision of new cultural and public art overlays.

The development of the Plan complements the unique heritage character of the site. The rich heritage fabric is preserved and enhanced, and the historical context is amplified to create a world-class waterfront tourist destination. The legacy of ad-hoc infrastructure upgrades over the last fifty years has been addressed. The Concept Master Plan explores the potential of replacing heavily engineered roads with paved shared-use spaces, reclaiming open space, repairing the wharf, and removing and replacing ill-conceived building additions.

Principles such as replace, repair, renew and conserve have been continually applied during the development of the Concept Master Plan. This ensures that every planning and design decision focuses on the heritage significance of the Precinct.

The recommendations of the Master Plan are measured and responsive. Changes are recommended where necessary, and every effort has been made to retain the existing features that reinforce that heritage character of the Precinct.



6.4.1 OPTION A

Option A Concept Master Plan (Attachment 6) has been developed based on an intensified assessment of the existing Precinct's functionality, engineering and architectural & urban design, and the adaptation of best practice placemaking principles to increase tourism, realise economic uplift and benefits, deliver on stakeholder and community needs and contemporary visitor expectation. It will create an iconic destination for visitors to enjoy, linger longer, and the local community to be proud of.

Option A is the current Draft Master Plan as designed and presented to the community for feedback. It delivers on the vision and meets all of the objectives of the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy (November 2020).



Figure 3: Draft Concept Master Plan A

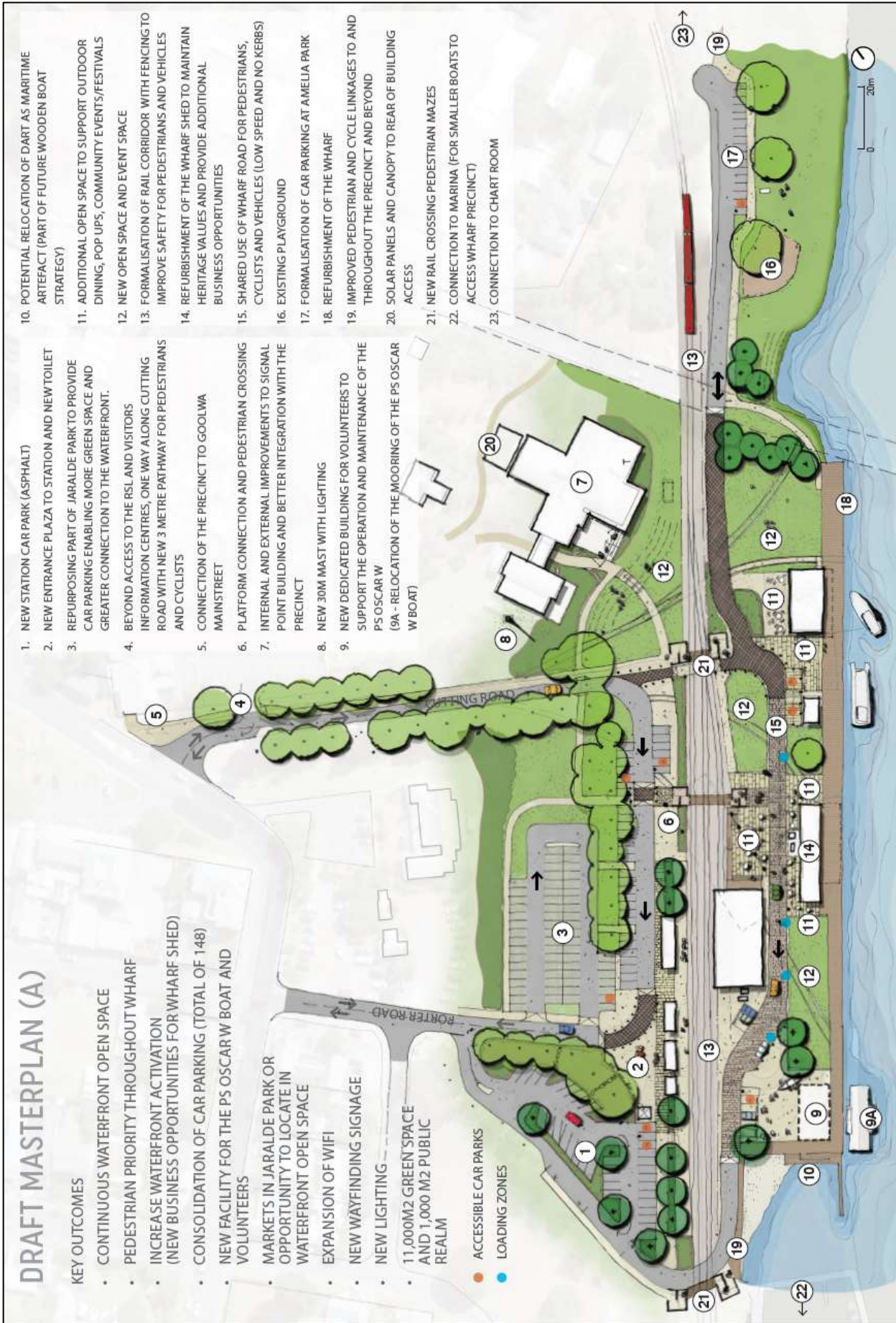


Figure 4: Draft Concept Master Plan A – Wharf Shed Floor Layout

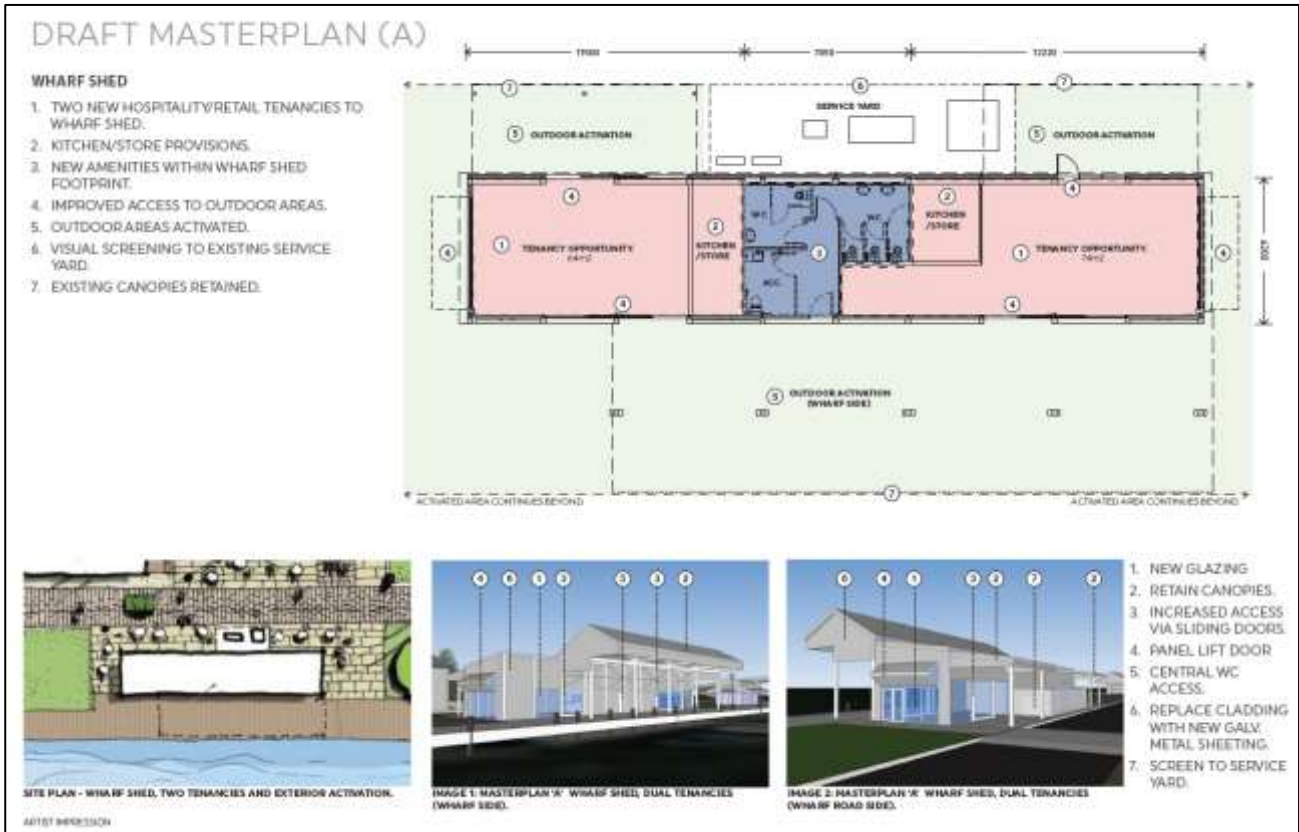


Figure 5: Draft Concept Master Plan A – PS Oscar W Floor Layout

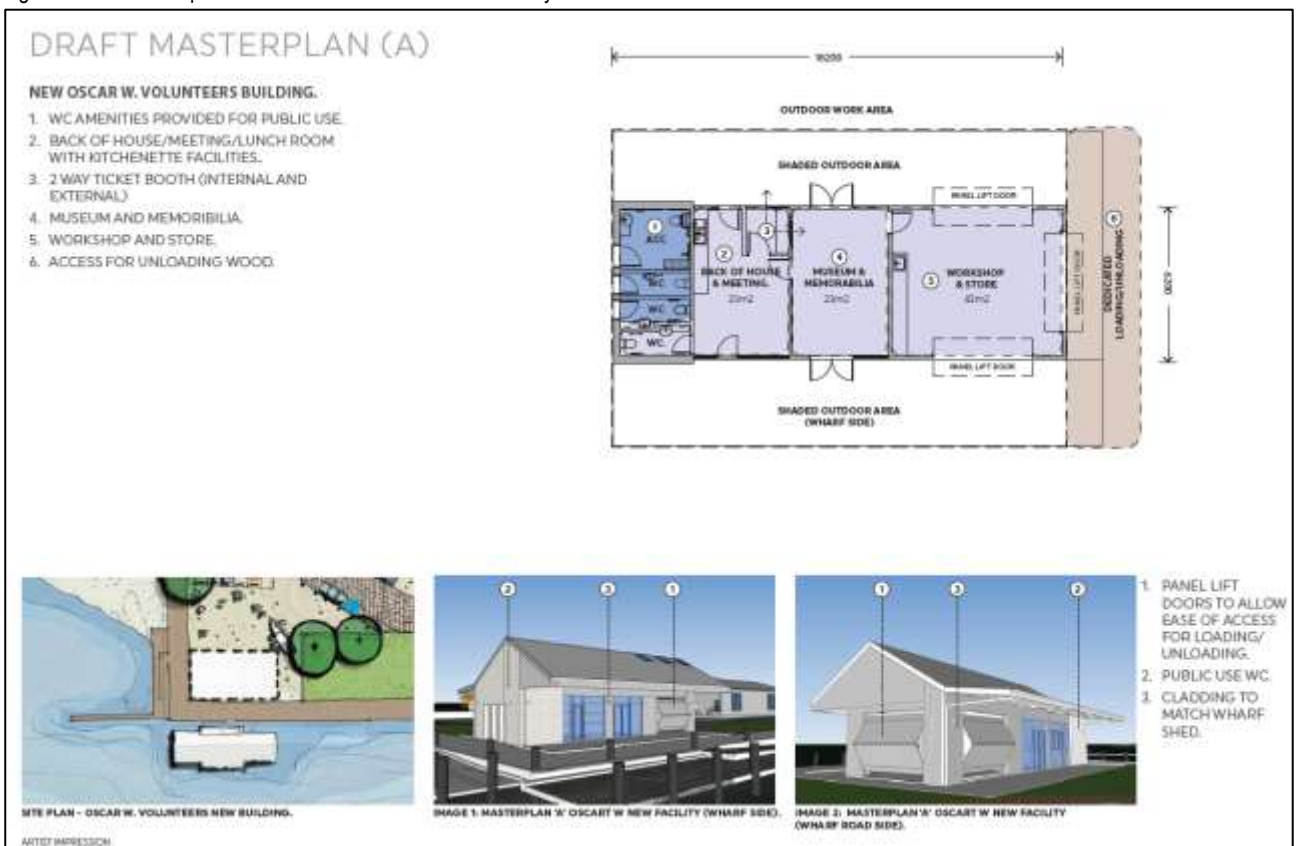


Figure 6: Draft Concept Master Plan A – Photo Montages



6.4.1.1 Design Elements

Option A consists of the following key design elements:

- Continuous waterfront open space.
- Pedestrian and cyclist priority through the creation of a 'shared zone'.
- Dedicated pathways and plaza areas throughout the wharf precinct to better connect people with places such as the Wharf Shed and Goods Shed, Goolwa Rail Platform (Steam ranger's Cockle Train), Signal Point Gallery (Exhibition - Telling old storeys new ways), and PS Oscar W steamboat.
- Additional open space to support outdoor dining, picnicking, community events and festivals (11,000m² of green space and 1,000m² of public realm).
- Increase area for waterfront activation providing new business opportunities for the wharf shed and pop up businesses.
- Consolidation of car parking to 3 distinct locations to support the Precinct with no nett loss of carparks (148).
- One-way vehicle movement along Cutting Road, Dunbar Road and Porter Street to enable expansion of shared pathways within the existing footprint whilst minimising impacts to existing landscape and built form (Norfolk pines, earth embankments along cutting road).
- Reduced vehicle movements along the waterfront and creation of a low speed environment, whilst still catering for essential vehicle access (accessible parks, loading zones and kiss-and-drop zones, buses and coaches).
- Formalisation of the rail corridor with fencing and pedestrian rail mazes to improve safety.
- Purpose built, dedicated new facility for the Friends of the Oscar W future proofing the boat's operations and potentially attracting a new genre of volunteers. This is a key objective of the recently endorsed Wooden Boat Strategy.
- Choice of location for the Markets to either operate in Jaralde Park on new semi-permanent surface or mixing with people and business along the waterfront area.
- Refurbishment of the existing Wharf and Wharf Shed to address asset renewal requirements and maintain heritage values.
- External and internal improvements to the Signal Point Gallery building including new entry canopy, roof renewal to address asset renewal requirements, enhanced forecourt area and new heating/cooling system.
- Solar Panels mounted on free-standing canopy to rear of Signal Point Gallery; providing the dual benefit of reduced electricity costs and protection from the weather for exhibition bump-in/out operations.

The introduction of the free-standing canopy was due to the inability to mount on the existing curved roof and the impact to the amenity and unsightly views from having a visible large support structure on the roof.

- Expansion of free Public Wi-Fi (and future proofing opportunities to expand smart technology opportunities).
- New wayfinding Signage and CCTV (Closed Circuit Television security system).
- New Smart street and pedestrian lighting to manage the gradation of lighting in the Precinct area.

6.4.1.2 Building Concepts

Wharf Shed

The proposed upgrade to the Wharf Shed is premised on returning the structure to a configuration that better reflects its original function and appearance, that of a more transparent shed. Glazing is introduced to the western wall and the existing substandard toilets removed and replaced with modern amenities located centrally within the footprint of the Wharf Shed. Two flexible hospitality tenancies are then provided to the north and south, with outdoor dining opportunities on both the land and wharf side.

The heritage nature of the building is respected through conservation of the fabric and replacement of inappropriate Zinalume cladding with traditional galvanised. A far improved indoor – outdoor condition is achieved, in conjunction with the urban realm upgrades, providing an activated and appealing destination.

Figure 7: Draft Concept Master Plan A – Wharf Shed Elevation (Waterfront)



Figure 8: Draft Concept Master Plan A – Wharf Shed Elevation (North Side)



Figure 9: Draft Concept Master Plan A – Wharf Shed Elevation (South Side)



PS Oscar W Purpose Built Facility

A purpose built facility to support the operation of the PS Oscar W paddles teamer allows for a dedicated, functional building to house the Museum collection and ticketing booth, along with back of house facilities for the volunteers and a flexible workshop space which currently is not afforded to the volunteer group.

Additional toilet facilities are also provided in this building. The design of the building is contemporary but references the form, scale and materiality of the nearby Wharf Shed, using robust and honest materials without applied finishes, resulting in a low maintenance, fit for purpose structure.

The extended canopy of the roof references the Wharf Shed and previous dockside rail function of the site providing additional shelter, shade and amenity for the southern area of the precinct.

Figure 10: Draft Concept Master Plan A – PS Oscar W Volunteer Building (Waterfront)



Figure 11: Draft Concept Master Plan A – PS Oscar W Volunteer Building (South Side)



Figure 12: Draft Concept Master Plan A – PS Oscar W Volunteer Building (North Side)



Signal Point Gallery – Entrance Canopy

The proposed new Signal Point canopy is deliberately understated, to avoid competing with the original strong barrel vault form of the Signal Point structure. The canopy is simple in form, low in profile, referential in detailing and sympathetic in finish.

The proposed canopy materials are tubular steel sections painted white (referencing the original Signal Point structure) with translucent multicell polycarbonate roof sheet providing shade and shelter while maintaining transmission of modified natural light.

The ‘all weather’ cover will enable year round use for events and encourage activation of the area in front of the building.

Figure 12: Draft Concept Master Plan A – Signal Point Gallery Entrance Canopy (Photo Montages)



Signal Point Gallery – Solar Panel Canopy

The addition of a 20kw solar panel system to the Signal Point Gallery building presented several challenges with respect to location and aesthetics. The original proposal sought to install 'curved shaped' solar panels to the existing curved roof, but following further detailed investigation was dismissed on the basis that curved solar panels are costly and bespoke, and would need to be sourced from interstate. They also result in increased, ongoing operating costs for maintenance and replacement. The panels would also take up a large proportion of the roof area to enable maximum sun capture (almost two-thirds of the roof would be covered in solar panels).

Adopting a flat solar panel system on the existing curved roof was also dismissed due to the large support structure needed to mount flat (angled) panels on the curve roof. The solar panel structure again would take up an extensive area of roof and would be highly visible from the Wharf Precinct and the Bridge; meaning that it would significantly impact the building amenity and Wharf Precinct vista with unsightly views.

The recommended option provides a solar panel free-standing canopy (i.e. carport structure with solar panels on the roof) to the rear of Signal Point which would largely lay hidden from the Wharf Precinct, but also located and angled to minimise the structure area (20m x 8m). The free-standing canopy also has the added benefit of providing shelter form sun and rain to the rear access doors to the Signal Point Building, which is the main access used for bump-in/out of exhibitions and general deliveries. At the present there is no shelter to the rear of the building and all exhibitions and deliveries are fully exposed to weather elements. In addition, the existing loading area ground surface is bare earth and creates a mess to bump in and out in wet conditions.

Figure 13: Draft Concept Master Plan A – Signal Point Gallery Solar Panel Shelter (Photo Montages)





6.4.1.3 Views and Outcomes

Option A delivers a fully scoped public realm upgrade and building improvements to the Goolwa Wharf Precinct to fully activate the Precinct and create a true destination of state and national significance, as well as immediately leveraging the capital infrastructure investment to deliver a revitalised Wharf Precinct. It delivers on the aspirations of 'activation', increasing tourism and economic uplift and benefits, and creates a vibrancy that will leave a lasting legacy for Goolwa. Importantly, it also delivers on all of the objectives of the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy (Attachment 2) and the Alexandrina Council Wooden Boat Strategy (Attachment 11).

The marginal difference in the consultation response for the location of the PS Oscar W and volunteer purpose-built location (which is linked primarily to the relocation of the boat and disconnection of the boat from the wharf shed). This outcome suggests that both approaches of a) maintaining the Oscar W operations in its current location at the Wharf Shed or b) relocating it to the southern end of the wharf are both equally possible. Whilst the Oscar W volunteers have showed an adverse response to the relocation of the boat, they have also indicated that they would not object to the creation of the new purpose built building at the south end of the Wharf based on a decision by the Council.

The Option A Concept Master Plan is also aligned to the Heritage and Archaeological Assessment (by IHC Consultants) completed for the project and noted the commentary at Attachment 4, Part 4.9.:

"The Oscar W paddle steamer is currently located at the wharf, but has no current relevance to the project as it will not be impacted or affected by the proposed works. The paddle steamer post-dates the historical use of the wharf and is not related to, or associated with the assessed heritage significance of the SHA or broader precinct. The paddle steamer was built in 1908 in Echuca and not moved to Goolwa until 1943 when it was purchased by the South Australian Government Highways Department to service ferries in the region."

On this basis, Option A maintains the Oscar W and volunteer at its purpose-built location at the south end of the Precinct and the creation of 2 retail/hospitality business opportunities within the Wharf Shed.

Similarly with the negative response regarding the consolidation of car parking in Jaralde Park, Amelia Park and Porter Street. This outcome appears to be linked to the perceived relocation of the markets and/or dispersal along the waterfront as well as a desire by some to see parking near Hector's maintained, some not wanting cars at all in the Precinct and/ or not at the expense of loss of open space.

The Roadmap to Revitalisation Placemaking Strategy provides that any car park investment be located at the edges of the precinct boundary. This will facilitate interconnectedness between the main street of Goolwa (Cadell Street), and the waterfront. It will increase linger time in the precinct and encourage curious visitors to further explore the township, beyond the boundary of the Goolwa Wharf precinct.

Through the planning and design-development phases, a site and traffic assessment was undertaken to better understand the functionality and operations of the precinct in its current form, with particular focus on traffic and parking, pedestrian and cycling movements and rail operations. The assessment identified a haphazard and ad-hoc layout to parking in the area some of which was deemed to be illegal and unsafe. This was particularly noticeable on Market days. One of the objectives for Option A is to preserve the same number of car parks in the precinct area (148#) whilst also responding to the objectives of improving the functional layout and a revitalised Precinct.

For Jaralde Park, the Option A Concept Master Plan recognises the importance of maintaining and enhancing more green and open space within the Precinct, while consolidating car parking, and as such, has repurposed the park to suit both parking needs and provide event space. The adoption of a durable but permeable finish not only supports the demand for parking in the Precinct area, but allows the Goolwa Markets and Cittaslow Market to continue to operate in Jaralde Park as they currently do on each alternative Sunday; say 4 days out of the 30 days each month. On the other days it can continue to provide and contribute to parking and open space area. The creation of the Precinct's waterfront zone also introduces the opportunity of holding the markets adjacent the wharf, mixed amongst the businesses, and outdoor dining and people who are exploring and congregating in the area. Ultimately, encouraging a 'linger, longer' approach to the Precinct. It is noted however, that the continuation of the Markets in Jaralde Park will require the Council to introduce some operational changes with respect to the set-up and the safe management of pedestrian movements across the existing roads.

On this basis, Option A maintains the 3 parking locations at Amelia Park, Jaralde Park, Amelia Park and Porter Street.

Based on the consultation outcomes described at Part 5, Option A Concept Master Plan is generally considered to be (on balance) widely accepted by stakeholders and community, particularly given the relative high level of support for most of the features, marginal difference for the feature associated with the relocation of the Oscar W and volunteer to a purpose-built facility, and divided difference regarding the repurposing of part of Jaralde Park to include a permeable pavement to enable car parking.

6.4.2 OPTION B

Option B Concept Master Plan (shown on Page 43 and Attachment 8) also delivers public realm upgrades and building improvements to the Goolwa Wharf Precinct.

6.4.2.1 Design Elements

Option B consists of the same key design elements as Option A, with the exception of the following:

- Increased open space to support outdoor dining, picnicking, community events and festivals (12,750m² of green space and 1,000m² of public realm);
- Removing the proposed car park at Jaralde Park and consolidation of car parking to 2 distinct locations at Amelia Park and Porter Street, plus maintaining car parks along Dunbar Road and Porter Street to support the Precinct. The total number of car parks is 107; and
- Inclusion of short term (2hr) parallel parking (9 spaces including 2 accessible parks) along Amelia Park roadway adjacent Hectors on the Wharf business.

6.4.2.2 Views and Outcomes

In response to the one (1) consultation outcome (only) regarding the negative response to the consolidation of car parking, and hence the repurposing of the space in Jaralde Park, Option B Concept Master Plan removes the proposed car park in Jaralde Park. This design Option also introduces short term parallel parking along Amelia Park roadway.

This concept design option results in a nett reduction in overall car parks from 148 to 107, but an increase in Green Space to 12,750m². This is not seen as a deterrent or disadvantage to the creation of the Goolwa Wharf Precinct, as most public realm upgrades tend to shift the focus from being car-centric to people focused i.e. shared environments where the focus is on pedestrian and cyclists and catering for essential access for some vehicles .

Locating the PS Oscar W Boat to the south end of the Wharf (at the new dedicated Volunteers Building for the Friends of the PS Oscar W) can be accommodated through either;

- a) Maintaining the existing lower section of wharf and providing independent mooring poles to accommodate the boats lateral loads. Additional gangways can be provided for boarding and alighting the boat;

Or

- b) Removing the lower section of wharf and mooring the boat against the existing wharf (higher section). Preliminary advice from the structural engineers has advised that the existing high section of the wharf is able to accommodate the lateral loads. Supplementary mooring poles would be added given the boats height.

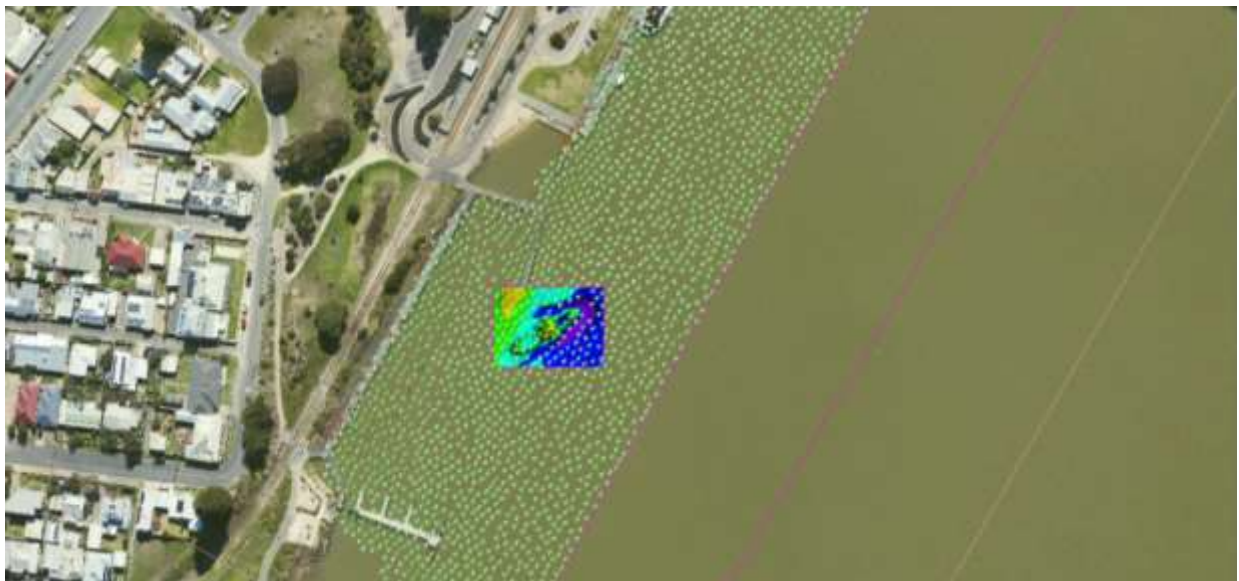
Small boats would continue to use the existing mooring facilities located immediately south of the Wharf Precinct as shown in Figure 14.

Figure 14: Existing Mooring Facilities (located immediately south of the Wharf Precinct)



A hydro-survey conducted in March 2021 shows the location of the sunken PS Renmark which is located further south of the main Wharf. This vessel will not interfere with the new mooring location for the PS Oscar W Boat at the south end of the Wharf.

Figure 15: Location of sunken PS Renmark



Maintaining Jaralde Park in its current form as a grassed area allows the Goolwa Markets and Cittaslow Market to continue to operate in Jaralde Park as they currently do. But again, Council will need to introduce some operational changes with respect to the set-up and the safe management of pedestrian movements across the existing roads.

Despite the removal of the car park in Jaralde Park (and reduction in some car parks to the Precinct area), and similar to Option A, Option B also delivers an enhanced public realm upgrade and building improvements to the Goolwa Wharf Precinct to fully activate the Precinct. It responds to the aspirations of 'activation' and all of the objectives of the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy as referenced in Part 2 as well as the Alexandrina Wooden Boat Strategy 2022-2027.

Based on the consultation outcomes described at Part 5, Option B responds extremely well to stakeholder and community feedback.

Figure 16: Draft Concept Master Plan Option B



6.4.2.3 Alternative Amelia Road & Parking (adjacent Hectors on the Wharf business)

A further sub-option (b1) for car parking adjacent the Hectors on the Wharf Business has been considered and is shown below.

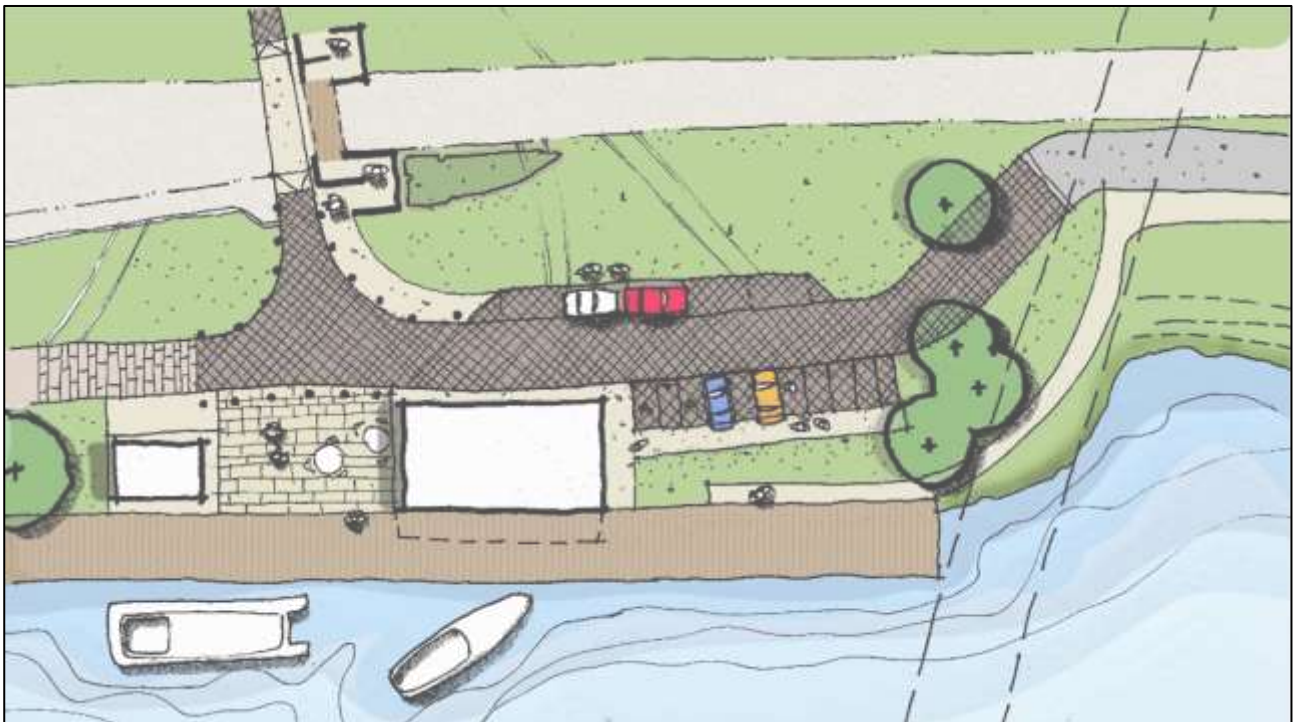
This proposal maintains the existing Amelia Park roadway alignment and provides for both parallel parking on west side and 90 degree parking on the east side facing the Wharf (15 spaces including 2 accessible parks).

Although a viable sub-option, there are several key disadvantages that need to be considered:

- Loss of outdoor dining opportunity/experience to western side of the building, which is seen as an attractive offering to the current (or future) restaurant tenancy.
- Loss of grassed area immediately adjacent the wharf (i.e. reduced area for outdoor dining and picnicking near the Wharf and water).
- Maintaining the road in its current location removes the continuity of green and open space throughout the waterfront zone (from Amelia Park, under the bridge towards the plaza area at the Wharf Shed & Distillery, and beyond).
- Additional safety concerns (when compared to the Option B Plan for this area) with vehicles having to reverse out in what is a pedestrian focus environment with families and children that will explore the area towards Amelia Park.

This option results in only a marginal cost saving.

Figure 17: Sub-option (b1) for car parking adjacent the Hectors on the Wharf Business



6.4.3 OPTION C

Option C Concept Master Plan shown below (refer Attachment 9) provides a consistent approach to Option A and B in delivering public realm upgrades, however it reduces building and usage opportunities for the Goolwa Wharf Precinct.

Figure 18: Draft Concept Master Plan Option C



This concept design option results in a nett reduction in overall car parks from 148 to 127, and a marginal increase in Green Space to 12,850m² (compared to Option B).

Option C forgoes one of the retail/hospitality tenancy opportunities (and hence ongoing income stream for Council) and maintains the PS Oscar W and volunteers in south end of the Wharf Shed with an expanded working / service area adjacent the building (west side). The northern side would be maintained as the retail/hospitality tenancy offering as per Option A. The opportunity to enhance the identity of the PS Oscar W through the dedicated facility is also lost

This option will require Council to introduce strict operating guidelines and safe working methods for operational and maintenance activities associated with the boat. Given the more prominent pedestrian environment being created within the Precinct area, maintenance and operational activities such as delivery of wood by large trucks, loading of wood to the boat via the portable conveyor, noise from maintenance activities, and use of power tools on the Wharf will need to be carefully managed and potentially undertaken outside of day-to-day business operating times.

The area to the south where the new Oscar W and volunteers dedicated building was proposed, will now be a grassed finish and ear-marked for a future opportunity by a private developer or investor (subject to interest).

As per the sub-option (2a) outlined in Option B, the layout for car parking adjacent the Hectors on the Wharf Business can also be applied. This proposal maintains the existing Amelia Park roadway alignment and provides for both parallel parking on west side and 90degree parking on the east side facing the Wharf (15 spaces including 2 accessible parks).

6.4.4 OPTION D

Option D Plan shown on Page 49 (refer Attachment 10) generally represents the original scope of works (as per the *Project Business Plan 2019*) and provides for a basic level of asset renewal, as well as some minor public realm upgrades.

6.4.4.1 Design Elements

Option D consists of the following key design elements:

- No changes to road network (all existing vehicle movements are maintained);
- Addition of 2 car parks at Amelia Park and Porter Street, plus maintaining existing Precinct car parks;
- Some footpath renewal (asphalt only) to replace the existing gravel verges;
- A timber boardwalk structure on the south side of Cutting Road to span over the existing undulating gravel pathway to minimise impacts to the Norfolk Pines;
- Formalisation of the rail corridor with fencing and pedestrian rail mazes to improve safety;
- Refurbishment of the existing Wharf and Wharf Shed to address asset renewal requirements;
- Removal of the existing external toilets to Wharf Shed and installation of new amenities & basic kitchen facilities within the Wharf Shed (similar to Option A);
- External and internal improvements to the Signal Point Gallery building including new entry canopy, roof renewal to address asset renewal requirements, and new heating/cooling system;
- Solar Panels mounted on free-standing canopy to rear of Signal Point Gallery; providing the dual benefit of reduced electricity costs and protection from the weather for exhibition bump-in/out operations. The introduction of the free-standing canopy was due to the inability to mount on the existing curved roof and the impact to the amenity and unsightly views from having a visible large support structure on the roof;

- Expansion of free Public Wi-Fi (no future proofing opportunities to expand smart technology opportunities);
- New wayfinding Signage and CCTV (Closed Circuit Television security system); and
- No lighting improvements & minor landscape improvements (grassed areas and small garden beds).

6.4.4.2 Views and Outcomes

Option D primarily focuses on undertaking asset renewal works to the Wharf, Wharf Shed and Signal Point, with a low level of basic public realm upgrade. It does not meet the aspirations of 'activation', increasing tourism and economic benefits, and creating a vibrant and revitalised Precinct. It also does not respond to the objectives of the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy.



Figure 20: Draft Concept Master Plan Option D

6.5 SUMMARY OF CONCEPT MASTER PLAN OPTIONS

The table below summarises the project scope items for each of the Concept Master Plan Options:

Table 2: Summary of Project Scope Items

Project Scope Item	Option A	Option B	Option C	Option D
Asset Renewal – Wharf, Wharf Shed and Signal Point Gallery Roof	✓	✓	✓	✓
New Heating/Cooling System to Signal Point Gallery	✓	✓	✓	✓
New Amenities and Kitchen Area in Wharf Shed (removal of existing external Toilets)	✓	✓	✓	✓
Wi-Fi Expansion	✓	✓	✓	✓
CCTV (Improve Security & Safety)	✓	✓	✓	✓
Way-finding Signage	✓	✓	✓	✓
Solar Panel System on Free Standing Shelter (rear of Signal Point Gallery)	✓	✓	✓	✓
Entrance Canopy to Signal Point Gallery	✓	✓	✓	✓
Formalisation of Rail Corridor (fencing and mazes)	✓	✓	✓	✓
Car Park at Porter Street	✓	✓	✓	✓
Car Park at Amelia Park	✓	✓	✓	✓
Car Park adjacent Hectors on Wharf Business	-	✓	✓	✓
Car Park at Jaralde Park	✓	-	-	-
Lighting for Pedestrians and Cars (Smart Poles)	✓	✓	✓	-
Markets operate in Jaralde Park or Waterfront	✓	✓	✓	-
Continuous Water Front Open Space & Activation	✓	✓	✓	-
Creation of Shared Zone (pedestrian and cyclist priority, with essential vehicle access and accessible parks)	✓	✓	✓	-
Enhanced Amenity, Public Realm, Pathways and Connectivity	✓	✓	✓	-
Creation of Plaza Areas and Open Space (to support outdoor dining, picnicking, community events)	✓	✓	✓	-
Enhanced Forecourt area to Signal Point Gallery	✓	✓	✓	-
Retail/Hospitably Business Opportunities in Wharf Shed (North Side)	✓	✓	✓	-
Retail/Hospitably Business Opportunities in Wharf Shed (South Side)	✓	✓	-	-
Purpose built, dedicated new facility for the Friends of the Oscar W (including relocation of boat to south end)	✓	✓	-	-
Maintain Friends of the Oscar W at Wharf Shed (South Side)	-	-	✓	✓

7. Public Art

7.1 NGARRINDJERI ARTWORK

As discussed at Part 4, the Aboriginal Heritage Act looks beyond the mechanisms for protecting archaeological discoveries, and provides a framework that allows the parties to engage and agree on the management of Aboriginal heritage.

NAC have suggested that raising awareness and invoking experience and education about Ngarrindjeri values and culture can be achieved through the application of Ngarrindjeri artwork that recognises their connection, history and culture in the area.

There are similar approaches being undertaken across many infrastructure projects throughout South Australia, such as the Granite Island Causeway Upgrade which has integrated Ngarrindjeri artwork into the various (visible) elements of the structure (https://dit.sa.gov.au/infrastructure/major_projects/granite_island_causeway/integrated_aboriginal_artwork).

On this basis, the Project Team together with NAC representatives established a 'collaborative co-design team' who have worked together to derive concept designs for the Ngarrindjeri artwork.

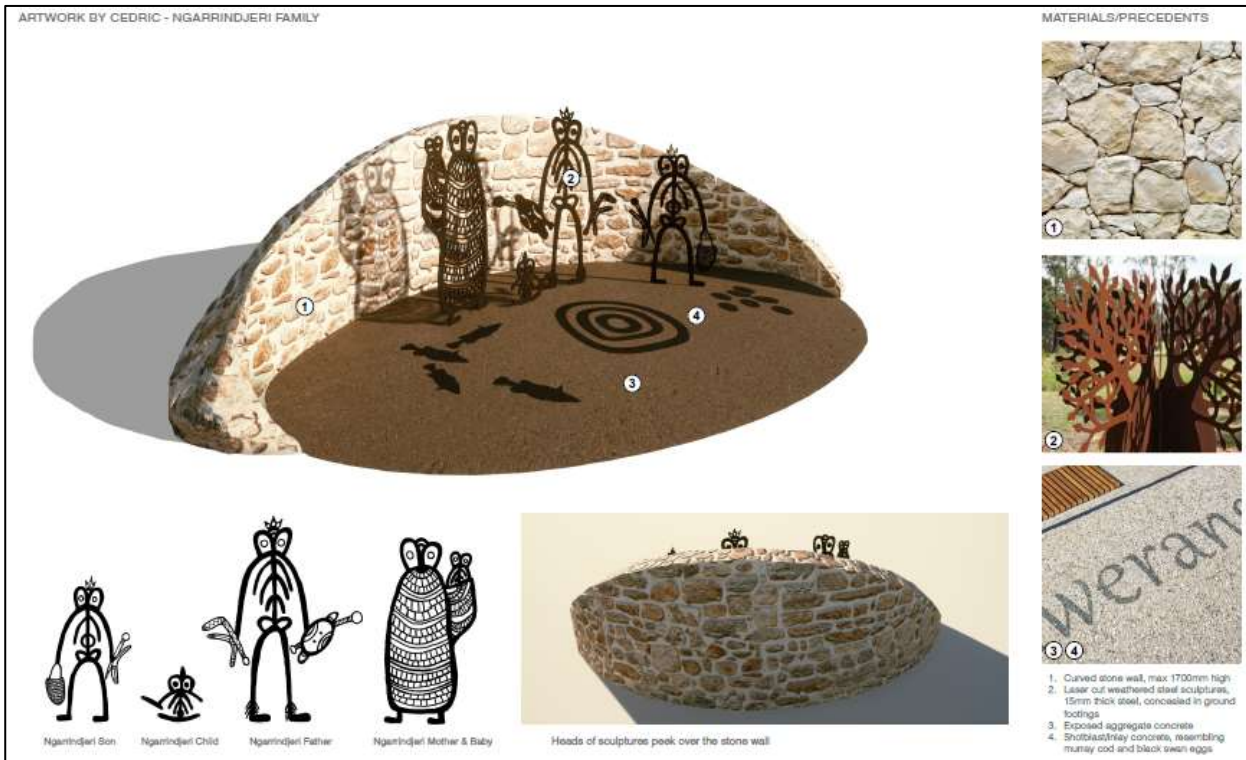
A set of guiding principles were established which guided the concept artwork designs. These include:

- Positive storytelling, truth telling / apology, a move away from negativity
- Raising awareness about the Ngarrindjeri way of life
- Views to water are very important – 'connection to water'.
- Totems ('ngaitji') - e.g. bird life such as the pelican
- Feeling the connection, have an emotional experience, create memories.
- Cultural practises e.g. what the community did in the area, i.e. fishing, weaving, ceremonies.
- Focus on 3 to 4 locations within the Goolwa Precinct
- Connect to the Signal Point Centre Experience Project

The proposed artworks reflect concepts of family, Country, knowledge and culture and the special connection Ngarrindjeri have to their Ngaitjis, their totems or special friends. These artworks speak of Ngarrindjeri culture and express the principles of 'moving forward together'. The concept artwork designs are provided on the following pages.

Cedric Varcoe's work focuses on family. A series of metal sculptural figures express the importance of family. The artwork is centred on an abstraction of a campsite. Concepts of congregation, custom, fire, shelter, and food are expressed in the symbols and arrangement of the artwork. The piece invites a conversation about what family means and the significance of culture and custom for Ngarrindjeri.

Figure 21: Ngarrindjeri Draft Concept Plan – Ngarrindjeri Family



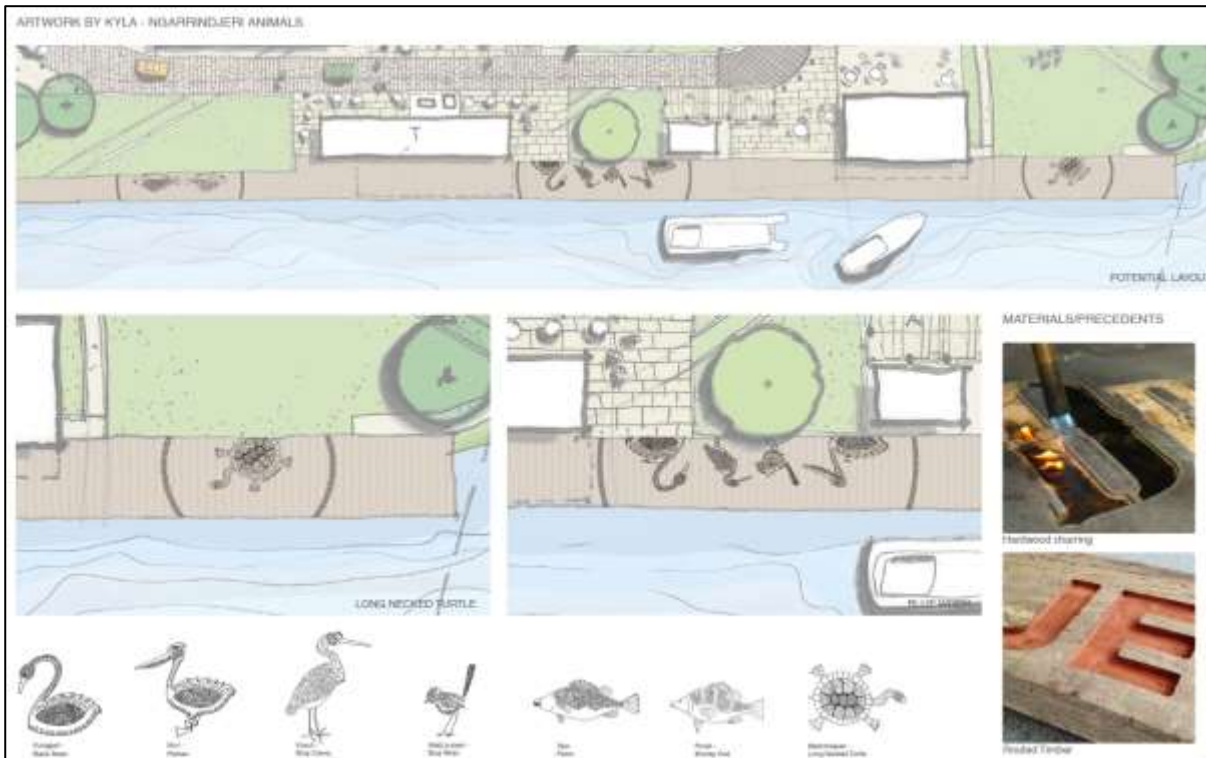
Amanda Westley's artwork uses the footpath to Amelia Park as a canvass to retell the story of the Ngarrindjeri Country. The painted colours and detailed patterning of her work conceptualises the landscape of Goolwa and the Coorong. The different colours painted on the footpath represent the earth, sky, water and landscapes throughout Ngarrindjeri Ruwi. Details in the painting reflect on the walking paths of Ngarrindjeri ancestors.

Figure 22: Ngarrindjeri Draft Concept Plan – Ngarrindjeri RUWI



Kyla McHugh's pieces of art tell the story of the Ngarrindjeri Ngartjis. The deep and unbroken connection that the Ngarrindjeri have with the land, water, animals and plants. The Ngartjis are special friends that support, protect and guide the Ngarrindjeri. Kyla's work is located on the wharf, close to the nourishing waters of the Murray and the Coorong. Each Ngartji is charred into the wharf, a permanent mark that honours the importance of each Ngartji.

Figure 23: Ngarrindjeri Draft Concept Plan – Ngarrindjeri Ngartjis



The inclusion of the Ngarrindjeri artwork as part of Goolwa Wharf Project is contingent upon additional funding being allocated. The estimated cost to finalise the designs and deliver the artwork is in the order of \$70,000.

7.2 HELPMANN ACADEMY ARTWORK

In late 2020, a family with generations of history and very fond memories of holidaying in Goolwa wished to donate a public artwork to be located in Goolwa. They wished the artwork to be reflective of the quality family time that they and many families had experienced in the township.

The donors collaborate with the Helpmann Academy in bringing the project to Alexandrina Council. The Helpmann Academy is the only organisation of its kind in Australia offering opportunities to emerging creatives unifying the skills and resources of the state's universities since 1994. The artists qualifying for this career defining commission valued at \$150,000 would need to be a graduate from one of the partner institutions of the Helpmann Academy.

The Alexandrina Council Arts Advisory Committee at its meeting on 23 March 2021 recommended the following; Council approves the 2020-21 public art funding of \$26,000 be assigned to three Helpmann Academy eligible artists to develop sculpture proposals for Goolwa Wharf.

Over the period from June to December 2021, a select group of 3 artist (teams) were required to develop their artwork concepts, present to the judging panel and provide details around the rationale and representation of 'family', as well as how the artwork will integrate with the Goolwa Wharf Project. In conclusion the judging, artists Amber Cronin and Annika Gardner were declared unanimous winners of the Helpmann Academy Major Public Art Commission for the Goolwa Wharf Precinct. Their artwork is further discussed below.

Alluvial Hearthstone / nukan kungun (looking and listening)

As a coastal town, and the site for ocean and river activities, Goolwa's history is rich in connection between people and environment. The site is a meaningful place in the narrative as nature loving people of South Australia and this informs the concept of the new work. The artist team spent time visiting sites along the wharf, and observing the natural features. They met with locals Roly Bartlett, Cedric Varcoe (collaborative artist), folk of the Armfield Slip and Boatway.

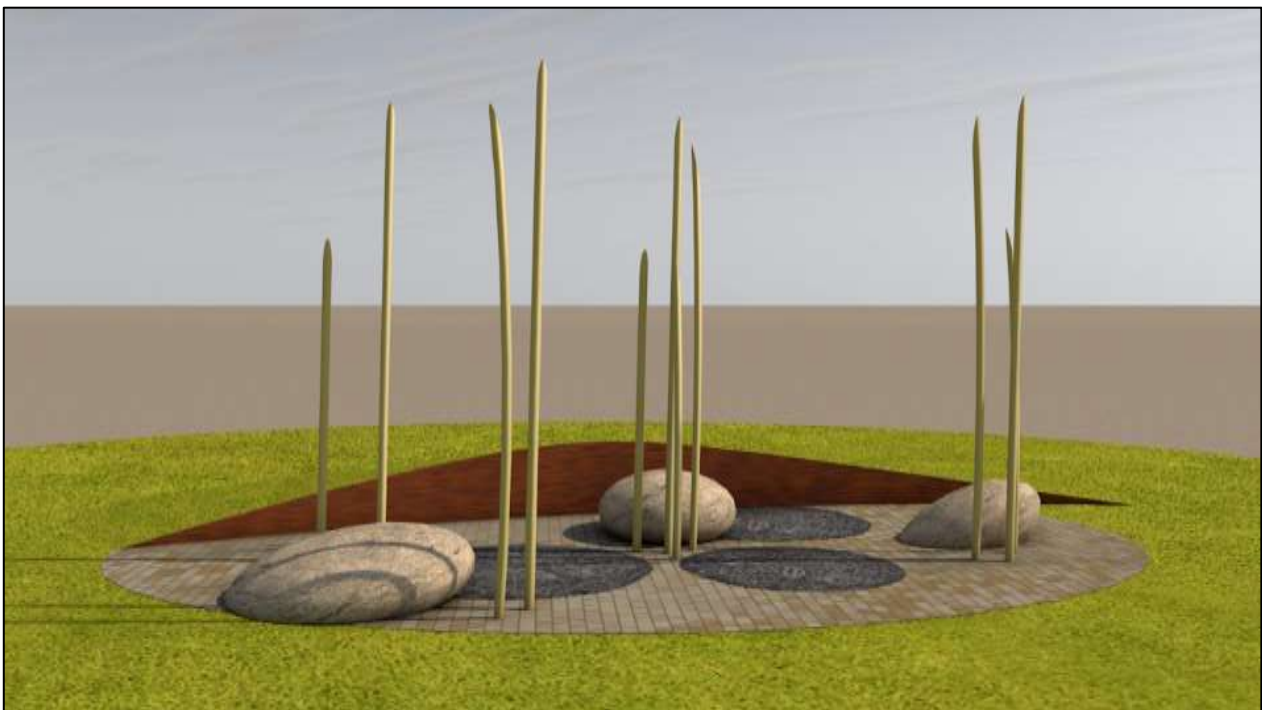
It is the unique landscape and environmental aspects of Goolwa that have made it a significant site for families for such a long time. Celebrating the ancient shoreline of the Goolwa district, Hearthstone acknowledges the people, plants and landscape elements that have come to make the Goolwa Waterfront Precinct home, layering Ngarrindjeri and European stories of place.

Hearthstone is a sculptural work imbued with a sense of discovery and curiosity; a place that is revisited, spent time in/with; a place that unfolds as the relationship with this site develops. The installation of Hearthstone is proposed to be positioned across three sites within the overall Goolwa Wharf Precinct project to create a thematic integration across the precinct. Linking places throughout the precinct area, these multiple points of reference create a sense of story with repeated sculptural and landscape motifs. This approach is inspired by Goolwa as a location itself: as a node along the river artery, a connective point for families, wildlife, industry and memories through history.

There are three main elements to Hearthstone, which have been approached in this proposal in a scalable fashion to maximize the impact of the concept design and to work alongside the proposed landscape treatments, Family Gatherings Nodes (etched granite stones), Reed like forms (steel and bronze), Alluvial Stones (granite boulders). These sculptural motifs are a nod to the natural lightness and buoyancy of the place, a sense of water flow and with an appreciation of the effects of changing seasons that are present on the Goolwa Waterfront (sun, cloud cover, wind, and wet weather).

The node stones are engraved with drawings and stories of place from the first people of Goolwa, collected and presented through working collaboratively with local Ngarrindjeri artist, Cedric Varcoe, including Jekeyere, Kuti the cockles, Nori the pelican and The Seven Sisters.

Figure 23: Public Art Concept Plan – Alluvial Hearthstone / nukan kungun (looking and listening)



8. Budget Implications

Each of the Concept Master Plan Options have been costed by a Quantity Surveyor using a first principle's approach to cost estimating that details the client costs, construction costs and indirect costs, as well as risk profiling to determine the appropriate allowances for contingent risks. Costings have been based on 2022 dollars and allows for indexation.

8.1 Comparison of Original Project Scope and Option D

As discussed at Part 6.4.4, Option D which now represents an update to the original scope of works has increased in cost from \$7.5 million to \$10.50 million (refer cost comparison table below).

The reasons for the increase in costs include:

- Original cost estimate was undertaken in 2019 dollars and did not include escalation (or indexation) to future years when the work will actually occur.
- There is a significant amount of construction works occurring in the market place given the economic climate created by Covid-19 impacts and Government's push to invest and maintain the economy's viability. This has creative increased demands on the availability of Contractors, Suppliers and Labour forces, meaning that the 'cost of doing business' increases as the demand is greater than supply.
- Supply chain and logistical issues has resulted in the inability to access some materials or time-lag in obtaining materials, which has resulted in the cost of materials increasing in some cases up to 30%.
- The development of the design (as discussed in Part 3) has evolved:
 - Providing a design that responds to Council's aspirations and meets the objectives as set out in the Roadmap to Revitalisation Strategy (November 2020).
 - Providing a complete and fully integrated design for the Goolwa Wharf Precinct that is 'shovel ready' for immediate delivery.
 - Learnings and new information generated through the design-development phase that has impacted on the scope, such as providing for additional rail safety requirements, removal of the external toilets due to non-compliance and refitting new amenities within the Wharf Shed, addition of a timber boardwalk spanning over the existing gravel path on Cutting Road to minimise impacts to the Norfolk trees, addition of a new solar panel canopy structure to the rear of signal point etc.
- The requirement to undertake key desk-top and field investigations to adhere to statutory and non-statutory requirements, and to be used as inputs to the development of the design (as discussed at Part 3.3)
- Learnings and feedback through the extensive stakeholder engagement and consultation activities undertaken to date.

The increase in cost for Option D by 27% over and above the Original Scope of Works is not uncommon in today's economic climate given the impacts resultant from Covid-19, supply chain and logistical issues, and market demands.

For a Scope of Works that requires no additional funding (i.e. is within the current \$7.5million allocation), the following works can be delivered:

- Refurbishment of the existing Wharf and Wharf Shed to address asset renewal requirements (only);
- New heating/cooling system to Signal Point Gallery;
- Solar Panels mounted on free-standing canopy to rear of Signal Point Gallery;
- Minor footpath improvements (asphalt only) to replace some of the existing gravel verges;
- Asphalt sealing of the existing undulating gravel pathway (impacts to the Norfolk Pines likely);
- Asphalt sealing to Amelia Park and Porter Street gravel parking areas; and
- Removal of the existing external toilets to Wharf Shed and installation of new amenities & basic kitchen facilities within the Wharf Shed).

8.2 Cost of All Options

The summary of the project costs is provided below for each Option.

Table 3: Summary of Project Costs

	Option A (\$m)	Option B (\$m)	Option C (\$m)	Option D (\$m)
Project Cost	14.76	14.26	13.73	9.42
Contingency Allowance	1.25	1.20	1.15	0.78
TOTAL	16.01	15.46	14.89	10.20

Notably, the nett increase in cost to deliver Option B or C; being a completely revitalised Goolwa Wharf Precinct compared to Option D; being an asset renewal and maintenance project only, is only \$4.31m to \$4.84m (excluding contingency).

9. Economic Analysis & Return on Investment

9.1 Introduction

Sound project decision-making often looks beyond the cost of an investment and recognises the importance of economic uplift and the return the investment creates long term. Government plays a key role in strategic, long term planning for future generational benefit. Using cost as the basis of making a decision often constrains the ability for entities or regions to realise growth and prosperity, generated revenue streams, bolstered investment in the community, and a strong local economy that is supported by businesses and community.

Informed decision making (on project investments) must look at both the cost of the project as well as how the project will create both short and long term positive economic impacts to the Alexandrina Council LGA and community.

As discussed earlier, a fundamental objective of the Goolwa Wharf Revitalisation Project is to 'enable' the Council to 'activate' the Precinct through the Roadmap to Revitalisation Placemaking Strategy. Implemented correctly, it will ensure a cohesive and coordinated transformation from an outdated, dysfunctional place into one which has both the infrastructure, brand and renewed community enthusiasm to drive economic uplift, investment and increased tourism visitation not only for the Precinct itself, but the wider Goolwa Township.

On this basis, the holistic development of the Goolwa Wharf Precinct Project required a detailed economic analysis to provide a further appreciation of how the project will deliver economic benefits and return on the investment for the Council and to the community. Attachment 12 “Economic Analysis of Goolwa Wharf Precinct Project” provides the detailed analysis and calculations.

Two economic methods were utilised to provide the necessary outputs required. Firstly, Cost Benefit Analysis (CBA) was used to determine the efficient allocation of resources. Secondly, extended input-output (I-O) analysis was employed for estimation of regional Economic Impacts.

9.2 Cost Benefit Analysis

9.2.1 Scope of the Cost Benefit Analysis

A key objective of this project was to undertake a CBA to determine the net benefit of the Goolwa Wharf Precinct master plan options.

The cost benefit analysis conducted for this project conforms to South Australian and Commonwealth Government guidelines for conducting evaluations of public sector projects (Department of Treasury and Finance (2008) and Department of Finance and Administration (2006)).

Given that costs and benefits were specified in real terms (i.e. constant 2022 dollars), future values were converted to present values by applying a discount rate of 7 per cent. The choice of discount rate is consistent with the rate used in the South Australian and Commonwealth Government guidelines.

The starting point for the economic analysis was to develop the ‘Base Case’ scenario, that is, the benchmark against which the options were compared. The Concept Master Plan Options (Option A, B and C) were then compared against a Base Case scenario (Concept Master Plan Options D)

The CBA was conducted over a 25-year period and three standard evaluation criteria were employed: net present value (NPV); benefit cost ratio (BCR); and internal rate of return (IRR), as defined below:

Net Present Value (NPV) is a measure of the total community return on investment, or ROI, for a project or expenditure. By looking at all of the monetary value of benefits and costs from an investment and translating those returns into today’s dollars, you can decide whether the project is worthwhile. If the NPV is positive, then the project is preferred to the Base Case. It is a measure of the aggregate, annual net benefits (i.e. benefits – costs) of the redevelopment over a 25-year period, discounted (i.e. expressed as a present value) using a discount rate of 7 per cent.

Benefit Cost Ratio (BCR) is the process of comparing the projected or estimated costs and benefits (or opportunities) associated with a project decision on a ‘per dollar of cost’ basis to determine whether it makes sense from a business perspective, or whether to proceed with a project. If total benefits outnumber total costs, then there is a business case for you to proceed with the project or decision. The BCR is a ratio of the present value of benefits to the present value of costs over 25 years.

Internal Rate of Return (IRR) is a metric used to estimate the profitability of potential investments (or the rate of growth that an investment is expected to generate annually). IRR is not the actual dollar value of the project, but rather the annual return that makes the NPV equal to zero. The higher an internal rate of return, the more desirable an investment is to undertake. IRR can be thought of as the discount rate that makes the net present value (NPV) of all cash flows equal to zero in a discounted cash flow analysis.

The costs and benefits used in the cost benefit analysis are summarised below.

Table 4: Costs and Benefits Inputs

Item	Cost or Benefit	Agent	Description
Base Case			
Visitation revenue	Benefit	Existing businesses	Direct increase in revenue for the region due to increased tourism
Residual value of capital	Benefit	Alexandrina Council	Value of the initial investment at the end of the period of analysis (25 years)
Non-market social benefits (not quantified)	Benefit	Community	Value gained by the community and tourists by using the public facilities such as ablutions, paths, barbeques, wharf, park, Wi-Fi facilities, etc.
Construction costs	Cost	Alexandrina Council	Capital expenditure for the redevelopment
Visitation costs	Cost	Existing businesses	Increased intermediate expenditures and wages paid by businesses who service the increase in tourism
Options A, B & C			
New Council revenue	Benefit	Alexandrina Council	Additional revenue from wharf shed lease and outdoor dining fees
Visitation revenue	Benefit	Existing businesses	Direct increase in revenue for the region due to increased tourism
Residual value of capital	Benefit	Alexandrina Council	Value of the initial investment at the end of the period of analysis (25 years)
Non-market social benefits (not quantified)	Benefit	Community	Value gained by the community and tourists by using the public facilities such as ablutions, paths, barbeques, wharf, park, Wi-Fi facilities, etc.
Construction costs	Cost	Alexandrina Council	Capital expenditure for the redevelopment
Visitation costs	Cost	Existing businesses	Increased intermediate expenditures and wages paid by businesses who service the increase in tourism

Operating and Maintenance Costs

Total operating and maintenance costs once construction is complete (including annual capital replacement) were estimated to be:

Option A: \$358,976

Option B: \$323,760

Option C: \$307,477

Option D: \$223,142 (Base Case)

Residual Value of Project Capital

The residual value of capital at the end of the period of analysis (25 years) was estimated using a straight line depreciation schedule and estimated asset life for capital items (materials and plant and equipment). An asset life of 25 years was assumed.

New Council revenue

As a result of new lease space and outdoor dining the Council expects to receive new revenue of:

Option A: \$40,489 per annum

Option B: \$40,489 per annum

Option C: \$19,441 per annum

Visitation

Visitation is expected to increase on the Fleurieu Peninsula into the near future. An increase is expected for Goolwa regardless of whether the redevelopment takes place, however, the increase is likely to be much larger with the redevelopment.

The 10-year average annual growth rate (2008/09 to 2018/19) for South Australia was 3.2 per cent (TRA 2019). The visitation increase as a result of the project (i.e. beyond natural increases) for Option D was estimated to be around 5 per cent (Alexandrina Council, pers. comm.). This assumption was applied uniformly across the three categories of visitors (i.e. domestic day, domestic overnight and international visitors). The additional visitation to Goolwa was assumed to commence in 2024/25, after construction is complete.

With Options A and B it was assumed there will be a larger increase in tourism (with more attractions/better facilities) of 20 per cent (Alexandrina Council, pers. comm.). There is no real difference in the tourism benefits between Options A and B since the only difference in construction is a car park.

Option C will be less developed than Options A and B but more developed than Option D it was assumed an increase in tourism of 15 per cent (Alexandrina Council, pers. comm.).

Visitation Costs & Revenue

The expenditures by the additional visitors resulting from the project generates additional activity (revenue and expenditures) by local businesses providing goods and services to the visitors. These costs include expenditures on intermediate goods and services (e.g. food, electricity, accountancy services, etc.) and on wages. A RISE model of the Alexandrina Council local government area (LGA) was used to estimate these costs within the region, based on the expected tourist expenditure profile (TRA 2020a). As per visitation costs, A RISE model of the Alexandrina Council LGA was used to estimate the revenues generated by businesses servicing the additional visitors within the region, based on the expected tourist expenditure profile (TRA 2020a).

9.2.2 Cost Benefit Analysis – Outcomes

While the impact analysis illustrates the economic activity arising from the proposed development, the CBA shows whether or not the proposed investment represents an efficient use of public money. The results of the CBA are shown in table 5.

Table 5: Cost - Benefit Economic Outcomes

	NPV (\$m)	BCR	IRR
Option A	29.4	1.22	62%
Option B	29.7	1.23	67%
Option C	19.1	1.22	53%
Option D	0.36	1.01	8%

The results indicate that according to the three evaluation criteria used all three Concept Master Plan Options (A, B & C) would increase net social benefit. Accordingly, the net benefit of investing in any of the Options outweigh the net benefits of investing in the original application (Option D).

In terms of ranking the options, statistically Option B ranks first with the largest economic benefits of NPV (\$29.7m), BCR (1.23) and IRR (67 per cent).

This is a result of similar benefits to Option A but slightly lower construction costs. The NPV of \$29.7 million represents the present value of benefits received by the community, over and above all investment and operating costs, of choosing Option B instead of the Base Case. Under Option B, the present value of benefits would be approximately \$160.7 million larger than the base case and the present value of costs is approximately \$131.0 million larger than the Base Case, resulting in a net present value (NPV) of \$29.7 million.

The second ranked option is Option A, NPV of \$29.4m, BCR of 1.22 and IRR of 62 per cent.

Option C is ranked third with a NPV of \$19.1m, BCR 1.22 and IRR of 53 per cent.

9.3 Economic Impact Analysis

Changes in economic activity are referred to as *economic impacts*. Generally, changes in economic activity indicators result from some stimulus or external shock imposed. In this analysis the concept of economic impact includes the increase in economic contribution from the construction and operation of the redevelopment, i.e. the contribution the Options make to the economy. The key economic activity indicators considered in the analysis are employment and gross regional product (GRP).

The **Gross Regional Product (GRP)** is a measure of the contribution of an activity to the economy for the region of study i.e. is a measure of the size or net wealth generated by the local economy. GRP is a measure of the investment appeal and final market value of all goods and services produced in the region of study.

GRP is an estimate of the gross value added of all producers resident in a region. Gross value added represents the difference between the total cost (to producers) of all of the inputs into production (excluding labour) and the cost (to consumers) of the output that is produced.

GRP is measured as value of gross output (business revenue) less the cost of goods and services (including imports) used in producing the output. In other words, it can be measured as the sum of household income, gross operating surplus and gross mixed income net of payments to owner managers and taxes less subsidies on products and production. It represents payments to the primary inputs of production (labour, capital and land).

Employment numbers are usually reported in either full time equivalent (fte) units or total job units defined as follows:

- *Fte* is a way to measure a worker's involvement in a project or industry activity. An fte of 1.0 means that the person is equivalent to a full-time worker, while an fte of 0.5 signals that the worker is only half-time. Typically, different scales are used to calibrate this number, depending on the type of industry and scope of the analysis but the basic calculation is the total hours worked divided by average annual hours worked in full-time jobs.
- *Jobs* is used to refer to the number of workers employed in an industry or on a project at any point in time. It typically refers to either:
 - the *maximum* number of workers required at any point over the analytical period or the duration of the project; or
 - the *average* number of workers required over the analytical period/duration of the project. This can be calculated on a daily, weekly, monthly or annual basis.

A useful way to think about economic activity and economic impact (as measured by employment, GRP, etc.) is using the concept of a 'supply chain'. The supply chain, in the context of an infrastructure project, includes the planning and management of all activities involved in sourcing and procurement, conversion of materials, and all the logistics management activities. It also includes coordination and collaboration with suppliers, intermediaries and third-party service providers.

Broadly speaking there are four categories of employment and GRP along the infrastructure supply chain.

1. *Direct employment and GRP* – this is employment in those firms, businesses and organisations that are directly engaged in providing goods and services to the Precinct redevelopment.
2. *First round employment and GRP* - refers to employment in firms that supply inputs and services to the 'direct employment' businesses, i.e. those categorised under #1 above.
3. *Industrial-support employment and GRP* - is the term applied to 'second and subsequent round' effects as successive waves of output increases occur in the economy to provide industrial support, as a response to the original expenditure. This category excludes any employment associated with increased household consumption.
4. *Consumption-induced employment and GRP* - is the term applied to as those effects induced by increased household income associated with the original expenditure. The expenditure of household income associated with all three categories of employment (direct, first round and industrial-support) will generate economic activity that will in itself generate jobs.

Flow-on (or indirect) economic impact is the sum of categories 2, 3 and 4. In this analysis *direct* and *flow-on* employment and GRP generated by the supply chain have been reported.

For this project these categories of economic impact will apply to the construction of the Options and to the increase in expenditures made by visitors to the region.

9.3.1 Construction phase

The impact analysis investigated the economic impact to the Alexandrina LGA region resulting from the construction of the Options A, B & C and the expenditures made by visitors to Goolwa as a result, over the Base Case (Option D).

Table 6: Cost – Economic Impact (Construction)

	GRP (\$m)	JOBS (Fte)
Option A	2.4	9
Option B	2.1	8
Option C (extract from Project Business Plan 2019)	1.9	7

9.3.2 Operating phase

It is expected that the annual number of visitors to the Alexandrina LGA region will grow by around 5 per cent per annum under Option D (Base Case), whereas the number of visitors will increase by 20 per cent per annum under Options A and B and 15 per cent under Option C. Based on the projected growth in visitor numbers and profile of visitor expenditure, the impact of visitor expenditure over the 10 years to 2030/31 on the Alexandrina LGA economy are presented as follows:

Table 7: Cost – Economic Impact (Operating)

	GRP (\$m)	JOBS (Fte)
Option A	12.0	142
Option B	12.0	142
Option C	8.0	95
Option D (extract from Project Business Plan 2019)	3.5	40



10. Retail & Hospitality Analysis

10.1 Introduction

Hudson Howells were engaged by Alexandrina Council to assist with the development, and potentially implementation, of a retail strategy for the Goolwa Wharf Precinct (GWP). The work involves:

- Updating the Goolwa Wharf economic analysis (refer Part 9);
- Undertaking research to determine the best mix for an enhanced visitor offering and activated day/night;
- Determining the optimum Expression of Interest (EOI) process for attracting ideal tenants in the future state; and
- Seeking Council approval in the future on the tenant mix and process to progress.

The methodology involved several elements of research, including desk-stop investigations, qualitative research to define retail preferences, depth interviews with recruited interviewees, and an overall analysis and interpretations of the findings.

10.2 Preferred Attractions

Interviewees were presented with 28 attraction options and asked to provide a score out of 10. The table below lists those attractions which scored an aggregated average of 7 or more (considered to be attractive to highly attractive). There was a high degree of consistency between Residents and Visitors. The interviewees were also asked if they could suggest any other attractions with their responses listed in this section.

Table 8: Preferred Attractions

Attraction	Residents	Visitors	Average
Café selling quality coffee with casual dining (licensed)	9	9	9
Heritage rail experience featuring the Cockle Train	9	9	9
Heritage wooden boat experience featuring the paddle Steamer Oscar 'W'	8	10	9
Heritage museum experience with memorabilia for sale	8	8	8
Art gallery featuring artworks from local artists	8	7	8
Contemporary Australian restaurant with seated dining and take-away	7	8	8
Distillery with bar and casual dining	7	8	8
Kiosk selling ice-cream, fish and chips, burgers, cold drinks and coffee	7	8	8
Micro-Brewery with bar and casual dining	8	7	8
Food trucks selling a range of finger food and snacks	6	8	7
Ice-cream and gelato store	7	7	7
Wine bar selling regional wines by the bottle and the glass with seated dining	7	7	7

Other suggested attractions were also provided and summarised below.

- Combine pizza and pasta with an Italian restaurant.
- Jewellery could be sold in the art gallery.
- A store selling local produce and arts and crafts (including jewellery) would be attractive.
- Combine the cheese shop with the wine bar as opposed to a standalone store.

- The cheese shop could be part of a shop selling all types of local produce.
- Combine the brewery with the distillery and keep this in the same area as the current distillery.
- We go to Goolwa to use the beach so it would be good to have a store selling beach clothing from kids to adult plus sizes.
- A place selling picnic baskets for use in family friendly outdoor picnic spaces.
- Ideally businesses will open seven days a week and in the evenings.
- A walking trail designed for kids that has historic information for kids who get excited about learning new things.
- BBQ facilities with playground for kids.
- No additional attractions required but pay homage to the history of the area. Don't cheapen it.

10.3 GWP Net Promotor Score & Recommendation

A Net Promotor Score (NPS) is a simple and approximate measure of how loyal your customers are. In the GWP's case it's a simple measure of how loyal its visitors are. We included two NPS questions in the study. One based on perceptions of the GWP in its current state and another based on perceptions of the redeveloped GWP.

The score can range from a low of -100 to a high of +100 and based on global standards, any score above 0 is considered to be good (the majority of visitors are loyal) with a score of 50+ considered to be excellent.

The following two questions were asked of each interviewee.

- How likely is it that you would recommend visiting the existing Goolwa Wharf to a friend or colleague?
- How likely is it that you would recommend visiting the redeveloped Goolwa Wharf to a friend or colleague?
- The 'before and after' NPS scores highlight a huge increase when the current GWP is compared with the redeveloped GWP for both residents and visitors:
 - Residents Current NPS = +17
 - Residents Redeveloped NPS = +83 i.e. a score increase of 66
 - Visitors Current NPS = -67
 - Visitors Redeveloped NPS = +83 i.e. a score increase of 150

The following comments were made by the interviewees in relation to the scores they provided.

- It would be a good place to go with its heritage aspect.
- It would be an attractive place to visit.
- It's a good place to go for a day's outing and a place to take interstate and international visitors.
- It's a nice area and easy and quick to access (Southern Expressway). Victor Harbor is massively overdone. You can drive down and catch the Cockle Train. Goolwa is a good day trip.
- Once redeveloped, it will be an enjoyable experience.
- One of the biggest GWP attractions is the historical factor and it's important not to lose this. Don't make it look 'polished'.
- The GWP will still always be a beautiful spot to be.
- The inclusion of local produce and local talent. This is more important than the historic aspect. You need good food!
- The redeveloped GWP will have a nice, relaxing environment in a natural setting.
- The redeveloped GWP would be an enjoyable experience.
- The redevelopment will make it more engaging.

- There are a lot more reasons to go to the redeveloped GWP with improved access and parking.
- There will be a lot more options (attractions) to choose from.
- We like to support local businesses at Goolwa.
- I'm not sure how everything will fit in.
- I'm not sure the redeveloped GWP will be as good as it is now. I don't want it to get over commercial

10.4 Final Comments

The interviewees were also provided with an opportunity to make any final comments as detailed below:

10.4.1 Heritage

- I think it's important to retain the heritage value and appearance of the wharf precinct. In other words, any upgrade should not look modern, particularly in regard to paved and fenced areas.
- Our family grew up with paddleboats and my grandfather helped restore the Oscar W. It will be good that it gets its own spot on the wharf.
- Repurpose the historical wharf timbers within the new construction.
- Repurposing the buildings is at the top of my list - don't make it all new and modern.
- Retain the bollards (white) in front of the Wharf shed.
- The history of the place needs to be retained i.e. the boats, trains, etc.
- You have to pay homage to the history of the site - don't lose this.

10.4.2 Outdoor Activities

- Encourage people to use the bike trail which starts at the Bluff, passing through Port Elliot and Middleton before arriving at Goolwa. This is very popular with families and young children. It would be great to have a place at Goolwa where bikes could be booked in and looked after while visitors wandered the GWP and the township.
- Shaded areas are important.
- It's good that the bike riding areas are included.
- Ensure permanent, covered outdoor picnic seating is included.
- There is a lot of green space but nothing for kids to do while their parents are dining or having a drink. Kids would get bored.

10.4.3 Car Parking & Markets

- Please include a drop-off point for people with disabilities as the carpark is too far away.
- Include angle parking on the one-way roads so that more of the proposed car parks can be retained as green space.
- I have an affinity for the markets.
- It would be good if the market could be co-located with the Oscar W to attract people to it.

10.4.4 General

- Hector's is a hit and integrating Signal Point into the redevelopment is a good idea.
- Any new food establishments should not replicate what is already available in Goolwa.

- Lighting is important at night.
- This will get the locals down there (to the GWP). Make sure the GWP doesn't lose anything in the 'polish'. Locals have money to spend but few places locally to spend it, so they spend it out of the area.
- The GWP needs investment to attract people. There is not much activity on the water currently and I would like to see more attractions from the water (looking towards the GWP from a boat). The river is your attraction so include boat tours. Is there an incentive available for a boat tour operator? The Wooden Boat Festival is a great event.
- The proposed changes will make the Goolwa Wharf far more attractive and tied into the township. This makes it a good reason to visit.
- The proposed redevelopment will make the Goolwa Wharf a destination.
- The Signal Point building has a commercial kitchen. How will this be utilised?
- There are a number of Council owned buildings that are underutilised "white elephants" and this is a big gripe with the community.
- We didn't use to spend much time there previously because it looked derelict.



11. Funding Strategy

The cost to deliver Option D (being the equivalent to the original scope works) is \$10.20m.

The current budget allocation is \$7.50m based on the 2019 costed project with contributions from the following sources:

- Council \$2.50m (Alexandrina Council Ratepayers)
- State Government \$1.25m (Regional Growth Fund)
- Federal Government \$3.75m (Building Better Regions Fund Round 4)

The growth in cost as discussed at Part 8.1, is resultant from the following:

- Original estimate is in 2019 dollars (no indexation)
- Significant amount of construction works occurring in the market (increased demands on Contractors).

- Supply chain and logistical issues – cost of labour, plant and materials up by 30%.
- Design has evolved:
 - Responds to Council’s aspirations and objectives
 - learnings and new information generated through the design-development phase
 - desk-top and field investigations to adhere to statutory and non-statutory requirements
 - Learnings and feedback through the extensive stakeholder engagement and consultation
 - a complete and fully integrated design that is ‘shovel ready’ for immediate delivery

At this juncture, the Council is committed to delivering Option D as the minimum scope of works, which generally involves asset renewals and minor upgrades to the Precinct. This will require an additional committed allocation of \$2.7m.

To realise the full potential of the Goolwa Wharf Precinct and benefits for the community e.g. delivering Concept Option B or C, it will cost an extra \$4.69 to \$5.26m over and above Option D.

A proven and successful formula for co-contribution by each level of Government for larger infrastructure projects involves a 25% Local Government and 25% State Government financial commitment to attract 50% Federal Government funding. The breakdown of this contribution is shown in table 9.

Table 9: Co-contribution Funding Summary

		Option B (\$m)	Option C (\$m)	Option D (\$m)
Existing Budget		7.50	7.50	7.50
Project Cost (incl contingency)		15.46	14.89	10.20
Variance:		7.96	7.39	2.70
FINANCIAL CONTRIBUTIONS	Federal Government	3.98	3.69	-
	State Government	1.99	1.85	1.35*
	Council	1.99	1.85	1.35

*Due to quantum and scale and lack of economic benefit, it is unlikely both tiers of Government would further fund.

Under the proposed co-contribution model:

- **Council would fund an extra \$1.85m - \$1.99m to deliver on Option B or C, compared to \$1.35m for Option D.**
- **It represents a \$650k premium to deliver a far superior outcome for the Goolwa Wharf Precinct Project.**
- **Delivering on either Option B or C (over the base scope Option D) provides significant economic benefits to the Alexandrina Council, local business and community as discussed in Part 9.**

The financial and economic measures clearly demonstrates the viability of all Concept Master Plan Options and that a sound up-front capital investment from any one of these Options creates prosperity, jobs and increasing regional productivity that ultimately raises community living standards.

In the current climate there is external funding available for projects of this nature due to the economic stimulating nature of the project, creating jobs and increasing regional productivity that ultimately raises community living standards. This opportunity may diminish as future economic conditions will change and there is a risk the Precinct may never be finished.

The strong business case outlined in this Options Paper, backed with extensive research and return on investment modelling presents a compelling case for further external investment to see the completion of one of the project options in one go.

Preliminary discussions with State and Federal Government funding bodies, including existing program funders, indicate an appetite for further funding to realise the holistic approach, subject to council contribution, as they recognise the unforeseen cost implications of COVID-19 and understand the long term return on investment and benefit for their respective grant program objectives.

12. Procurement & Delivery

The Goolwa Wharf Precinct Project is complex in both the scope of works to be delivered and its construction delivery.

The scope is multi-disciplinary and not heavily swayed in one particular discipline or type of works that suits one particular contractor type. The project involves civil works, building works, mechanical and services works, urban / landscape works, refurbishment works and marine works.

The construction staging and interfacing with the public is also complicated by the fact that a sound and reasonable approach must be derived that balances public access, the operational needs of businesses, and the physical staging approach to construction. It is essential that staging considerations maintain a 'minimum level of service' and accessibility to the Precinct area and businesses.

There are also several key risk elements associated with the delivery, which include:

- Wharf – piling and access (substructure and decking is full replacement)
- Working over water – challenging
- Working with heritage buildings – very old and frail
- Signal Point Gallery roof replacement – extent of deterioration (unknown)
- Wharf Shed remediation – extent of deterioration (unknown) + retrofitting new to old
- Conflicts / Impacts to Utility Services (known and unknown)
- Environmental – noise, dust/smells, vibration impacts
- Sub-surface latent conditions – poor ground conditions, water table, unexpected discovery (heritage)
- Weather conditions

There are various procurement and delivery approaches that can be adopted, each of which is underpinned by a level of 'risk' or 'exposure' to the Client and Contractor. A brief summary is provided below.

Table 10: Procurement and Delivery Approach

Delivery Model	Comments
Construct (only)	<ul style="list-style-type: none"> - Design by client and construction by contractor - Design risk resides with client - Construction risks (known) resides with Contractor - Used for lower risk, lower value, minimal scope change/growth, and well defined projects - Achieves sharp pricing in a competitive environment
Design & Construct	<ul style="list-style-type: none"> - Design and Construction by Contractor - Design and Construction risk resides with Contractor - Scope definition and therefore scope risk resides with Client - Client has less control to change scope and the design - Performance based specifications and scope must be well defined by the Client (otherwise very costly when change is invoked) - Prices tend to be inflated due to transfer of risk
Collaborative	<ul style="list-style-type: none"> - Work together in good faith, acting with integrity and make best-for-project decisions - Assess risks and seek ways to manage, mitigate and/or assign - Finalise the scope, specifications and risk allocation - Develop a sound construction staging approach (based on stakeholder inputs) - Build a robust and solid Price

On this basis, it is proposed to adopt a hybrid approach involving both a *collaborative* and *construct only* style model for the Goolwa Wharf Precinct Project.

The collaborative approach will use the Early Contractor Involvement (ECI) model to engage with a Construction Contractor in a pre-construction phase to work collaboratively with the Council to:

- Review the design and address any issues or concerns, thereby mitigating the risk of design flaws.
- Drive innovation
- Drive value management opportunities
- Assess risks and seek ways to manage, mitigate and/or assign
- Finalise the scope, specifications and risk allocation
- Develop a sound construction staging approach (based on stakeholder engagement, business operations, access requirements, community and special events, etc)
- Build a robust and solid Price.

On completion of the ECI phase, the Client and Contractor will transition to a Construct (only) contract when the elements of the ECI are satisfactorily completed, both parties are confident to move forward to construction, and have agreed to

execute a construction contract. Should the ECI not result in an agreed outcome between the parties, the Client takes possession of the intellectual property created in the ECI phase and reserves the right to go to open tender with market.

The selection of the hybrid model for the Goolwa Wharf Precinct project is predicated on attracting a contractor market that is not deterred from tendering for this type of work (due to the complexities of the work, multi-disciplinary scope and greater risks), managing the potential for inflated pricing, and avoiding the creation of a commercially driven relationship during the build i.e. a 'no surprises' approach.

Therefore, it is highly desirable to engage a competent and experienced Contractor that can collaboratively work with the Council to:

- Manage scope, risk and cost
- Manage commercial exposure
- Create and maintain a strong relationship
- Create opportunities to innovate and achieve further value for money (i.e. do more with less)
- Deliver on time, to budget and to the highest quality outcomes

The key benefits of the ECI approach is the ability to bring in 'Contractor smarts' in the lead-up to construction to drive innovation and value management opportunities i.e. the notion of doing more with less. Through challenging the design and deriving a sound and clever approach to construction, the scope of the project can expand or contract depending on budgetary constraints and funding opportunities that may prevail in due course (as discussed above).

A key component of the project's delivery will be the requirement to create local employment and industry participation within the Alexandrina Council jurisdiction and greater Fleurieu areas. The Alexandrina Council has a workforce participation policy which will be applied to the Goolwa Wharf Precinct Project, but will be enhanced to align with the State Government's industry participation policies (as set out by the Office of the Industry Advocate). Refer Link:

https://www.industryadvocate.sa.gov.au/documents/20210921_Updated-South-Australian-Industry-Participation-Policy-A2036574.pdf

The aim of the Policy is to deliver greater economic contribution to area from procurement, with benefits such as:

- Retaining economic activity in the Goolwa area.
- Employment and workforce development and upskilling (apprenticeships, people with barriers to employment, Aboriginal employment opportunities).
- Improving industry capability and capacity through capital investment.
- Using innovation to develop the supply chain.

As part of the project's delivery, the construction contractor will be required to complete an Industry Participation Application or Plan that is specifically tailored to the project, and will be required to report against the plan on a monthly basis during construction.

13. Timing & Staging

All Concept Master Plan Options are costed and proposed to be delivered as one entire project within the proposed construction commencement date of June 2022 and June 2023 (subject to approvals).

For Options A, B and C, although these options require a greater upfront capital investment, there are significant advantages in delivering the Goolwa Wharf Precinct project as an entire project as listed below:

- Fully completed and revitalised precinct (in its entirety) – ready for use immediately by the community and stakeholders, as well as businesses
- Creation of a major tourist destination and a significant draw-card (i.e. revitalised precinct, steam ranger, signal point gallery, PS Oscar W, markets etc)
- Earlier realisation of benefits - tourism, economic uplift and return, jobs, business opportunities, community/social, etc
- Stakeholders are only disrupted once from construction activities
- Cost and time savings (realisation of economies and efficiencies)
- Potential access to more funding streams (given the low cost of borrowing and Governments commitment to promote a sustainable and growing economy, particularly in a pandemic climate)
- Enhanced Goolwa's reputation and something that Council can be proud of delivering for the community

Whilst a staged approach to delivery is possible, the nature of the site and complexities of construction would result in continuing long term disruption to the community and businesses in the area, and would result in greater costs. The disadvantages of a staged approach to project delivery are summarised below:

- 'Economies of Scale' – a staged approach to construction typically attracts a 20 - 30% premium in costs; meaning that the total project would grow to as high as \$20 million or higher by the time it is completed (an extra \$4 million excluding future escalation costs)

Example:

Southern Expressway one-way road (2001) in the order of \$80 million

Southern Expressway duplication (create two-way freeway) (2010) in the order of \$400 million

- Ongoing disruptions to the community and businesses (could be up to 5 years or more).resulting in negative media attention, loss of local business/trade, loss of tourism and visitation locally and to the wider Goolwa area.
- Natural upward trends in the cost of materials and labour i.e. indexation. Assuming a 1.5% increase annually, the \$20 million cost could also add a further \$300,000 each year (over 5 years, this equates to a further \$1.5 million in added cost)
- Future funding is not guaranteed and may result in increased costs and delivery time. In the extreme case, the project may never be finished due to cost pressures or lack of interest from funding bodies.
- Design standards may change meaning design rework which will add further costs.
- Ongoing sunk costs i.e. having to do repeated investigatory works each time, stakeholder engagement, rework between completed sections and new stages.
- Community back-lash – why not do this once? Get it right the first time?

The approach to construction staging and delivery time frames will be developed as part of the Early Contractor Involvement phase (referenced at Part 12).

14. Stakeholder Engagement – Next Steps

A common theme throughout project delivery is the need to have a continuing journey of stakeholder engagement to build trust and robust relationships with (existing and new) stakeholders prior to and during construction; right up until completion.

Community and Stakeholder consultation is therefore not a stand-alone discipline that is undertaken at arms-length of other project activities. It must be timed and well-integrated within the project phases, and at the forefront of planning and feasibility, design-development and construction. The approach will therefore need to be cognisant of the design-development completed to date and how it is integrated with construction plans and methodologies.

It is also just as important to recognise that the relationship between the design outcomes and construction approach and stakeholder inputs is not a one-sided affair, but rather seeks to find a balance between how to deliver construction whilst being cognisant of important stakeholder needs. In essence, it is deriving a 'negotiated outcome' between construction and stakeholder views and needs that is acceptable to all parties.

The community consultation team will need work closely with the project team (including the construction contractor) throughout the next phases of the project delivery to ensure community and stakeholder engagement is at the forefront of project decision making.

There are four key stakeholder groups for this project. The engagement undertaken would be tailored to respond to each stakeholder's level of interest in the project, the extent to which they are impacted by the project and the level of influence they could have on the successful delivery of the project.

Table 11: Key Stakeholder Groups

Stakeholder group	Interest/Impact
Directly affected stakeholders (Steam Ranger, PS Oscar W, Wine Bar, Restaurant, Distillery etc)	Operate activities in the project area and have an interest in ensuring that the final design accommodates those activities and manages the impacts of construction works on operations
Residents, community groups, businesses and workers in close proximity to the project	Have a significant interest in the look and function of the final design and how the construction works will impact them in terms of noise, dust, duration, access to car parking etc
General public using the parks (e.g. walkers, runners, car parking)	Have an interest in the look and function of the final design and how the construction works will impact their use of the parks
Broader general community	Have an interest in the look and function of the final design

Engagement is typically undertaken across 3 broad phases (with some overlap between phases):

Table 12: Phases of Engagement

Phase of engagement	Engagement objectives	Status
Planning and Design	<ul style="list-style-type: none"> - To engage with stakeholders and raise awareness of the project's design and key features, as it evolves from concepts to final design. - To connect and commence the relationship with stakeholders. - To explain the design and discuss any detailed issues or considerations that need to be taken into account to enable the design to be progressed and finalised. - Provides an opportunity for feedback and to gather key inputs from stakeholders to "ground truth" and refine the design to ensure it is an acceptable and workable solution. - Close the loop on any outstanding matters and feedback. - Flush out "sleeper" stakeholders who have not provided feedback but will have a significant interest or potential impact on the delivery of the project. - Commence obtaining input from stakeholders about their operating or business requirements, key concerns or issues, or key activities that they may have scheduled, that will be used to inform and somewhat drive the thinking and parameters behind construction, construction specifications and hence the construction approach - To establish the project's dedicated engagement channels for the construction phase of the project. 	In process
Pre-construction	<ul style="list-style-type: none"> - To gather inputs to enable pre-construction planning to ensure that stakeholder needs are considered/managed. - Continue to gather information from stakeholders about their operating or business requirements, key concerns or issues, or key activities that they may have scheduled, that will be used to inform and somewhat drive the thinking and parameters behind construction, construction specifications and hence the construction approach - Enables the development of a construction approach and timing of the works in a way to minimise (where possible) and manage issues and complaints. - To engage with directly affected stakeholders to understand how the construction works may impact them. - To maintain contact and relationship with stakeholders. - To reinforce the project's dedicated engagement channels for the construction phase of the project. 	To commence (pending Council Approval on Adopted Option)
Construction	<ul style="list-style-type: none"> - To provide stakeholders with timely and accurate information about the type, timing, location and impacts of construction activities. - To respond to and manage enquiries and complaints. 	Undertake during Construction

Engagement with stakeholders and the community will be undertaken associated with the endorsement of a preferred option for the Goolwa Wharf Precinct. The primary aim of this engagement is to inform stakeholders and the community about:

- The endorsed preferred option
- How the first phases of engagement have influenced this
- The next steps in the project
- How they will be engaged in the future.

This phase of engagement will utilise and build on engagement delivered through previous phases such as the key messaging, web page, email address and project database.

The precise engagement activities would be determined through the development of the detailed engagement strategy. However, the following table provides a general indication of the proposed engagement approach.

Table 13: Proposed Engagement Schedule

Date	Activity	Description
21 February 2022	Elected Member Council Briefing (1)	Present / Discuss Goolwa Wharf Precinct Master Plan Options
23 February 2022	Communication to key stakeholders ahead of Elected Member Special Council meeting Email blast update Web content (update)	Email/ phone calls (to be completed post workshop) to inform key stakeholders that Council will be considering options at a special council meeting to flag an opportunity to meet following the Council decision Link to presentation slides and update
28 February 2022	Elected Member Council Briefing (2)	Option discussion and questions
7 March 2022	Council Meeting	Approval of Preferred Master Plan Option
Immediately following the Special Council Meeting on 7 March)	Email blast following Council endorsement of preferred option Web content (update) Social media Media Release	Email to all database contacts advising of Council endorsed preferred option and next steps The webpage is the key point of contact and 'one stop shop' for stakeholders and the community. Content to be updated to include Council endorsed preferred option and next steps in the project. Social media posts of endorsed option Media release of endorsed option (by Mayor)
Week beginning 14 March 2022	Key stakeholder meetings	Meetings with key stakeholders to discuss endorsed Preferred Option and how it has taken account of engagement feedback. Discuss: <ul style="list-style-type: none"> - Finalisation of design and key details. - Timelines - Delivery approach - Specific business requirements/operations to assist with developing approach to construction delivery.

In addition to the Project's ongoing community and stakeholder engagement approach discussed above, an essential component to the approach will be the business support strategies that underpin continuity of trade during the construction. This component of the engagement will aim to:

- Encourage people to visit, use and shop during construction.
- Support traders, businesses, building owners and other stakeholders to continue to operate during construction.
- Implement initiatives that are visible and reinforce the Upgrade as one of Councils' premier flagship project.
- Minimise/manage complaints and adverse publicity for Council and the project.

The Goolwa Wharf Revitalisation Project will support businesses and traders through means that although not specifically considered 'business campaigning', do support the achievement of the above business campaigning objectives. The project's standards of service are to:

- Stage works to maintain minimum 'levels of service' for access in and around the area.
- Maintain footpath requirements, areas of parking, accessible parking and loading zones during construction.
- Cater for special community events and key tourist attractions.
- Maintain visibility to shopfronts and throughout construction.
- Maintain a clean and tidy work site and exhibit professional behaviours when working on site.
- Responsive email and phone call enquiries, regular updates on project status and next steps, one-on-one meetings (with many drop-in visits to be conducted throughout the project's delivery).

15. Conclusion & Recommendation

The Goolwa Wharf Precinct is one of the most visited regions in South Australia with the historic Goolwa Wharf Precinct being unique in South Australia and recognised as one of Australia's most important Murray River ports in the 1800s. Goolwa itself is a State Heritage area and the distinctive Goolwa Wharf and rail precinct is complemented by well-preserved public and commercial buildings and residential cottages of the river trade era. Old steamboats carry tourists and many of the historic buildings have been restored as art galleries, cafés, and retail and community facilities.

The waterfront precinct is a special 'meeting of the waters' place for Ngarrindjeri people. The Precinct is also one of only two places in the world where visitors can link a journey between a steam train and a steam powered paddleboat (the other is Lucerne in Switzerland).

Council's aspirations for the Goolwa Wharf Precinct Revitalisation Project seek to:

- Create a place that is appealing and attractive.
- Connect places within the Precinct and the wider Goolwa area i.e. Cadell Street, BF Laurie Lane, etc).
- Use high-quality and durable finishes and materials, furniture, lighting and landscaping.
- Provide an environmentally friendly, flexible, active space through initiatives such as upgrading the streets and the public spaces, and by using of digital and smart technology.

The area will be activated by supporting improved public accessibility and connectivity, businesses and community events, and encouraging innovative diverse and flexible open spaces and environments that foster activation, economic activity and a variety of engaging experiences and opportunities within the Precinct.

A fundamental objective of the Goolwa Wharf Revitalisation Project is to 'enable' the Council to 'activate' the Precinct through the Roadmap to Revitalisation Placemaking Strategy. Implemented correctly, it will ensure a cohesive and coordinated transformation from an outdated, dysfunctional place into one which has both the infrastructure, brand and

renewed community enthusiasm to drive economic uplift, investment and increased tourism visitation not only for the Precinct itself, but the wider Goolwa Township.

The key objectives of the Strategy include:

- a) creating a place identity for the Goolwa Wharf Precinct that can be used to market and drive economic development and cultural activities for the area;
- b) engaging stakeholders on the journey of defining, designing and collaborating to create a Precinct;
- c) designing and building a walkable, interconnected, accessible pedestrian precinct, encouraging exploration from the waterfront to the Goolwa Main Street and township;
- d) creating an agile property planning framework including a pop-up, rent free lease and a long term commercial lease model which supports a diverse tenancy mix of start-up and established innovative retail, hospitality, arts, cultural and tourism businesses; and
- e) Utilising a co-creation model for seasonal peak and off-peak event programming, driven by the production of council run events and marketing and attraction of local and interstate event producers.

The transformation of the Precinct will turn it into a vibrant place of cultural and environmental significance; activated with events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and one which encourages locals and tourists to stay and explore the region further.

This Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy (November 2020) was received and noted by Council at its meeting on 17 May 2021 with a primary focus to deliver the adopted Council's vision for the Wharf....

“A place to experience a vibrant riverfront township enriched with culture and history”

The Goolwa Wharf Precinct Project builds on the original Goolwa Wharf Precinct and Surrounds – Traffic, Parking and Access Plan (2012), The Project Business Plan (Alexandrina Council, December 2019) used for attracting Grant funding, and has evolved to respond to the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy' (November 2020).

Whilst the Goolwa Wharf Revitalisation Project is defined by four (4) specific projects (Wharf Shed/Deck Upgrades, Signal Point Gallery works, Streetscape Upgrades and Wayfinding Signage), it is essential to ensure that these three (3) strategic documents are fully aligned to deliver on Council's aspirations and objectives, and realise the full benefits the Project can deliver as it is a truly 'once in a generation' opportunity.

The Placemaking Strategy provides the additional and robust guidance around place-making and how the precinct should be developed to create a vibrant place of cultural and environmental significance. It references activation of events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and which encourages locals and tourists to stay and explore the region further.

The Goolwa Wharf Precinct (Concept Master Plan), and the various options outlined in this report, illustrates potential actions and outcomes for the Precinct. It reinforces the unique character of the wharf while responding to the existing cultural, heritage and landscape characters.

The draft master plan advocates progressive, responsive and measured changes that reflect the project's vision and recommendations of previous strategies and reports. It aims to be contextual and visionary while meeting the current and future demands of the Precinct. It illustrates open space and public realm outcomes, landscape improvements, future opportunities for development, movement and access upgrades and the provision of new cultural and public art overlays.

The development of the Plan compliments the unique heritage character of the site. The rich heritage fabric is preserved and enhanced, and the historical context is amplified to create a world-class waterfront tourist destination. The legacy of ad-hoc infrastructure upgrades over the last fifty years has been addressed. The Concept Master Plan explores the potential of replacing heavily engineered roads with paved shared-use spaces, reclaiming open space, repairing the wharf, and removing and replacing ill-conceived building additions.

Principles such as replace, repair, renew and conserve have been continually applied during the development of the Concept Master Plan. This ensures that every planning and design decision focuses on the heritage significance of the Precinct.

The recommendations of the Master Plan are measured and responsive. Changes are recommended where necessary, and every effort has been made to retain the existing features that reinforce that heritage character of the Precinct.

The Goolwa Wharf Revitalisation Project has evolved through the most detailed and comprehensive investigations, stakeholder and community engagement, further detailed analysis ever undertaken on the Waterfront precinct. This has assisted inform 4 potential clear options for Council to make an informed decision.

Through a multi-criteria assessment that analyses the responsiveness of each Concept Master Plan Option to the strategic setting and objectives for the Precinct, site understanding and appreciation, feedback from the community and stakeholders, return on investment, and cost assessment;

Statistically, Concept Master Plan Option B is the preferred option (on balance) for the Goolwa Wharf Precinct at the capital cost of \$14.26 million (plus \$1.20 million contingency)

This Concept Master Plan Option (B)...

- Delivers on the Grant Application
- Delivers on Council's Aspiration for delivering a revitalised Goolwa Wharf Precinct
- Responds to all of the Objectives in the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy (2020)
- Delivers an enhanced public realm upgrade and building improvements to fully activate the Precinct
- Adapts best practice placemaking principles to increase tourism, realise economic uplift and benefits, deliver on stakeholder and community needs and contemporary visitor expectation
- Responds to all consultation outcomes
- Proven significant economic benefits to Alexandrina LGA (circa \$120m contribution to the LGA economy and 142 jobs)

Option C is also a viable option for the Goolwa Wharf Precinct at the capital cost of \$13.73 million (plus \$1.15 million contingency) for the similar benefits to Option B as discussed above. However, it does come with several shortcomings that need to be considered. These include:

- Forgoes the hospitality / retail tenancy opportunities in southern part of the Wharf Shed and hence another ongoing income stream for Council.
- Relinquishes on the creation of the new PS Oscar W identity through the establishment of the new dedicated building at the southern end of the Wharf.

- The modifications to the Wharf Shed is predicated on restoring its form and structure to enhance and highlight its original heritage intent; being an open / transparent canopy. The creation of an enclosed service yard to the west side of the Wharf Shed will somewhat diminish this outcome.
- The need to address operational and safety requirements (in a more prominent pedestrian location within the Precinct) when undertaking maintenance works on the Boat e.g. delivery of wood by large trucks, loading of wood to the boat via the portable conveyor, noise from maintenance activities, and use of power tools on the Wharf.
- Generates lower economic benefits for the community and ongoing jobs (circa \$120m contribution to the LGA economy and 142 jobs for Option B compared to circa \$80m contribution to the LGA economy and 95 jobs what does for Option C).

Option D primarily focuses on undertaking asset renewal works to the Wharf, Wharf Shed and Signal Point, with a low level of basic public realm upgrade. It does not meet the aspirations of 'activation', increasing tourism and economic benefits, and creating a vibrant and revitalised Precinct. It also does not respond to the objectives of the Roadmap to Revitalisation Goolwa Wharf Placemaking Strategy.

The cost to deliver Option D (being the equivalent to the original scope works) is \$10.20m; an increase from the current \$7.5m budget (based on the 2019 costed project). Alexandrina Council Ratepayers contribute \$2.5m towards the current budget.

The growth in cost as discussed at Part 8.1, is resultant from the following:

- Original estimate is in 2019 dollars (no indexation)
- Significant amount of construction works occurring in the market (increased demands on Contractors)
- Supply chain and logistical issues – cost of labour, plant and materials up by 30%
- Design has evolved:
 - Responds to Council's aspirations and objectives.
 - learnings and new information generated through the design-development phase
 - desk-top and field investigations to adhere to statutory and non-statutory requirements
 - learnings and feedback through the extensive stakeholder engagement and consultation
 - a complete and fully integrated design that is 'shovel ready' for immediate delivery

At this juncture, the Council is committed to delivering Option D as the minimum scope of works, which generally involves asset renewals and minor upgrades to the Precinct. This will require an additional committed allocation of \$2.7m.

To realise the full potential of the Goolwa Wharf Precinct and benefits for the community e.g. delivering Concept Option B or C, it will cost an extra \$4.69 to \$5.26m over and above Option D.

A proven and successful formula for co-contribution by each level of Government for larger infrastructure projects involves a 25% Local Government and 25% State Government financial commitment to attract 50% Federal Government funding.

The breakdown of this contribution is shown in the table below.

Table 14: Co-contribution Funding Summary

		Option B (\$m)	Option C (\$m)	Option D (\$m)
Existing Budget		7.50	7.50	7.50
Project Cost (incl. contingency)		15.46	14.89	10.20
Variance:		7.96	7.39	2.70
FINANCIAL CONTRIBUTIONS	Federal Government	3.98	3.69	-
	State Government	1.99	1.85	1.35*
	Council	1.99	1.85	1.35

*Due to quantum and scale and lack of economic benefit, it is unlikely both tiers of Government would further fund.

Under the proposed co-contribution model:

- **Council would fund an extra \$1.85m to \$1.99m to deliver on Option B or C, compared to \$1.35m for Option D.**
- **A small increase of \$500k to \$640k to deliver either Option B or C provides a greater and superior outcome for the Goolwa Wharf Precinct Project.**
- **The cost of providing the new dedicated PS Oscar W volunteers facility under Option B is in the order of \$375,000. Including this facility only requires an extra-over co-contribution by Council in the order of \$95,000.**
- **Delivering on either Option B or C over the base scope Option D provides significant economic benefits to the Alexandrina Council, local business and community as discussed in Part 9 (circa \$120m contribution to the LGA economy and 142 jobs for Option B compared to circa \$80m contribution to the LGA economy and 95 jobs what does for Option C).**

The financial and economic measures clearly demonstrates the viability of all Concept Master Plan Options and that a sound up-front capital investment from any one of these Options creates prosperity, jobs and increasing regional productivity that ultimately raises community living standards.

The financial and economic measures clearly demonstrates the viability of the project, and that a sound capital investment creates prosperity, jobs and increasing regional productivity that ultimately raises community living standards.

Through the evolution of the work to date, it is evident this is a much loved area, and this project has the potential to transform the River Port town of Goolwa by making it a must visit and experience attraction in South Australia.

Evidence collected indicates the outcomes of a project of this scale and nature could be profound on the region and raise community living standards by increasing employment opportunities (direct and indirect), civic pride and local opportunities.

This is a once in a generation opportunity to protect, recreate and celebrate the rich history of the area and future proof its success by leveraging the investment once and for all.



Attachment 1

Goolwa Wharf Precinct Project Master Plan Options Report

Project Business Plan (December 2019)



Investing in Alexandrina's Future

Goolwa Wharf Precinct Revitalisation Project

Project Business Plan



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EXECUTIVE SUMMARY

This document accompanies Alexandrina Council's on-line submission to the Australian Government's Building Better Regions Fund – Infrastructure Projects Stream Round 4 (BBRF) for the Goolwa Wharf Precinct Revitalisation Project.

This application differs from previous Round 2 and 3 submissions by focusing on four priority project activities rather than six. As a result, Council has been able to refine and strengthen the project scope, reduce risk and provide greater cost certainty. In addition to Council's \$2.5 million funding commitment, the South Australian government has committed \$1.25 million to the project. **Council is therefore seeking \$3.75 million through the current BBRF round and is confident that the \$7.5m investment ready project will meet key BBRF objectives by advancing the region's economic growth and sustainability particularly in times of drought.**

The Project Business Plan (Plan) aims to complement and expand on the on-line BBRF submission by presenting additional supporting information that is critical in demonstrating all aspects of the project. This includes:

- Project scope and budget
- Illustrations and images to convey the scope and vision for the project
- Project timelines and risk management
- Evidence and references of the claims in the application

The Plan is the result of a combined effort of an internal multidisciplinary team with external support from architectural, engineering, urban and cost planners, economic and social research resources.

Based on community feedback including the results of a recent focus group exercise, there is clear community support for the project and the social benefits the project will deliver to the community. A detailed economic and financial analysis demonstrates that the project offers economic and employment benefits and produces a cost benefit ratio of 1:1.01 and will generate 13 FTE jobs during the three year construction period and the redevelopment will generate 40 on-going FTE jobs in the region.

Council is looking forward to commencing the Goolwa Wharf Revitalisation project in 2020 with the assistance of the Federal and State Government to support Alexandrina's regional economy and the 26,000 people who live in the Alexandrina Local Government Area.

1 INTRODUCTION

1.1. Project Overview

The Goolwa Wharf Revitalisation Project is the initial stage of a coordinated and staged program of works which will upgrade essential infrastructure to allow the Precinct to realise its full potential. Key outcomes include:

- Improved access
- Improved amenity
- Creation of further opportunities for economic activity and employment.

Already the Goolwa Wharf Precinct is a significant driver of economic and tourism activity in the Fleurieu Peninsula region. The Fleurieu Peninsula is the number one most visited region in South Australia, outside of metropolitan Adelaide. The Precinct presents enormous potential to further capitalise on the growing eco-tourism market, and the Revitalisation Project aims to create quality, fit-for-purpose and state-of-the-art facilities for business expansion and attraction.



1.3. Project Activities

The proposed \$7.5 million investment in the following activities will contribute to the region's reach, reputation and build on its tourism market share as South Australia's highest visited region.

1. **Upgrade of Goolwa Wharf Shed and Wharf** – includes new wharf decking, external and internal improvement to the Goolwa Wharf Shed to support and grow volunteer and private sector operations
2. **Signal Point Regional Art and Cultural Centre** – roof renewal, solar panel system, air conditioning and improved accessibility providing a significantly enhanced art gallery, event space and curated indigenous and early settler exhibitions
3. **Open air function space, shared paths, communal public areas and car park extension** - open space for large public festivals and events, off road shared paths for safe pedestrian and bike access and improved access for large vehicles, touring buses, caravans and trailers
4. **Wayfinding and Wi-Fi** – to meet visitor demands and expectations for high quality and smart technology at destination places

Additional investment in tourism-related infrastructure is critical to realise economic benefits, enhance visitor experiences and increase visitor numbers to the Alexandrina region.

1.4. Precinct History

The historic Goolwa Wharf Precinct is unique in South Australia and is recognised as one Australia's most important Murray River ports in the 1800s. Goolwa itself is a State Heritage area and the distinctive Goolwa Wharf and rail precinct is complemented by well-preserved public and commercial buildings and residential cottages of the river trade era. Old steam boats now carry tourists and many of the historic buildings have been restored as art galleries, cafés, and retail and community facilities.

The Precinct is one of only two places in the world where visitors can link a journey between a steam train and a steam powered paddleboat (the other is Lucerne in Switzerland). It is a special 'meeting of the waters' place for Ngarrindjeri people. Arts and cultural events flourish within the Precinct and as Australia's first Cittaslow town; Goolwa is host to a range of community events and activities celebrating the Cittaslow 'slow town' philosophy. Across any given year the Precinct hosts seventy (70) unique events including the region's largest event; the South Australian Wooden Boat Festival (attracting 15,000 people). Also adding to the Precinct's long list of cultural and economic credentials, is its environmental uniqueness situated at the end of the mighty Murray River, the gateway to the iconic Coorong National Park and Murray Mouth area.

1.5. The Case for the Project

Murray River, Coorong and Lower Lakes form the cultural, economic and social fabric of the Alexandrina community and are interwoven into community life. The tourism industry within the Fleurieu Peninsula Region represents 5% of the total economy (as compared to 3.3% for regional South Australia) and has been identified as the most important tourism region in South Australia (second only to Adelaide).

Alexandrina is one of the most significant Council areas in the Fleurieu Peninsula Region – responsible for more than 30% of total visitation to the region and is heavily reliant on tourism as its economic base. To ensure that tourism remains a strong contributor to the region’s economy, strategic facility upgrades that attract significant and new business partners and visitors are required.

The growing demand for quality services and modern facilities in Goolwa is increasing with more events and activities planned to boost economic activity. The Goolwa Wharf Precinct is a significant driver of economic and tourism activity in the Alexandrina Council and Fleurieu Peninsula Region. The challenge for the Precinct in its current state is the lack of quality, fit for purpose and state-of-the-art facilities for business expansion or to attract new businesses to the Precinct. Without improvements there is the risk that tourism will decline as savvy visitors to South Australia will choose other destinations with better facilities.

A comprehensive economic analysis by BDO EconSearch in 2019 to measure the economic impact of the project’s \$7.5 million investment concludes that the project will contribute to the economic growth of the region. A separate social analysis demonstrates that there is strong community support for the project.

The Alexandrina community needs to build economic resilience before the next extreme drought hits and the Goolwa Wharf Precinct Revitalisation Project aims to build resilience utilising economic, social and cultural levers.



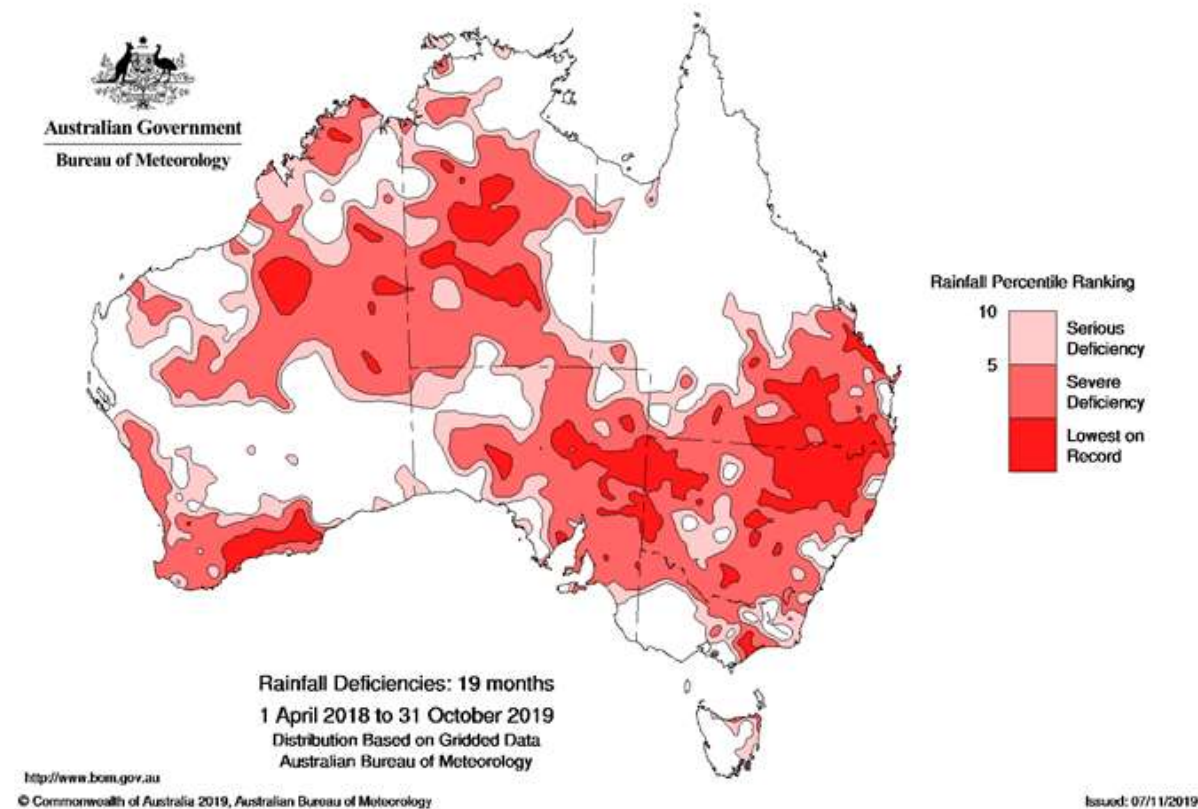
Image: Example of timber degradation of the Goolwa Wharf

‘The net benefit of investing in the redevelopment outweighs the benefits of delayed investment’
BDO Economic Analysis Report December, 2019

1.6. Regional Drought Impacts

The Alexandrina Local Government Area (LGA) is in a drought affected location as defined in the BBRF guidelines and is also eligible under the Australian Government's Drought Communities Programme - Extension.

Based on the following Australian Government Bureau of Meteorology rainfall deficiency map for the 19 month period to 31 October 2019, the rainfall ranking for the Alexandrina region was categorised as 'severe deficiency'. This data indicates that the low and unpredictable rainfall remains an ongoing concern for the wider community, which is recovering slowly from the catastrophic impacts of the 2001-2009 Millennium Drought (Drought).



Alexandrina Council is unfortunately well aware of the impacts severe droughts have on the economy and the community as demonstrated by the following:

'The Drought devastated communities, industries and the environment. For example, pipelines had to be built to deliver drinking water to the Lower Lakes communities and sustain horticultural industries.' (<https://www.environment.sa.gov.au/Home>).

Alexandrina Council Submission dated 12 April 2012 to the Murray Darling Basin Authority made the following points regarding the Millennium Drought:

- 'In 2010/11 the local economy had slowed to 1.3% from the previous 3% growth' (page 14).
- 'We were on the brink of ecological catastrophe leading to detrimental social and economic impacts for our community' (page 15).
- 'The region's peak business group estimated losing 50% of recreational boats and a leakage of over \$20 million from the area. Water related businesses lost up to 90% of their income, with tourism and main street businesses down 20-40% (as well as a large number of consequential job losses)' (page 18).
- 'Community and tourism events were also impacted. For example, the national award-winning South Australian Wooden Boat Festival suffered significantly at the height of the drought in 2009, 5000 people attended the event' (Page 19) Note: Regular attendance is 15,000.
- 'Whilst agricultural production is recovering, it is not yet at the full levels of production before the Drought' (page 20).

Interestingly, Council's submission (page 25) advised that to mitigate the effects of future extreme droughts and improve the quality and pace of recovery, Council identified a number of strategies including *'Investing in premium infrastructure upgrades of the Goolwa Wharf Precinct to interweave river heritage, tourism and primary production industries and take this historic hub to the next level of an international-class attraction'*. The revitalisation of the Goolwa Wharf Precinct aligns strongly with this strategy.

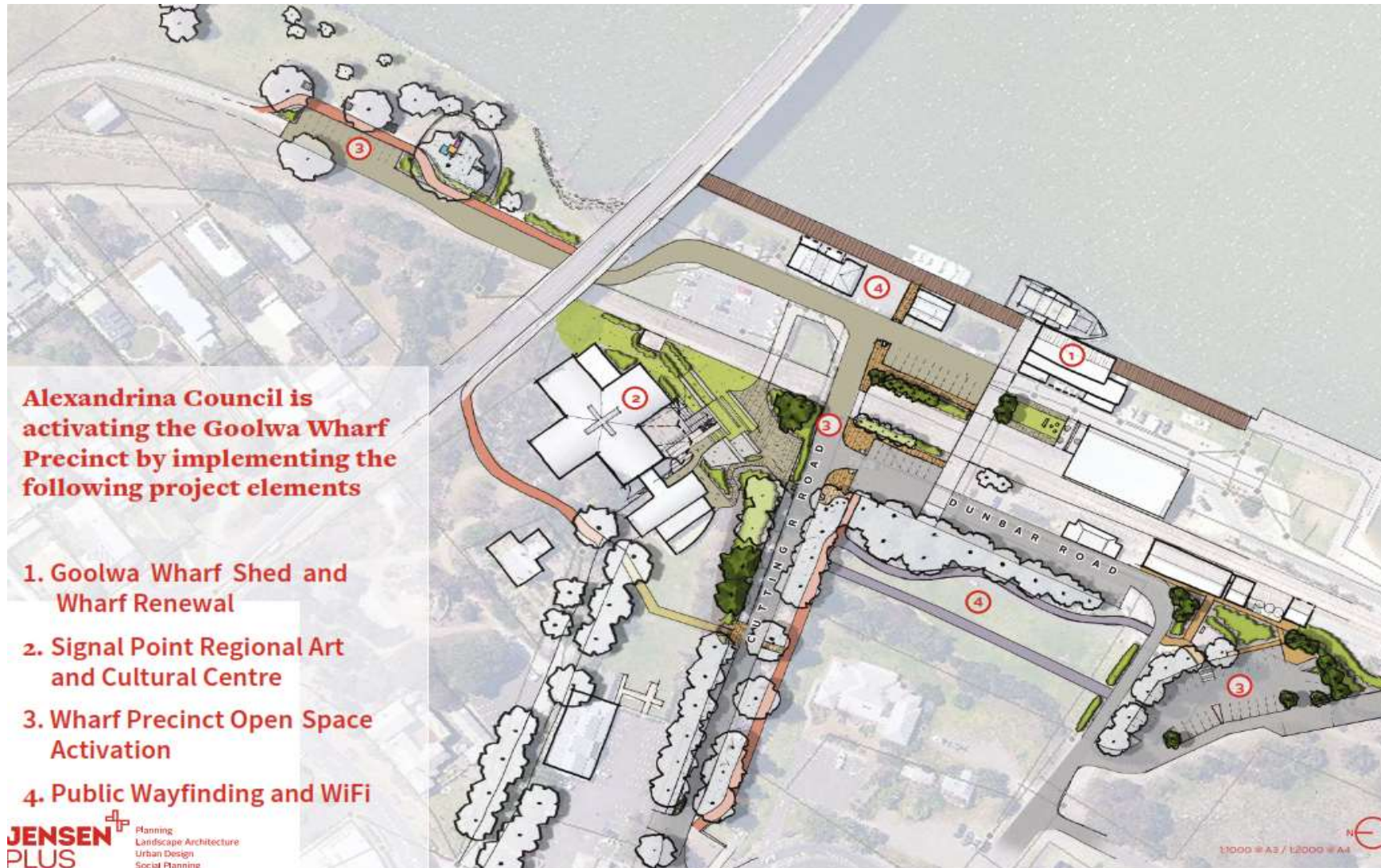
The Alexandrina region has had direct experience of the environmental, social and economic risks in times of drought and is therefore wishing to establish a resilient community and an economy that can prosper and grow when rainfall and high-flows are more predictable but importantly maintain social cohesion and economic stability in times of drought. For this reason, Council is seeking to diversify and strengthen its economy with judicial infrastructure investments such as the revitalisation of the Goolwa Wharf Precinct.



Images:
Alexandrina in
drought times

2 PROJECT SCOPE

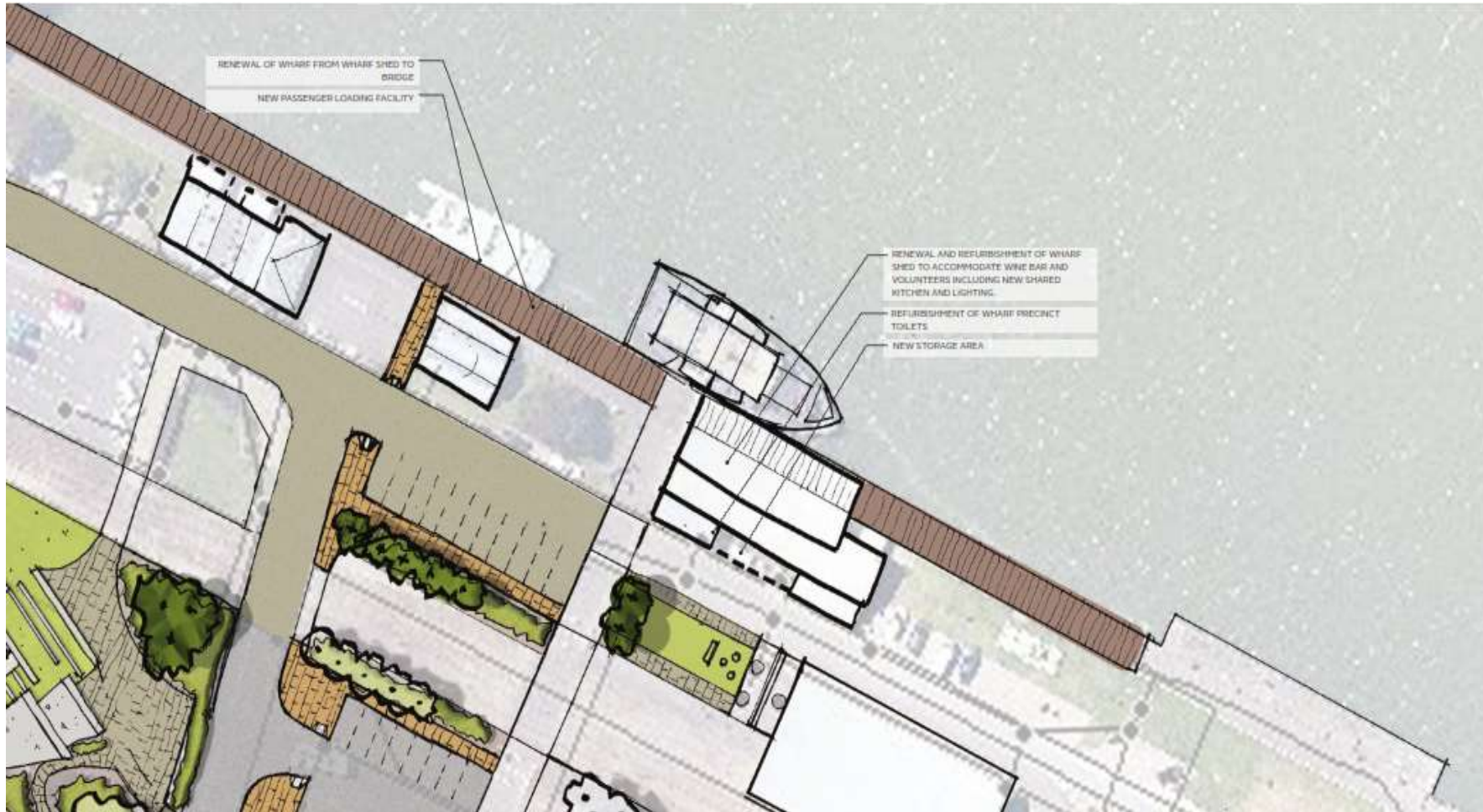
The plan illustrates the location and overview of the four project activities. Specific details of each project activity are shown in the following separate project activity sheets.



Goolwa Wharf Precinct Revitalisation Project - Alexandrina Council Project Business Plan

Building Better Regions Fund Round 4, December 2019

2.1 Project Activity One - Goolwa Wharf and Shed Upgrade

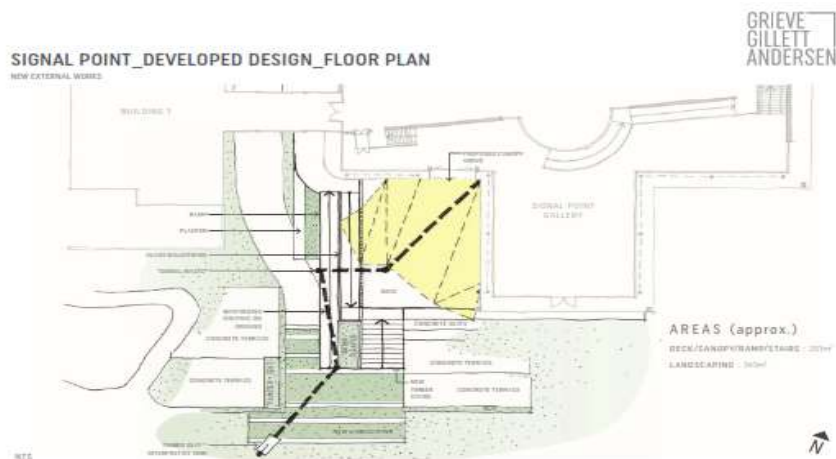
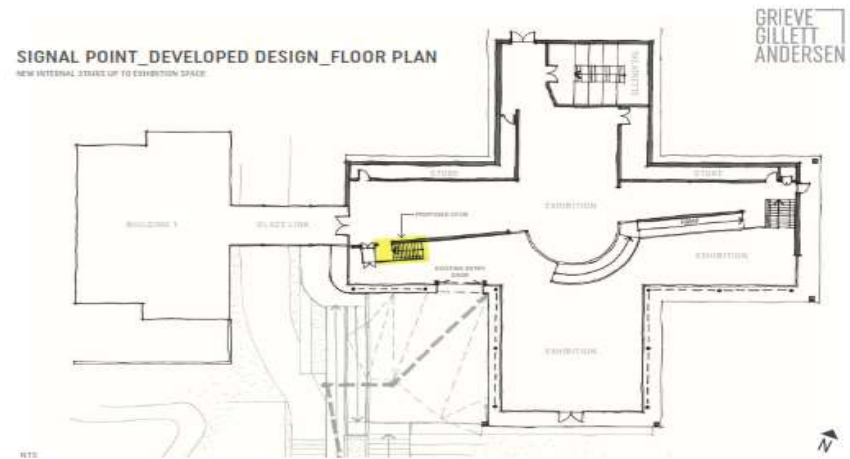
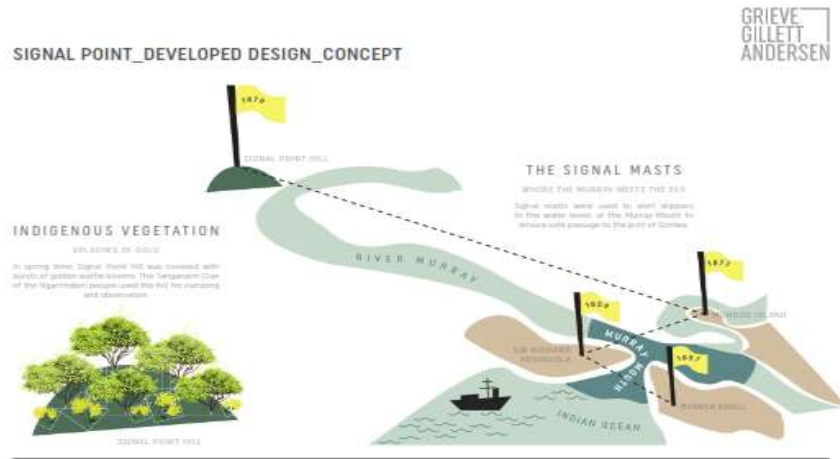


2.2 Project Activity Two – Signal Point Regional Art and Cultural Centre

2.2.1 New forecourt and entry



2.2.2 Internal Floor Plan



2.3 Project Activity Three – Shared Paths and Open Space Activation

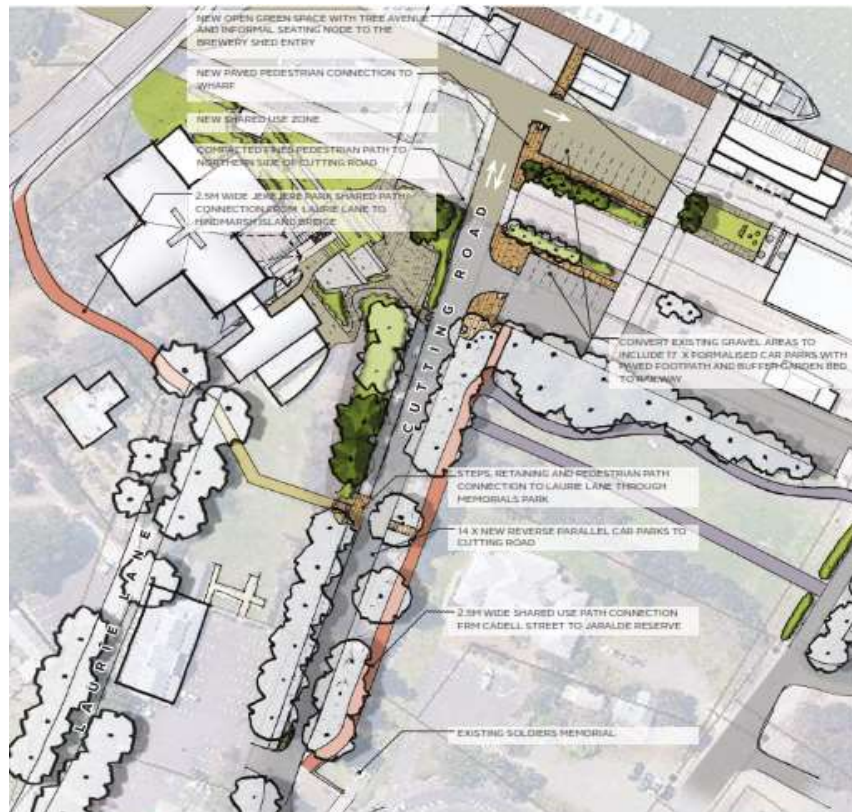
The three elements for this project activity are:

2.3.1 Goolwa Wharf Precinct Entry

2.3.2 Market Car Park

2.3.3 Amelia Park Car Park

2.3.1 Goolwa Wharf Precinct Open Space Activation – Goolwa Wharf Precinct Entry



Artists Impression - Cutting Road Upgrade



Artists Impression - Open Green space adjacent Brewery Shed

2.3.2 Goolwa Wharf Precinct Open Space Activation – Market Car Park



Sealing car park



Seating node



Ornamental planting and tree avenues

2.3.3 Goolwa Wharf Precinct Open Space Activation – Amelia Park Car Park



New Shared Use Path

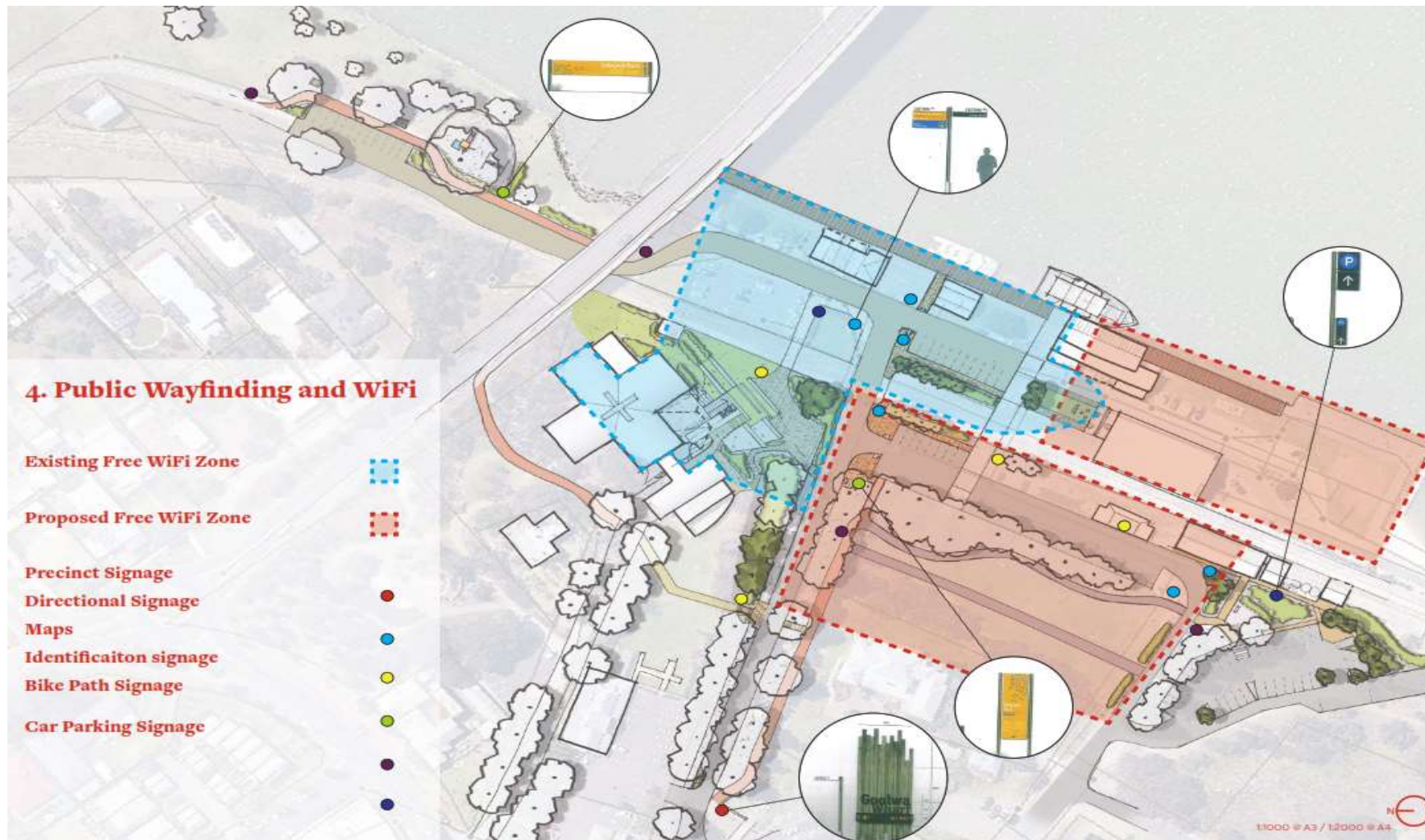


Scaled Car Parking



Buffer Planting Treatments

2.4 Project Activity Four – Wayfinding and Wi-Fi



3 PROJECT BUDGET

Funding sought from the Building Better Regions Fund is \$3.75 million, 50% of total project funds.

The following table provides a high level summary of the project activities and costs.

Goolwa Wharf Shed & Wharf Upgrade	3,264,935
Upgrade Signal Point Art & Cultural Centre	2,050,000
Paths & Open Space Activation	1,480,186
Goolwa Wharf Wayfinding and Free WiFi	305,914
Project Management Costs	400,000
Project Total	7,501,035
say	7,500,000
Proposed Funding	
Cash Contribution - Council	2,500,000
Cash Contribution - State Government	1,250,000
Grant Amount Requested from BBRF	3,750,000
Total	7,500,000

A more detailed cost schedule is included in Appendix 1.

4 PROJECT RETURN ON INVESTMENT – ECONOMIC EVALUATION

Goolwa Wharf Precinct Revitalisation Project will create jobs, build the local economy and capitalise on the Fleurieu Peninsula Region's flourishing tourism industry.

The Precinct will deliver economically significant benefits to Goolwa and the Fleurieu Peninsula Region. An independent economic analysis of the project was completed by BDO Econsearch in 2019 – see attached. A Net Present Value of \$0.36 million indicates that the Precinct will generate a net benefit to the community of \$0.36 million over a 25-year period. The Benefit Cost Ratio (BCR) is 1.01. The Internal Rate of Return (IRR) of the project is a viable 8%, and demonstrates a high return on the capital invested.

The construction phase of the Precinct project will generate strong economic growth. Total contribution to GRP of approximately \$3.5 million, \$2.2 million directly and \$1.3 million in flow-on impacts and an annual contribution to total employment will be 13 FTE jobs - 9 directly and 4 in flow-on impacts.

Significant and sustained economic benefits in the tourism industry occur beyond the construction phase. Total contribution to employment is approximately 40 FTE annually - 30 FTE directly and 10 FTE in flow-on impacts.



Social benefits to the broader South Australian community:

Improved opportunities for promoting the region's rich Indigenous culture and history.

Increased inbound tourism to South Australia including regional tourism.

Converting what is currently a tourism location into a tourism destination that will add value to South Australia's overall tourism appeal.

Greater awareness of the region's European and Indigenous history, bringing tourism from outside the Fleurieu Peninsula and from interstate and overseas.

A focus on the environmental importance of Goolwa and the Murray Mouth to South Australia and positioning Goolwa as an accessible 'day trip' destination.

Making a trip to the South Coast of the Fleurieu Peninsula even more worthwhile.

Providing a destination for day trippers and tourists that gives a lot of 'bang for their buck' - water, history, food, wine, art and culture, particularly Indigenous culture.

Another reason for people to visit South Australia and stay longer.

Increased tourist presence in the area resulting in more tourism in the region and South Australia.



To explore and quantify the social benefits from the redevelopment of the Precinct, market research respondents provided the following scores to the expected community benefits:

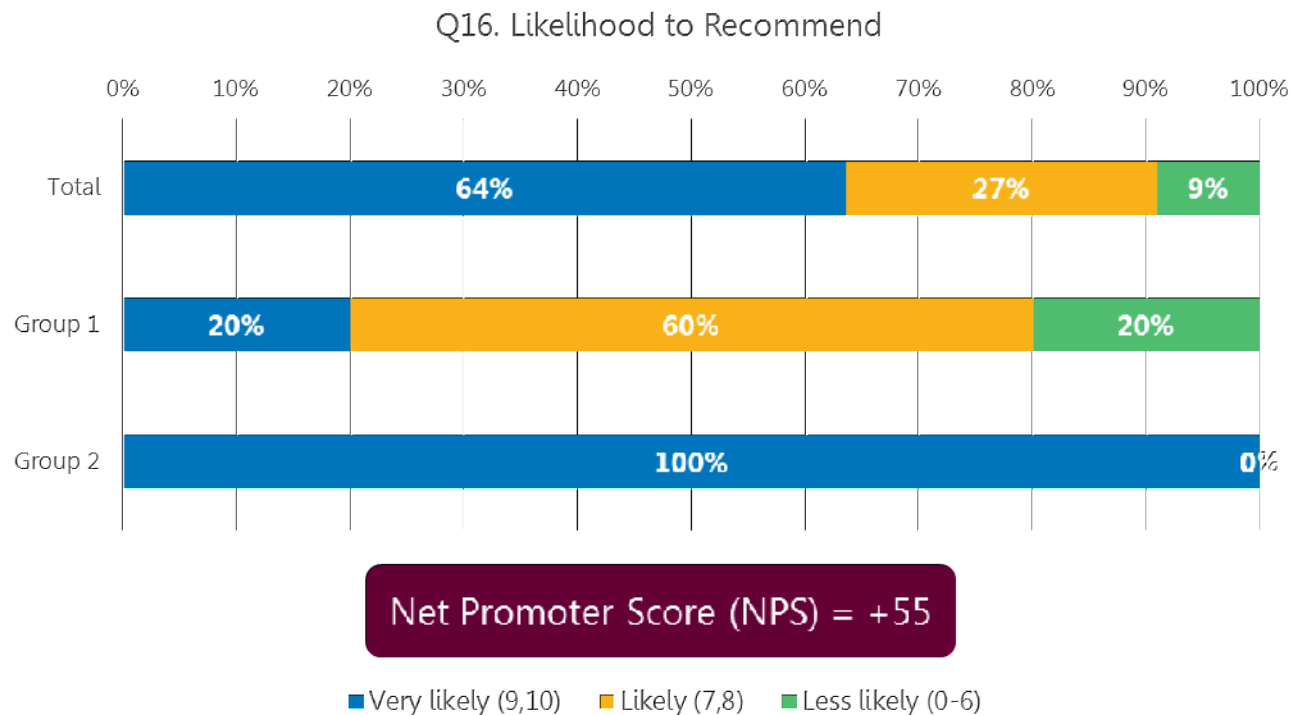
Feature	Very Large Extent	Large Extent	Some Extent	Total Positive Extent
Provide opportunities to host and support paid and free festivals, events and other activities	45%	55%	0%	100%
Provide longer term benefits for our community in the form of places to relax, meet, dine, work or volunteer	27%	64%	9%	100%
Provide safe and secure access for all people including those with a disability	18%	73%	9%	100%
Fill a gap for a modern and attractive destination	18%	45%	27%	91%
Provide employment opportunities for people in our community	18%	36%	36%	91%
Provide opportunities and a welcoming environment for people of all backgrounds to meet and socialise	9%	45%	36%	91%
Support and protect our local heritage and culture, both pre and post colonisation	36%	27%	18%	82%
Make our region a more attractive place to live in	9%	36%	36%	81%
Provide opportunities for people in our community who wish to volunteer	0%	50%	20%	70%

Source: Action Market Research & Hudson Howells 2019.

The social analysis demonstrates that the project is expected to contribute significantly to the liveability of the town and region, social connectedness, improved health, walkability of the town and environmental benefits. By increasing community facilities there will be benefits for existing users of the Goolwa Wharf Precinct in addition to improved visitor experience through new facilities.

It is expected to facilitate more community events providing benefits of social cohesion and connectedness and improvements to pedestrian safety, and to raise the profile, preservation and stewardship of the Lakes and the Coorong National Park. The project also contributes significantly to the preservation of the region’s European and Indigenous culture and heritage which will have flow-on benefits of increasing community awareness of, and pride in, the Goolwa Wharf Precinct area.

The social analysis provided a Net Promoter Score¹ of +55 indicating an excellent support and loyalty from the community for the project.



⁽¹⁾ Participants answered a question on how likely they would be to recommend visiting the redeveloped Precinct to a friend or family member on a scale of 0-10. Participants who gave a score of 9 or 10 are Promoters. Those who gave a score of 6 or less are Detractors. Those who gave a score of 7 or 8 are Passives (neutral). The Net Promoter Score (NPS) is calculated by deducting the percentage of Detractors from the percentage of Promoters. This gives a potential range of -100 to +100. Based on global standards any score above 0 is good (majority of community is loyal and supportive) with a score of 50+ being excellent. NPS is a globally recognised tool for measuring customer loyalty

6 STAKEHOLDER AND COMMUNITY SUPPORT

The following statements of support are extracts from the letters of support received for the project.

'The proposed infrastructure redevelopment would deliver progressive, functional and state of the art facilities within the Goolwa Wharf Precinct..'

Anne Ruston
Senator for South Australia

'RDA AHIFKI believes the project is a worthy cause with long term benefits as the Goolwa Wharf Precinct is already a significant driver of economic and tourism activity in the Fleurieu Region.'

Damien Cooke
RDA Adelaide Hills Fleurieu and Kangaroo Island

'The Goolwa Wharf Precinct project is a major regional initiative, underscoring the centrality of the precinct's development to the tourism and economic prospects of Goolwa and the region.'

Rebekha Sharkie MP
Federal Member for Mayo

'.. making safe the wharf and improving the wharf's amenities will allow the precinct to really come into its own as a tourist destination.'

Steve Ramsey
The Wharf Barrel Shed

'The Goolwa Wharf is already a dynamic centre of community and visitor interactions and the investment proposed will enhance and expand its role in the social and business life of the community.'

Hon. John Hill
Ex Minister for the Arts (2011-2013)

'Signal Point building's physical problems would remove some of the risks related to displaying work in the Gallery.'

Jane Hylton
Artist, writer, retired curator

'The lack of gallery-grade infrastructure means that Signal Point Gallery does not have the capacity to host large touring shows..'

Lauren Mustillo
Country Arts SA

'For South Australia, the revitalisation of the Goolwa Wharf Precinct will allow visitors and locals to connect to its significant environment, Indigenous and European cultural heritage and river-based industries with business development and tourism activities.'

Rodney Harrex
South Australian Tourism Commission

'We are operating on and from an ancient and decaying wharf which is desperately in need of upgrading.'
Paul Hannigan, Friends of the Oscar W

7 PROJECT ALIGNMENT WITH COUNCIL STRATEGIES

The project strongly aligns with Council's strategies and initiatives to foster greater regional economic development and community wellbeing:

- Goolwa Wharf Precinct Master Plan 2012
- Alexandrina Council Community Strategic Plan 2014-23
- Alexandrina Council Long Term Financial Plan 2017-26
- Alexandrina Council Asset Management Plan
- Alexandrina Economic Development Strategy 2016-22
- Tourism and Visitor Strategy 2017-2022

Based on the review of the above documents, Council Executive recommended to Council that the project activities in the BBRF submission be completed and external funds sought. Council has supported the recommendation and Council funds have been provisioned accordingly.



8 DELIVERABLES AND MILESTONES

Scheduling activities, staging milestones and defining work breakdown structures for each stage and for milestone planning and activity sequencing has been undertaken. This information is summarised in the table below.

For more details, refer to Appendix 2 – Schedule of Works.

Goolwa Wharf Precinct Revitalisation Project Milestone Program

Key Activities	Process	Timeframe (months)	Scheduled Start Date	Scheduled Completion
1	Preparation & Execution of BBRF Agreement	1	June 2020	June 2020
2	Project Establishment & Governance	1	July 2020	July 2020
3	Goolwa Wharf Shed & Wharf renewal	29	July 2020	November 2022
3a	Design, approvals, tender, procurement	10	July 2020	April 2021
3b	Construction Phase & Commissioning	19	April 2021	November 2022
4	Open Space Activation (including shared paths & car park)	11	July 2020	May 2021
4a	Specification, tender & procurement (note: detailed design & approvals in place before July '20)	4	July 2020	October 2020
4b	Construction Phase & Commissioning	7	October 2020	May 2021
5	Signal Point Arts & Cultural Centre Works	18	July 2020	December 2021
	Design, approvals, tender, procurement	11	July 2020	May 2021
	Construction Phase & Commissioning	7	May 2021	November 2021
6	Wayfinding and Wi-Fi	9	July 2020	March 2021
	Approvals, Tender, Procurement Note: Design completed	6	July 2020	December 2020
	Construction Phase & Commissioning	3	December 2020	March 2021
7	Finalisation and final reporting	2	October 2022	November 2022
8	All project activities completed	1	November 2022	November 2022

9 PROJECT REPORTING, MONITORING AND EVALUATION

Constant and consistent monitoring, evaluation and reporting will ensure that both the Commonwealth and Alexandrina Council know the objectives and expectations are being achieved.

Project reporting for construction will occur in line with the agreed funding deed and milestones. Longer term reporting on outcomes will occur through the Council's reporting process using the logical connection between the completed project and the intended results. A comprehensive project final report will provide details of the outcomes achieved.

Measurable indicators will identify progress towards achieving project objectives. Indicators may include both activities and outcomes such as a measurable improvement in job creation and economic development.

A quarterly Project Status Report will be completed for the project outlining;

- Key deliverables and milestones

- Major activity/deliverables schedule

- Achievements

- Next major activities

- Issues and risks

- Financials

- Change requests and variations.

10 PROJECT QUALITY MANAGEMENT

10.1 Objectives

The objective of the Quality Management Plan is to:

Identify the requirements and/or standards for the project and document how the project will achieve these requirements in terms of compliance with their respective measures

Identify the tools and techniques to be used in ensuring quality inputs are achieved

Identify how to use the tools/techniques, when they are to be used, by whom, what the required output will be and when each element is to be reviewed and quality.



10.2 Evaluation

Objective	Proposed Measure
Establishing a project delivery timeline	Project Manager to prepare project work breakdown and structures for review and sign off. Project Manager to review the program quarterly and report on time performance.
Establish a cost performance baseline	Project Manager to prepare a cost control plan for review and sign off.
Review project risk register	Project Manager and Project Steering Committee to review the risk management plan and risk register on an ongoing basis for the duration of the project. Council to review and sign off on its acceptability and thoroughness.
Establish a list of rules, regulations, standards and guidelines to be complied with in the delivery of the project	Rules: Inspect and record compliance. Regulations: Document in specification and/or ensure compliance by inspection. Standards: Obtain certification from contractors to certify compliance. Guidelines: Utilise industry regulatory forms and checklists.
Project review and improvements	Project Manager to review all aspects quarterly and report progress and non-compliances to the Council CEO. Implement changes required to keep the project on track, or to return the project to the agreed parameters as best as possible. Review entire project upon completion and document lessons to be learned and future improvements to be implemented.

Alexandrina Council works within the legislative guidelines of the Local Government Act 1999. Chapter 4 of the Act outlines the prudential requirements of South Australian councils. Documents and processes that support strong financial management and successful delivery of projects include Council's Annual Business Plan and Budget, Long Term Financial Plan, Asset Management Plan and Policy and Procedures Manual. Council plans are available at www.alexandrina.sa.gov.au.

10.3 Human Resource Management

Infrastructure Planning and Asset Management will be the responsibility of the Project Manager. On-site project works will be overseen by Council staff in collaboration with the external project manager.

10.4 Project Governance Structure

Role	Who	Responsibility
Project Sponsor	Council CEO	Project Leadership and Strategic Direction
Project Steering Committee	Council's Leadership Group	Meet project objectives, resolving issues and ensuring approvals are in place
Project Management	External appointment supported by Council project management resources	Responsible for overall project, delivery and communications. Day to day operations, scheduling, quality control and contractor coordination.
Internal Project Stakeholders	Community Government funders (BBRF) Alexandrina Council	Consultation advice and delivery for project duration.

Appendix 1 Project Budget

Goolwa Wharf Precinct Revitalisation

Activity Number	Activity Description	Total Budget
Activity 1	Goolwa Wharf Shed & Wharf Upgrade	\$3,264,935
1a	Renewal and refurbishment of Wharf Shed to accommodate Wine Bar and Volunteers. Allow for new shared kitchen with access from both tenancies, allow for new lighting and enclosing for additional storage areas.	\$470,000
1b	Renewal of wharf and veranda	\$1,844,935
1bi	Renewal of wharf decking from shed to bridge	\$500,000
1c	New passenger loading facility for Cruise the Coorong	\$250,000
1d	Refurb. Wharf Precinct Public toilets & Include Storage between toilet blocks	\$200,000
Activity 2	Goolwa Wharf Precinct Open Space Activation	\$1,480,186
2a	Jekejere Park Shared path from HI Bridge to BF Laurie Lane (87mx2.5m)	\$59,949
2b	Cutting Road Shared Path from Cadell Street to Jaralde Park (180m x 2.5) Inc retaining walls and steps and lighting	\$216,738
2c	Cutting Road parking upgrade.	\$244,242
2d	Sealing of Ameila Park Car park and shared path. 1200m2 of car park and roadways. (100m x 2.5 m of shared path)	\$403,843
2e	Converting two gravel areas on the Wharf Precinct road into green open space with established trees and car parks.	\$211,776
2g	Dunbar Road (Markets)Car park sealing	\$343,638
Activity 3	Signal Point Regional Art Gallery Upgrade works	\$2,050,000
3a	Installation of Air-conditioning for the 750m2 Signal Point Art Gallery.	\$400,000
3b	Renewal of Signal Point Building Roof	\$400,000
3c	Solar Panels	\$150,000
3d	New fixtures and fittings suitable for state of the art gallery and event facility	\$100,000
3e	Riverside canopy, internal & external access improvements & landscaping near entrance	\$1,000,000
Activity 4	Goolwa Wharf Wayfinding and Free Wi-Fi	\$305,914
6a	Installation of an Entry Statement and Wayfinding Signs	\$200,000
6b	Completion of Stage 2 of the Goolwa Wharf Free Wi-Fi upgrade. This will result in the precinct connected to the Alexandrina Council Optical fibre network, and the whole precinct having access to free Wi-Fi and the benefits of smart technology.	\$105,914
Activity 6	Project Management Costs	\$400,000
	Total Project Costs	\$7,501,035
	say	\$7,500,000

Appendix 2 Summary and Full Schedule of Works and Delivery Schedule

Task Name	Duration	Start	Finish	%	2019				2020				2021				2022			
					Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<New Milestone>	0 days																			
Project Establishment & Governance	14 days	Wed 1/07/20	Mon 20/07/20																	
Commence Project Steering Group and Governance framework.	1 day	Wed 1/07/20	Wed 1/07/20																	
Confirm Project Manager	14 days	Wed 1/07/20	Mon 20/07/20																	
Milestone Reporting for Grant Funding																				
Goolwa Wharf Shed and wharf renewal	625 days	Wed 1/07/20	Wed 23/11/22																	
Detailed Designs	60 days	Mon 6/07/20	Fri 25/09/20																	
Development Approval	60 days	Mon 28/09/20	Fri 15/01/21																	
Specification and Tender Development	30 days	Mon 18/01/21	Fri 26/02/21																	
Procurement	40 days	Mon 1/03/21	Fri 23/04/21																	
Construction	400 days	Mon 26/04/21	Fri 4/11/22																	
Commissioning	13 days	Mon 7/11/22	Wed 23/11/22																	
Shared Paths and Car parks	358 days	Mon 13/01/20	Wed 25/05/21																	
Detailed Designs (Scheduled prior to BBRF)	60 days	Mon 13/01/20	Fri 3/04/20																	
Development Approval	60 days	Mon 13/04/20	Fri 3/07/20																	
Specification and Tender Development	30 days	Mon 6/07/20	Fri 14/08/20																	
Procurement	40 days	Mon 17/08/20	Fri 9/10/20																	
Construction	150 days	Mon 12/10/20	Fri 7/05/21																	
Commissioning	13 days	Mon 10/05/21	Wed 26/05/21																	
Signal Point Upgrade Works	384 days	Wed 1/07/20	Mon 20/12/21																	
Detailed Designs	60 days	Wed 1/07/20	Tue 22/09/20																	
Development Approval N/A	50 days	Wed 23/09/20	Tue 26/01/21																	
Specification and Tender Development	30 days	Wed 27/01/21	Tue 9/03/21																	
Procurement	40 days	Wed 10/03/21	Tue 4/05/21																	
Construction	150 days	Wed 3/05/21	Tue 30/11/21																	
Commissioning	14 days	Wed 1/12/21	Mon 20/12/21																	
Goolwa Wharf Wayfinding signage and Wi-Fi	177 days	Wed 1/07/20	Thu 4/03/21																	
Detailed Designs	1 day	Wed 1/07/20	Wed 1/07/20																	
Development Approval	60 days	Thu 2/07/20	Wed 23/09/20																	
Specification and Tender Development	14 days	Thu 24/09/20	Tue 13/10/20																	
Procurement	40 days	Wed 14/10/20	Tue 8/12/20																	
Construction	60 days	Wed 9/12/20	Tue 2/03/21																	
Commissioning	2 days	Wed 3/03/21	Thu 4/03/21																	

Appendix 3 Risk Management Plan

Alexandrina Council
Risk Management Plan



1. Purpose of Document

Risk management in project management is about identifying, assessing and managing the risks associated with the entire project from inception to completion and commissioning whilst achieving the objectives of the project.

Risk management is an essential part of good project management. Practitioners who manage project risk well are more likely to achieve the project outcomes and objectives.

The recommended risk management approach is based on the Australian Standards on Risk Management AS/NZS 31000 and the Alexandrina Council's Risk Management Policy and Procedure.

There are six steps in the project risk management process:

- establish the context;
- identify the risks;
- analyse the risks;
- evaluate risks;
- treat risks; and
- monitor and report the risks.

The level of detail to be recorded will be commensurate with the value and complexity of the project.

This document is to be read in conjunction with the following documents:

- Project Implementation Plan
- Project Scope

2. Identify, Analyse, Evaluate and Treat Risks

Identify Risks

Risks have been identified by the Project Steering Group in consultation with the Alexandrina Executive Team.

Refer to attached risk register. The risks that have been identified are common to the procurement process and also risks that are specific to this particular procurement.

Goolwa Wharf Precinct Revitalisation Project - Alexandrina Council Project Business Plan
Building Better Regions Fund Round 4, December 2019

Analyse Risks

The risks have been analysed taking into account the existing controls – refer to the attached risk register. The residual risk is the risk remaining after considering the current controls in place.

The criteria for analysing the risk are:

Likelihood – how likely is the risk to occur?

Consequence/impact – what will be the impact if the potential risk eventuates?

Evaluate Risks

Risks have been evaluated in accordance with the Council's Risk Management Procedure and rated using the Qualitative Risk Analysis Matrix.

Treat Risks

Risks that have been assessed as low have been either accepted or assigned minimum treatment.

Risks that have been rated a moderate or high have been assigned treatment and responsibility

And time for managing the risk has been identified.

Monitor Risks

Risks will be monitored by the following methods:

- documenting risks in the Council's risk register;
- revisiting the identified risks at each stage of the procurement process; and
- reporting on the progress of the planned actions.

3. Risk Register

Risk Name & Description What could happen and why?	Current Controls Are there current controls for the risk	Impacts Impact if the risk eventuates	Risk Assessment			Risk Treatment Depending on risk rating - additional controls / mitigation strategy to be implemented (to reduce risk rating)	Responsibility / Due Date
			Likelihood	Consequence	Risk Rating		
Project Management Risk. Mismanagement of the project	Establishment of Project Steering Group and Project Management, PM Standard and Principles	The project will not meet its objectives. Grant requirements will not be met	Unlikely	Significant	High	Regular reporting to CEO and Elected Members on project and risk management.	Project Manager Ongoing
Public relation risk. Public and stakeholders could be impacted by the works.	Detailed communication plan	Loss of public confidence	Unlikely	Minor	Low	A detailed risk management plan and communications staff included on the Project Steering Group.	Project Manager and Communications team Ongoing
Cost control.	Project management standards and principles. Use of a quantity surveyor throughout the project	Project will go over budget or fail to deliver its objectives.	Unlikely	Moderate	Moderate	A reputable quantity surveyor will be used throughout the project.	Project Manager. Ongoing.

Risk Name & Description What could happen and why?	Current Controls Are there current controls for the risk	Impacts Impact if the risk eventuates	Risk Assessment			Risk Treatment Depending on risk rating - additional controls / mitigation strategy to be implemented (to reduce risk rating)	Responsibility / Due Date
			Likelihood	Consequence	Risk Rating		
			Refer to your organisation's ratings for measures				
Negative impact on cultural heritage values of the site.	Existing agreements in place with Ngarrindjeri Regional Authority regarding civil works.	Delays in project. Negative impact on reputation and relationships. Loss of confidence in Council	Possible	Minor	Moderate	Engagement with NRA at project conception stage.	Project Manager/ CEO Upon notification of the grant funding and ongoing.
Quality control of project designs	Qualified and experienced designers and consultants are engaged and peer reviewed during the project.	The project will not meet its objectives. The expectations of the community will not be met.	Unlikely	Moderate	Moderate		Project Manager Ongoing
Selection of inappropriate contractors to undertake the work	Procurement Evaluation Plan and Procedures	Failure to fulfill contract obligations Complaints	Possible	Moderate	High	Alexandrina Council Procurement team responsible for procurement	GM Resources

Risk Name & Description What could happen and why?	Current Controls Are there current controls for the risk	Impacts Impact if the risk eventuates	Risk Assessment			Risk Treatment Depending on risk rating - additional controls / mitigation strategy to be implemented (to reduce risk rating)	Responsibility / Due Date
Delays in legislative approvals required for the project.	Established relationships and prior consultation with State Heritage and SA and Ngarrindjeri Regional Authority. Works are within the current Development Plan. Project timelines allow for adequate time for approvals.	Delays in project. Negative impact on reputation and relationships.	Possible	Minor	Moderate	Commencement of project and Development Applications in line with project time frames.	Project Manager



Attachment 2

Goolwa Wharf Precinct Project Master Plan Options Report

Roadmap to Revitalisation Placemaking Strategy (November 2020)

November 2020



Roadmap to Revitalisation Placemaking Strategy

GOOLWA WHARF PRECINCT

The Background

Goolwa Wharf is a place of cultural, environmental and historical significance in the Alexandrina region. However, it is an underutilised, inactive and undiscovered precinct. It lacks suitable event and property infrastructure, caters only to peak season activation, does not have a curated program of events, diverse range of hospitality offerings or tourism product on offer, and it lacks in brand identity and community.

From January 2021, Alexandrina Council will begin construction on the Goolwa Wharf Revitalisation infrastructure project; upgrading essential infrastructure and amenities in the precinct by December 2022. This project will positively impact the accessibility and functionality of the area, providing additional opportunities for economic activity and employment in the region.

Infrastructure funding will focus on:

- the upgrade of the wharf (including board replacement and structural stability);
- building upgrades to the Wharf Shed (including the addition of air conditioning and façade improvements);
- building upgrades to Signal Point (including the addition of air conditioning, roof replacement and landscaping to improve accessibility); and
- new wayfinding signage and the expansion of the free wi-fi zone.



This infrastructure project provides Alexandrina Council with the **opportunity to define and create a new place identity for Goolwa Wharf.**

In June 2020 The Pop-Up Co. was engaged to develop a placemaking strategy for the Goolwa Wharf.

Our Roadmap to Revitalisation strategy addresses the current challenges and opportunities that exist in making the Goolwa Wharf a vibrant and active precinct. It includes a staged action plan for the implementation of a two year placemaking project which will lay the groundwork for the establishment of a strong place identity and brand for the Goolwa Wharf. Aligning this strategy with the Goolwa Wharf infrastructure project will ensure a cohesive and coordinated transition from an outdated, dysfunctional place into one which has both the infrastructure, brand and renewed community enthusiasm to drive economic activity, investment and increased tourism visitation beyond December 2022.



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<i>Why and what is a 'successful place'?</i>	
<i>The theory behind the strategy</i>	4
<i>The Case For Place</i>	7
<i>The History</i>	9
<i>The Place Audit</i>	10
<i>Why a Place Audit?</i>	10
<i>Goolwa Wharf Precinct Place Audit</i>	10
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Why and what is a 'successful place'?

The theory behind the strategy.

Great public spaces are those places where celebrations are held, social and economic exchanges occur, friends run into each other, and cultures mix.

They are accessible; people are engaged in activities there; the space is comfortable and has a good image; and finally, it is a sociable place: one where people meet each other and take people when they come to visit.

– Project for Public Spaces

The practical consideration of place is seeded from the theory of urban design. Local governments and commercial property developments across Australia and the world are seeing the benefits of place in not just creating a pleasant urban environment for social gatherings and relaxation, but in facilitating new industries and become a thriving hub for economic development activity. For example, in August 2020, the Property Council of Australia released the [Principles of Successful Precincts report](#), which found a **precinct with a \$2 billion price tag generates \$5.7 billion in economic activity.**

A vibrant and active place is carefully curated. It is defined and aligned with a brand and tourism visitation strategy for a region or township. It is resourced and governed to enable dynamic change, creativity and innovation – as defined by the stakeholders and visitors of the place.



A successful public space achieves the following five core elements:

- **Drives understanding & meaning**

People feel more comfortable in a space if they understand it, interpret it, and find meaning in it. The space has a clear purpose, is well defined, tells a story and connects people to the heritage and vision for the area. There is a sense of pride in being part of and showcasing the space to others. It strengthens the self-image of those who use it.

- **Connectivity & accessibility**

The space generates movement and accessibility between places, offering maximum choices for visitation and lingering. They are walkable, accessible to all members of the community, easily navigable and provide a pedestrian corridor to the rest of the town. It is accessible to a mix of ages, demographics and ethnicities.

- **Adaptable, varied & active**

Accommodating for a large range of uses and activities each day, week and season. They inspire a range of activities which link to the purpose and meaning of the space and are programmed with seasonal events and cultural experiences that leverage the space. Infrastructure is available for flexible pop-up activation and complements the existing permanent tenancy mix.

- **Sustainable (environmentally & economically)**

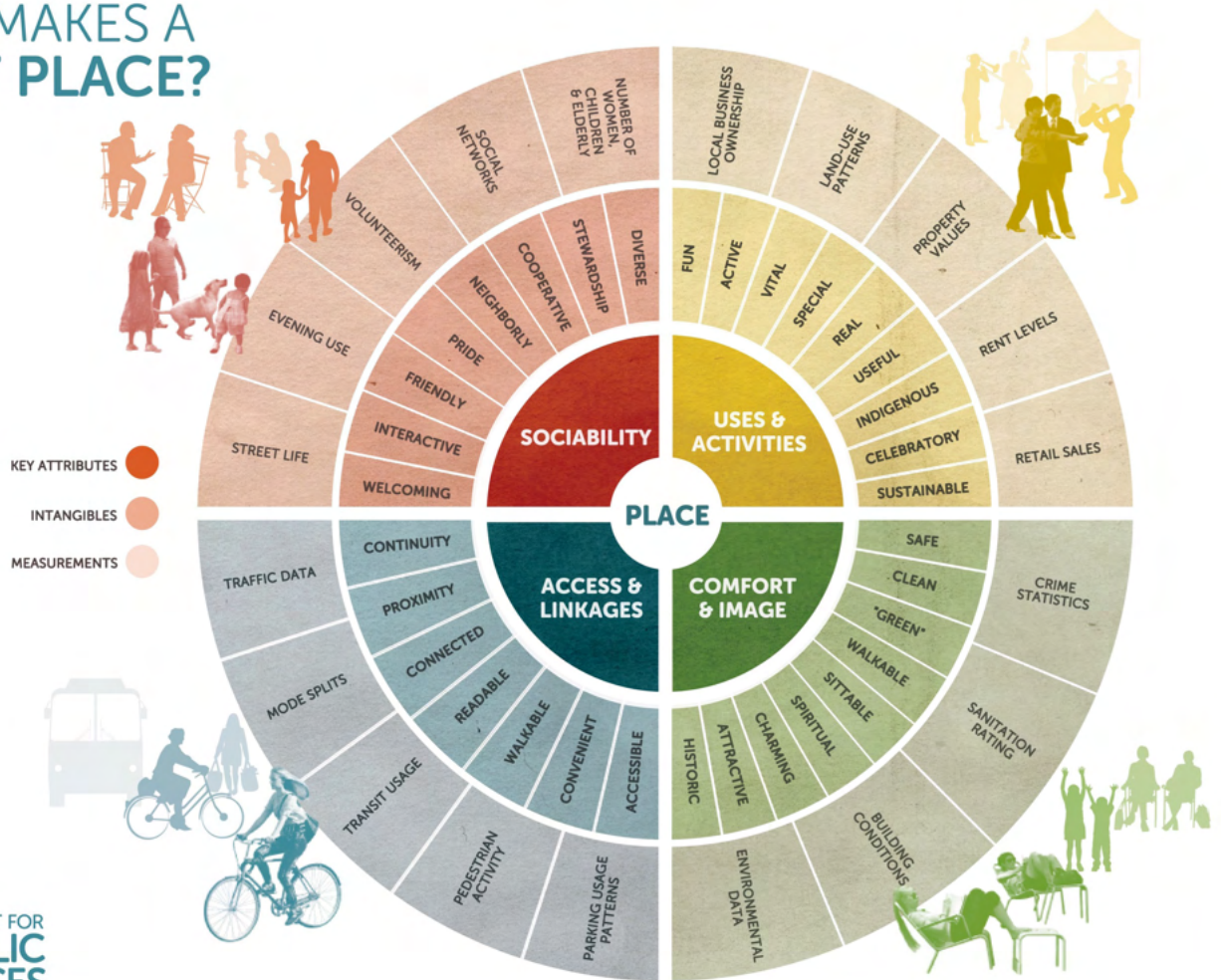
Successful urban spaces help sustain economic, social, cultural and ecological outcomes. They consider both built and natural environments.

- **Safe & comfortable**

The perception of safety during the day and night is imperative to creating a space that people feel comfortable in spending time in.

Shade, places to sit, lighting, cleanliness and amenity accessibility are core infrastructure elements of activating a space during all hours of the day. This ensures longer linger time and drives regular visitation that doesn't rely solely on temporary events to create activity.

WHAT MAKES A GREAT PLACE?



Beyond amenity and physical infrastructure, a variety of factors come into consideration when creating a successful place. Sourced from Project for Public Spaces.



The Case For Place

The Pop-Up Co. has identified two precincts with comparable environments, economies and target visitor demographics to the Goolwa Wharf Precinct.

These precincts each exhibit a considered approach to the creation and management of place. They are both vibrant waterfront precincts, designed as a tourism hub for their cities, and are active contributors to the tourism and business economies. Comparative analysis of these two precincts highlights the opportunity for the Goolwa Wharf to develop its own unique visitor economy and become the tourism epicentre of the Alexandrina Region.

Brooke Street Pier, Hobart

[Brooke Street Pier](#) is a floating pontoon that operates primarily as a ferry terminal for tourists to visit MONA (Museum of Old and New Art) six times a day from the waterfront of Hobart, Tasmania. The terminal also consists of a public space and market area for other tourism operators and suppliers of Tasmanian produce. It houses The Glass House restaurant, a café, espresso bar, and can be transformed into a space catering for events for up to 1,200 people.

The Brooke Street Pier is a commercial entity which activates the Hobart Wharf precinct on a daily basis. TRADE is a market space that operates within Brooke Street Pier and is managed by a cooperative, providing micro tenants with 10-50sqm of space on monthly, annual or triannual leases. TRADE fosters a creative start-up economy in the waterfront precinct; enabling new, innovative, boutique local Tasmanian businesses to test and trial their business ideas in a low risk environment. TRADE also manages regular programming of twilight markets and encourages tenants to explore an interactive retail sales model, offering sampling, demonstrations and tastings of their products.



Takeaway Learnings

- Commercial entities can define and activate a precinct when empowered to do so under a structure of governance, marketing and financial support.
- Concentration of hospitality and retail offerings does not dissuade economic activity, but instead drives it.
- The use of micro, rolling, affordable tenancies for activation in a large, underutilised place can attract unique, innovative start-up businesses who are adept in using digital and engaging retail sales techniques to stimulate visitor interaction and economic activity.

Port of Echuca, Victoria

A waterfront precinct exemplary of its ability to showcase and engage tourists around its river and steam powered history.

The [Port of Echuca](#) provides a curated and diverse range of tourism products including steam paddle boat river cruises, a function and events space and educational school tours. There is an engaging interpretive discovery centre linked to self-guided or professional tour guide led walking tours of the precinct with audio and static and digital wayfinding signage.

The Port of Echuca provides an example of how investment in the professional operation, marketing and management of an interpretive centre and events space can drive long term income for the successful attraction and maintenance of a working steam powered riverfront. Furthermore, the precinct is beginning to see the positive impact of the investment in a five-year placemaking plan established in 2018, with the Campaspe Shire Council currently reviewing the opportunity for management of the precinct to be taken over by a locally funded and coordinated precinct authority.



Takeaway Learnings

- The investment in a considered, measurable placemaking plan can drive economic and tourism activity.
- Interest in history museums is decreasing in younger age groups, but historical tourism that connects to personal, family origin stories and memorabilia is still relevant.
- The 'tourist' no longer exists, and instead visitors want to become a 'temporary local.' Visitors thrive on, and seek out, opportunities for experiencing and immersing themselves in local culture, art, environmental and hospitality offerings.
- A digital presence and strong brand identity are essential to diversifying your visitor demographic and creating a unique selling proposition in a competitive market of local and interstate tourism offerings.





The History

Goolwa Wharf has a strong set of natural, cultural and recreational assets that will continue to be the backbone of the precinct and provide a platform for renewal. These assets are currently underutilised, inactive and undiscovered.

The Goolwa Wharf does not have a consistent physical or online brand identity. However, **one thing the Goolwa Wharf does have in abundance is stories.** The indigenous, colonial, industrial and even modern heritage and tales of the local area were a prominent feature of our interview-based research with locals from the precinct. There is an opportunity to present these stories in the physical exploration of the precinct through digital technology, art and signage, and through the development of an online social media and website presence specifically designed for the precinct.

There is no baseline tourism data of the Goolwa Wharf however anecdotally it has been reported, by local tourism operators, hospitality businesses and the Alexandrina Council, that visitors to the precinct are primarily locals, travelling friends and family of local relatives, or Adelaide day trippers.

The Goolwa Wharf is the start and end point for a diverse range of tourism offerings, including the Steam Ranger train, the Spirit of the Coorong and the PS Oscar W. It is also has destination based hospitality and cultural offerings such as, gin and whiskey tastings from the Fleurieu Distillery, wine and regional providore platters from the Wharf Barrel Shed, and regular curated exhibitions at Signal Point Gallery. However, there is a disconnect between the operating hours of these tourism offerings, a lack of coordinated seasonal marketing of themed activities amongst businesses, and no connected tourism product offerings between businesses which would enable longer stays and exploration of the precinct.



The Place Audit

Why a Place Audit?

A place audit helps identify key areas of strength, weakness and opportunity in a place. It inspires and guides the development of temporary programming and activation initiatives, whilst informing long-term strategies for solving problems and taking advantage of the opportunities presented. It defines a baseline from which to refer to in evaluating the outcomes of a placemaking project.

Goolwa Wharf Precinct Place Audit

On October 6, 2020, a Goolwa Wharf place audit was conducted. This audit assessed the precinct's amenability, safety, walkability, visibility and moments of surprise and delight. All of these being important elements to the establishment of a place and a community where people want to spend time and business wants to operate.



Summary of findings

1

A sense of arrival

The two '**Goolwa Wharf**' entrance signs on the corner of Hay and Porter Street and on the corner of Cadell Street and Cutting Road are out of date, inconspicuous and do not provide physical direction. Visitors do not know the wharf exists, or how to find it.

The spectacular archway of Norfolk Pines down Cutting Road provides a grand entrance, however pedestrian and bike access is hazardous. This entrance provides the **opportunity to tell a story of the precinct through interactive signage** as visitors enter. It is the main artery connecting the wharf to the main street, and an opportunity to provide a positive first impression day and night.

There is no consistency of brand on signage across the precinct.

The first building you arrive at, **Signal Point**, has an **unapproachable façade** which looks closed during the day, and it does not have a clearly defined or accessible entry point. The frontage should be landscaped to encourage easier access to Building 1 and 2 from the ground floor.

2

A feast for the senses

There is a significant **lack of open hospitality offerings** in the precinct during the week, on weekends and during off peak holiday season. The opening hours of cafés and range of fare are as follows:

- Hector's (a la carte and café style dining, coffee and alcohol) – Currently inconsistent opening hours due to COVID-19
- Wharf Barrel Shed (offering toasties, grazing platters, coffee and alcohol) – Open Wednesday to Sunday 12pm-late
- Fleurieu Distillery (alcohol only offering) – Open Wednesday to Sunday, 11:30am-4:30pm.

As the central transport hub for The Steam Ranger, Spirit of the Coorong and PS Oscar W there is an **opportunity for packaging tourism products** amongst all three operators and local hospitality and cultural offerings.

3

A place to sit

*There is a significant **lack of public shaded seating** in the precinct – particularly on the waterfront.*

The Pop-Up Co. counted the following:

- 7 benches in the precinct, 2 in front of the war memorial on Cadell Street, 4 on the waterfront and 1 out the front of Signal Point Building 1.
- 11 large, dilapidated platforms that could be utilised for seating in Jaralde Park.
- 2 picnic benches and tables near the Amelia Park Playground.

Updated and varied communal outdoor dining facilities, providing seating for between two to eight visitors at once could also serve as part of an interpretive cultural walking tour of the precinct and as part of a digital strategy for sharing photos and experiences in the precinct online.

4

Walk the beat

The pedestrian access to the Goolwa Wharf from the northern side of Hay and Cadell Street is dangerous. Cars speed around a blind spot corner from both entrance points and it does not provide a welcoming or safe entrance into the precinct.

***Pedestrian and cycling paths through the precinct are disjointed, hazardous and lack wayfinding signage.** There is one clear pedestrian path to the waterfront, and this comes off of The Steam Ranger platform, not from Cutting Road.*

The lack of sealed roads makes it difficult for disability access.

*A cycling path rides through the precinct, connecting cyclists from Clayton Bay through to Goolwa and the Southern Fleurieu. The precinct provides the perfect central **opportunity as a cyclist rest stop and meeting point.***

There was one bike rack installed on the waterfront in the precinct. The opportunity exists for more bike parking near Jaralde Park and Amelia Park Playground, incorporating interactive wayfinding signage to encourage cycling visitors to stop, explore, take photos and engage with the precinct.

There are over 125 designated car parking spaces in the precinct.

5

Clean and practical

The area is very clean and presentable, the grounds are tidy and well maintained.

The northern side of the precinct near the Chart Room and Amelia Park Playground does not have easy access to amenities, making it a prohibitive space for families to spend a considerable length of time.

Long term consideration should be given to installing public toilet facilities in this area of the precinct if it is to be regularly accessed for a variety of functions.

6

Telling a story

The stories, history and cultural of the precinct are extraordinary but not told in an engaging, interactive manner through public art or interpretive signage.

Historical signage situated in the precinct is small and hard to notice from a distance, it is dated, static and is focussed on the colonial and industrial heritage of the region.

7

Adaptable use

Access to power in Jaralde Park provides great opportunity for activation on non-market weekends and weekdays.

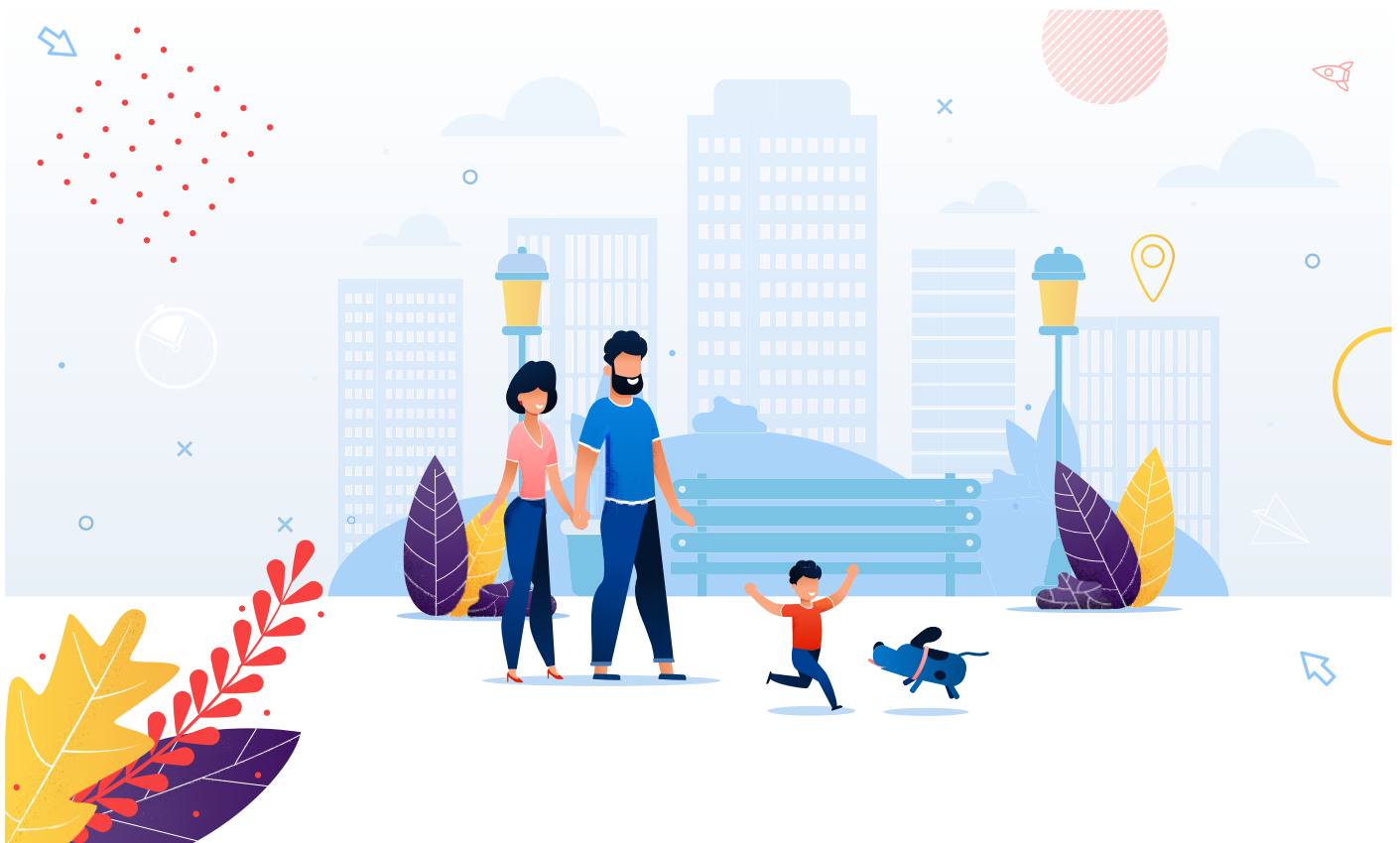
Power access in the upright boat end structure on the waterfront provides another underutilised space for activation.

Power access could be added to the lawns in front of Signal Point, the lawns in front of the Chart Room, the unsealed dining area outside the Fleurieu Distillery, and the unsealed car park behind the Spirit of the Coorong; enabling adaptable use of these spaces for events.

The Place Vision

The Pop-Up Co. has created a draft place vision, referencing the 2019 Goolwa Wharf Precinct Ideas Survey[^], conversations held with active business owners in the area^{*}, consideration for the recommendations contained in the Kiikstart Reimagining VIC's Report, consultation with Ngarrindjeri leaders and representatives of the Ngoppen Ngarrindjeri Ruwe (Walking Ngarrindjeri Lands) Cultural Tourism Plan and of Ngarrindjeri Aboriginal Corporation[#] and interviews conducted with members of Alexandrina Council^{**}.

This place vision directs the placemaking strategy and its action items. Preliminary assessment of the vision and proposed placemaking plan should be **reviewed and considered in the context of the council's new community plan, Alexandrina 2040 and the revised Economic development Strategy, the Kiikstart Reimagining VIC's Report, a broader Wooden Boat Strategy, and in consultation with relevant stakeholders.**



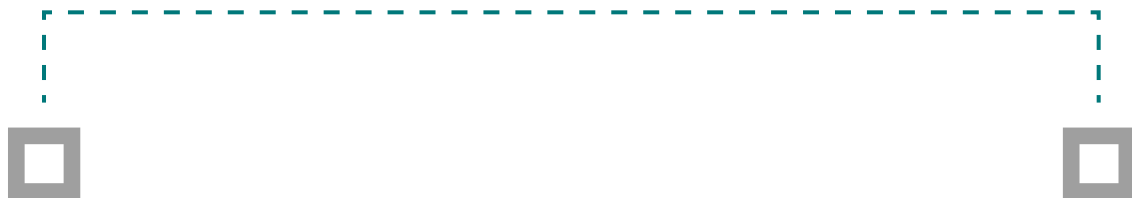
FOOTNOTES

[^]'Goolwa Wharf Precinct Ideas Survey', conducted via the Alexandrina Council's My Say website from 26 April to 20 May 2019.

^{*}Interviews conducted with Chris & Steve Ramsey from the Wharf Barrel Shed & Michael Veenstra from the Spirit of the Coorong on 6 October 2020.

[#]Interviews conducted with Clyde Rigney Jnr, Project Lead for Ngoppen Ngarrindjeri Ruwe on 10 September 2020, and Bill Wilson, Engagement Coordinator of the Ngarrindjeri Aboriginal Corporation on 29 September 2020.

^{**}Across 3 days on the 24 July, 26 August, 6 October, in person interviews were conducted with Alexandrina Council's General Manager Growth, Manager Projects and Design, General Manager Environment, General Manager Wellbeing, Gallery Manager, Tourism Coordinator and the Economic Development Manager.



The Goolwa Wharf Precinct Vision

A place strengthened by its active cultural and historical connections. Unique in its living steam powered history through the PS Oscar W and The Steam Ranger train, it evokes the spirit and stories of its industrial and colonial heritage. Providing recreational activities and opportunities to engage with the water through waterfront bike paths, water adventure sports and ecotourism offerings for visitors.

A special "meeting of the waters" place for the Ngarrindjeri people, providing an economic and cultural platform for the acknowledgement of place, connection to culture and showcase of artistic and innovative entrepreneurial pursuits.

A place to eat, drink and shop, the precinct provides a gateway to exploring the Southern Fleurieu and surrounding hills and farmland. A cultural tourism hub, programmed with pop-up and ongoing experiences and events, visitors can sample and buy enticing offerings from local producers before starting their journey exploring the rest of the Alexandrina region.



The Objectives

Placemaking is not stagnant, or static. It is the dynamic evolution from creating a place identity through to activating a place, as defined and driven by the key stakeholders and community who use it.

The Roadmap to Revitalisation strategy is a staged, actionable management plan for Alexandrina Council to implement. It identifies the resources and actions required to achieve the following objectives:

- **create a place identity** for the Goolwa Wharf Precinct that can be used to market and drive economic development and cultural activities for the area;
- **engage stakeholders on the journey** of defining, designing and collaborating to create a precinct; leading to the formation of an empowered group of ambassadors who can drive precinct activity long term through the formation of a business association;
- design and build a **walkable, interconnected, accessible pedestrian precinct**, encouraging exploration from the waterfront to the Goolwa Main Street and township;
- create an **agile property planning framework** including a pop-up, rent free lease and a long term commercial lease model which supports a diverse tenancy mix of start-up and established innovative retail, hospitality, arts, cultural and tourism businesses; and
- utilise a co-creation model for **seasonal peak and off-peak event programming**, driven by the production of council run events and marketing and attraction of local and interstate event producers.

If implemented correctly, this strategy will transform the precinct into a vibrant place of cultural and environmental significance. Goolwa Wharf will become activated with events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and one which encourages locals and tourists to stay and explore the region further.

As a revived tourism epicenter it will drive flow on economic benefit to the surrounding towns in the Alexandrina Region. Goolwa Wharf will excite and entice visitors to explore the region's offerings beyond a day trip.



The Approach

The Pop-Up Co. has undertaken a series of stakeholder interviews between 1 July – 6 October 2020, conducted desktop research of opportunities for development in Goolwa Wharf, completed a comparative analysis of two vibrant wharf precincts across Australia, and administered a place audit to compile this placemaking strategy.

The Pop-Up Co. has defined the Goolwa Wharf place vision, identified opportunities and initiatives to be actioned, and formed a two year staged placemaking plan for implementation from January 2021 to December 2022.

This plan aligns to the Goolwa Wharf infrastructure project timeline[^] to ensure cohesion of placemaking and construction activities in the redevelopment of the precinct.

We have defined five stages to implement this placemaking project, identifying internal council resources and operational considerations which will enable its successful implementation.



FOOTNOTE [^] The Goolwa Wharf infrastructure construction timeline was specified by the Manager Projects and Design, Alexandrina Council in an interview on 25 August 2020.

Project Timeline

January 2021

Stage 1

'Embodying placemaking': Resourcing the project.

KEY ACTION: Adapting council governance structure and employing a Precinct Manager.



January to April 2021

Stage 2

'Telling the story of the Goolwa Wharf Precinct': Creating connection to place.

KEY ACTION: Develop a Goolwa Wharf Precinct brand and create an interpretive walking trail through the precinct.

GWIP ACTION: Goolwa Wharf Infrastructure Project (GWIP) planned stakeholder engagement



March to December 2021

Stage 3

'Creating a safe place for all': infrastructure and amenity upgrades to enable accessibility to place.

KEY ACTION: Conduct a parking, pedestrian and outdoor dining audit and implement findings.

GWIP ACTION: Goolwa Wharf construction of wayfinding signage, resurfacing car parks, upgrading and installing free wifi



July 2021 to December 2022

Stage 4

'Vibrant not vacant': programming pop-up spaces and events.

KEY ACTION: Implement a property activation plan in underutilised tenancies on the wharf and curate and attract a unique annual, all-season program of events that delivers on the place vision for Goolwa Wharf.

GWIP ACTION: Goolwa Wharf Shed and Signal Point Gallery building upgrade



December 2022 to March 2023

Stage 5

'Developing a community': long term place and property planning and business stakeholder engagement.

KEY ACTION: Evaluate placemaking project outcomes and develop long term economic strategy for growth for the precinct.

GWIP ACTION: Infrastructure works completed December 2022



The area of focus

Alexandrina Council has defined the Goolwa Wharf Precinct as spanning from Goolwa Terrace to the Chart Room around to the corner of Admiral Terrace & Baronet Street (refer to map 1).

Considering the timeline and resources available, this Roadmap to Revitalisation strategy focuses on conducting temporary activation and placemaking activities within a smaller area of focus between 2021 to 2022 (refer to map 2). This area incorporates the properties and open green spaces contained within it, and is central to the four key infrastructure projects being developed during the period, including:

- the upgrade of the wharf;
- building upgrades to the Wharf Shed;
- building upgrades to Signal Point Gallery; and
- installing new wayfinding signage and expanding the free wi-fi zone in the precinct.

A contained precinct boundary and timeline for activation enables Alexandrina Council to effectively and transparently define and communicate measurable objectives of the placemaking project. It also provides a framework for evaluating and reporting on the project's outcomes upon conclusion in December 2022.

Precinct Placemaking Map

Map 1



Alexandrina Council original defined Goolwa Wharf Precinct boundary lines.

Map 2



Roadmap to Revitalisation Placemaking Strategy activation boundary for 2021 - 2022

Stage 1



'Embodying Placemaking': Resourcing the project.



Structure, Governance and Role Deliniation

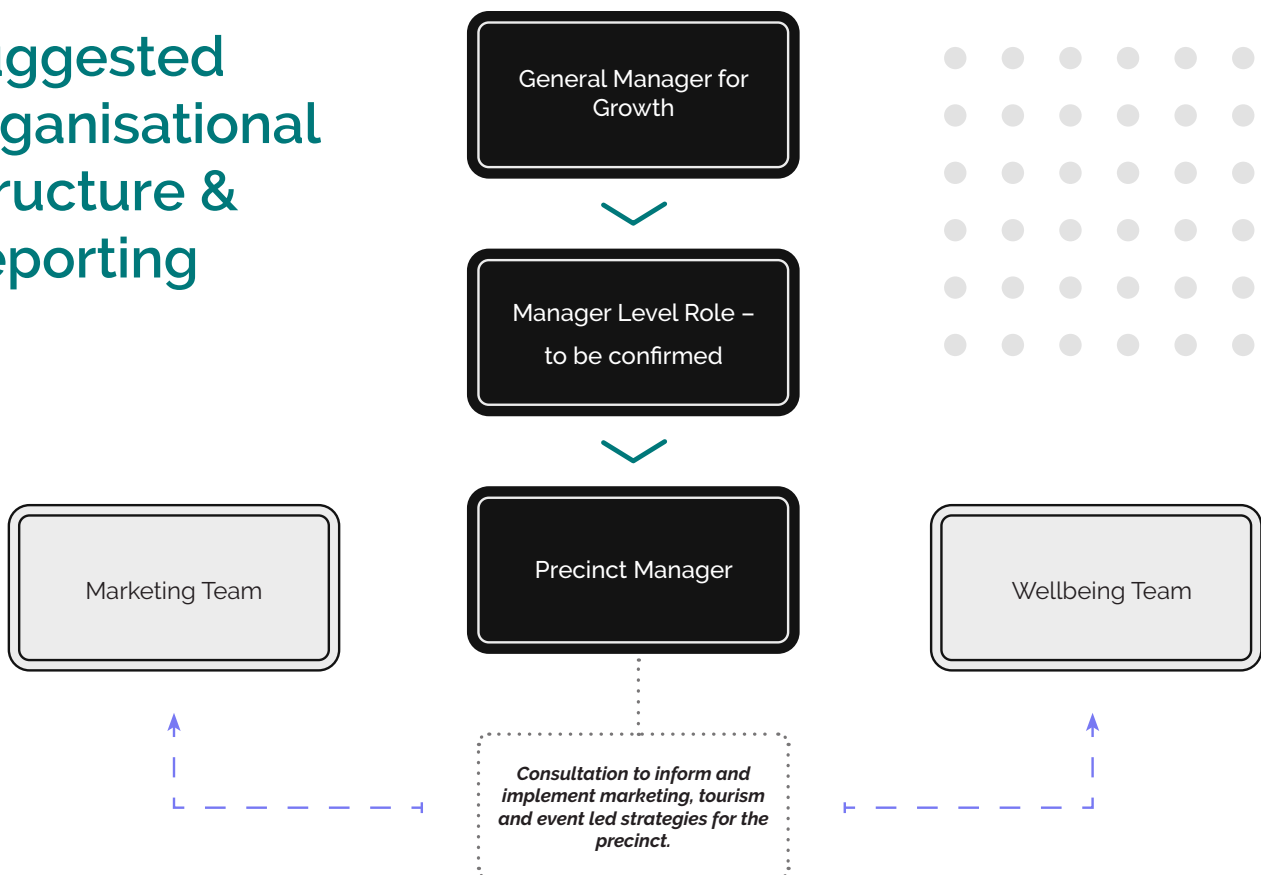
An agile, adaptable and supportive operating environment and council governance process is imperative to successfully implementing the transformation of place in a dynamic, efficient way. A vibrant and active place is carefully curated, defined and aligned with a council's economic and tourism strategies. Placemaking needs to be resourced with a budget and a dedicated human resource to ensure a place vision is realised. A commitment and investment in place demonstrates a council's commitment to the long term economic and cultural development of a precinct.

The first step to embodying placemaking is through the employment of a suitably qualified Precinct Manager / Coordinator in Alexandrina Council. This role will be responsible for guiding the placemaking process, engaging stakeholders and defining and evaluating the outcomes from the two year project. The role will report to a Manager (tbc) in the Growth Division, championing and implementing the key initiatives of the placemaking project from January 2021 to December 2022. It will also be accountable to the outcomes of the placemaking strategy.

The Precinct Manager will provide an ongoing 'in place' presence, becoming a conduit between precinct stakeholders and the Alexandrina Council. The role will ensure the relationship management and empowerment of stakeholders to trial, test and drive activity in the precinct.

The Precinct Manager will hold monthly stakeholder meetings involving local businesses, precinct champions/ambassadors, arts and cultural institution representatives, and Ngarrindjeri leaders and community. If willing, members of this group will be encouraged to join a voluntary Precinct Reference Group, enabling regular consultation and a communication channel between council and interested and engaged parties of the precinct. From December 2022 this group will be encouraged to formally associate, employing its own Precinct Coordinator from annexed annual funding by the Alexandrina Council. The group will be responsible for independently managing the marketing and event activation of the precinct from January 2023 onwards. An internal Alexandrina Council resource will no longer be required to focus its attention on this precinct and can be allocated to assisting with Goolwa mainstreet master-planning or other precinct development opportunities in the Alexandrina region.

Suggested Organisational Structure & Reporting



ACTION STEPS

#	Activity	Lead	Timeframe
1.1	Finalise recruitment, induct and onboard a Precinct Manager	Growth	December 2020
1.2	<p>Undertake a baseline assessment to develop a critical reference point for assessing change for the following elements within the Goolwa Wharf Precinct;</p> <ul style="list-style-type: none"> • 2018 to 2020 visitor demographic data • 2018 to 2020 economic spend • percentage of vacant tenancies at the current time (for private and council owned properties) • number of public events held per season in 2019 and 2020 (to account for COVID-19 anomaly) • consider the use of Spendmapp to assess the economic spend in the precinct from 2018 to 2020 	Precinct Manager (PM)	January 2021
1.3	Develop an approach to evaluate individual initiatives trialled through the placemaking approach.	PM	January 2021
1.4	Map out inter-dependencies and connections between placemaking activities and other Council priorities, such as the Alexandrina 2040 and the recently revised Economic Development Strategy.	PM	January 2021
1.5	Establish an appropriate communication and governance process, which enables ideas raised by place stakeholders to be quickly approved by Council CEO and facilitate required engagement with Councillors and other key stakeholders.	PM	January 2021

Stage 2



'Telling the story
of the Goolwa
Wharf Precinct':
Creating
connection to
place.



Tourism across the globe is becoming more about journeys and experiences than simply viewing or visiting places and destinations. Research has repeatedly found that what encourages a visitor to a certain destination is its ability to engage in unforgettable and truly inspiring experiences that touch visitors in an emotional way and connects them with special places, people and cultures. Excelling in the art of storytelling and using innovative presentation skills to connect the visitor to a desired time and place are essential to compete on a global scale.

– Australian Heritage Tourism, Directions Paper, June 2018.



What are we saying?

A successful place drives understanding and meaning – the place has a clear purpose, tells a story and connects people to the heritage and vision of the area.

When conducting internet research on the Goolwa Wharf and Goolwa township, The Pop-Up Co. identified that there was no clear tourism brand or marketing strategy for the precinct. Multiple websites exist (Visit Alexandrina, Goolwa Tourism 5214, Fleurieu Peninsula, Citta Slow, Discover Murray River) each promoting a different story, tourism offerings and activities that are not appealing to the Alexandrina Council's target demographic for the Goolwa Wharf.

Recognisable brand collateral, consistent visitor experiences, and a marketing and communications plan needs to be developed for Goolwa Wharf.

The Goolwa Wharf brand will be an expansion of its place vision and identity. The place vision and the brand together will form the backbone and guidebook for all placemaking initiatives in the precinct as part of the Roadmap to Revitalisation strategy.



Who are we saying it to?

It is important to know the demographic profile of visitors to the precinct now, and how that will change in the future. This ensures we can effectively consider how to drive change to attract a new target market to the precinct.

Alexandrina Council does not have historical demographic visitor data for the Goolwa Wharf. It is recommended that an immediate local profiling and research project is conducted to be able to develop a baseline for comparative measurement upon conclusion of the placemaking project (refer to action item 1.2 and 2.1). Some of this information can be gathered from an Australian app called Spendmapp.

Alexandrina Council[^] and The Pop-Up Co. have defined the potential target demographic of the Goolwa Wharf Precinct from December 2022.

The future precinct will attract travelling local or interstate visitors who are;

- Young families with children aged above 7
- 20 - 40 year old couples with disposable income
- 60+ retiree, travelling, empty nesters

Local and interstate tourism has been identified as a large proponent of the visitor economy in the Goolwa Wharf Precinct. The investment of a Visitor Information Centre at Signal Point in 2022* will make the precinct a cultural tourism hub; a destination defined by its tourism experiences and a place to begin your journey before exploring the rest of the Alexandrina region.

Goolwa locals will become proud ambassadors to the Alexandrina region, wanting to invite friends, families and visiting tourists to relax and explore the local environment and culture of the area. Knowing it is ever changing due to a thoughtfully curated seasonal program of events, activities and offerings.

Please note that The Pop-Up Co. recommends an extended stay tourism strategy is explored in 2023 or 2024, once a defined strategy for night-time activation is invested in the precinct.



FOOTNOTES

[^] Defined by General Manager Growth, stakeholder interview and email communication conducted on 26 and 27 August 2020

* Defined by the Kiikstart Reimagining VIC's Report

How are we saying it?

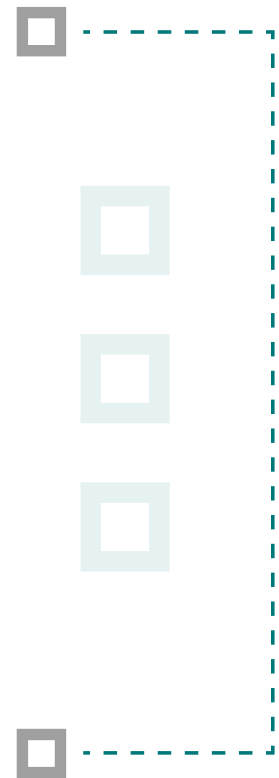
One of the simplest ways to drive connectivity, and tell the story of a place, is via signage. **Signage communicates the brand of a precinct.**

Dynamic print and digital signage can tell the story of precinct's history and culture. It can drive self-guided or operator led tourism opportunities, social and digital engagement, and increase linger time in a precinct. It should be consistent in colour, texture, shape and treatment across all wayfinding, directional and interpretive elements, whilst still being engaging and encourage exploration of a place.

Signage does not need to be static and considerations should be given to the incorporation of new interpretive signage technology including, digital QR codes, beacon technology, sound and light.

Signage is also used to define the boundaries of a precinct and create a sense of arrival. It sets the scene, emotionally and physically for a precinct, by recognising and telling a story to visitors regarding what they are about to experience.

It should be noted that a **Wayfinding Plan was developed by Elevation Design in 2017** which was created after an audit of the pedestrian, traffic and cycling pathways taken through the precinct. This plan should be referenced in the design of new signage for the precinct in 2021.



ACTION STEPS

#	Activity	Lead	Timeframe
2.1	Evaluate the baseline visitor demographic data of Goolwa Wharf and the recommendations from the Kiikstart Reimagining VIC's report to ensure its alignment with the proposed target market to the precinct.	PM & Marketing	January 2021
2.2	Develop the Goolwa Wharf brand and story, including a suite of visual design collateral. Ensure the inclusion of a diverse array of community representation during this process, including representatives of the Ngarrindjeri community.	PM & Marketing	January 2021
2.3	Define the key stories that will be told of the Goolwa Wharf, including its social, natural and cultural history for use across all council communication activities.	PM & Marketing	February 2021
2.4	Conduct a series of internal engagement workshops with key council administrative stakeholders to ensure awareness and alignment of the placemaking strategy with broader business as usual operations. Review and modify the place vision, target market and proposed placemaking initiatives to ensure acceptance of the strategy.	PM	February 2021
2.5	Align the community engagement process for the proposed Goolwa Wharf infrastructure development with communication and consultation regarding the new place vision and brand redevelopment for the precinct.	PM and Projects & Design	February 2021
2.6	Assess the findings from the 2017 Wayfinding Report conducted by Elevation Design and review the recommendations around suitable locations for signage in the precinct. Review the designs recommended in this plan as potential inspiration for an Interpretive Cultural Walking Trail. Consideration should be given to the new brand for the precinct and the Ngarrindjeri community.	PM & Marketing	March 2021

2.7	Produce a plan for the development of an Interpretive Cultural Walking Trail. Include a strategy for defining content, interpretation tools, location sites and collateral required to tell the stories of the precinct. Co-leadership to be undertaken on this project with representatives of the Ngarrindjeri community.	PM & Marketing	March 2021
2.8	Design two new entrance signs for the Goolwa Precinct off the corner of Hay and Porter St, and Cadell St and Cutting Rd. Seek to fund utilising the wayfinding budget from the Goolwa Wharf infrastructure project.	PM and Wharf Project Manager.	March 2021
2.9	Invite active members of stakeholder engagement sessions to join a volunteer Precinct Reference Group.	PM	April 2021
2.10	Conduct quarterly meetings with the Precinct Reference Group to discuss and drive initiatives in place.	PM	April 2021
2.11	Produce a suite of placemaking digital communication tools that will inform, excite and inspire stakeholders to manage in the initiatives occurring in the precinct.	Marketing	April 2021



Stage 3



'Creating a safe place for all': infrastructure and amenity upgrades to enable accessibility to place.





The 'P' Word

Parking.

Think about the places you like spending time the most, do you go there because of the parking or because of the unique activities, culture, entertainment and retail you can experience?

People don't come to an area for the parking, they come for what's distinct and special about that place.

Parking provides accessibility and functionality to an area, it can increase security and a feeling of safety at night, but it can also hinder the amenability of a precinct. All of that concrete, when not in use, or when covered by cars creates:

- *a lack of visibility and line of site required to encourage visitors to explore a precinct;*
- *reduced confidence and a feeling of insecurity for pedestrians and cyclists therefore limiting their movement around the precinct; and*
- *a disconnect between the precinct and the township, allowing for visitors to treat their destination as part of an A to B car journey.*

The Goolwa Wharf Precinct infrastructure project plans to upgrade and resurface existing car parking and increase the number of spaces available in the centre of the precinct (refer to map inset).

There are over 125 car parks in the precinct, and the addition of a surfaced parking zone behind the Spirit of the Coorong property and on the eastern side of Dunbar Rd will hinder the objectives of council to create a shared use, easily accessible place for all. It will reduce visibility and create a physical disconnect between the entrance and exit to the precinct and the waterfront.

It should instead be transformed into a powered public green space with outdoor furniture, providing an opportunity for regular activation.

Additionally, car parking investment, if required, should instead be located at the edges of the precinct boundary. This will facilitate interconnectedness between the main street of Goolwa (Cadell Street), and the waterfront (refer to the Parking Map inset). It will increase linger time in the precinct and encourage curious visitors to further explore the township, beyond the boundary of the Goolwa Wharf precinct.



Goolwa Wharf Precinct Parking Map: Highlighting the abundance of parking that exists within the precinct, including opportunities for leveraging and highlighting the spaces available. This map also demonstrates the impact proposed parking infill would have on a visitor's exploration and journey through the precinct.



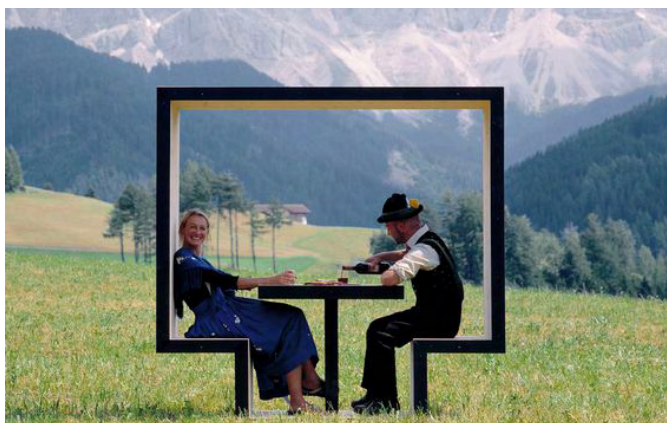
Comfort and Amenity



Shade, places to sit, lighting, cleanliness and amenity accessibility are core infrastructure elements of activating a space during all hours of the day. This ensures longer linger time and drives regular visitation beyond temporary events and activation.

The Goolwa Wharf Precinct has a variety of underutilised open green spaces and beautiful waterfront vistas. A lack of public shade and seating, and weather dependant outdoor dining options by business discourages visitors from relaxing, staying and exploring the area.

The Alexandrina Council has also identified that a significant amount of outdoor dining infrastructure needs to be brought in during major events. This lack of infrastructure is expensive and a financial deterrent to event promoters seeking suitable venues for hosting their events.



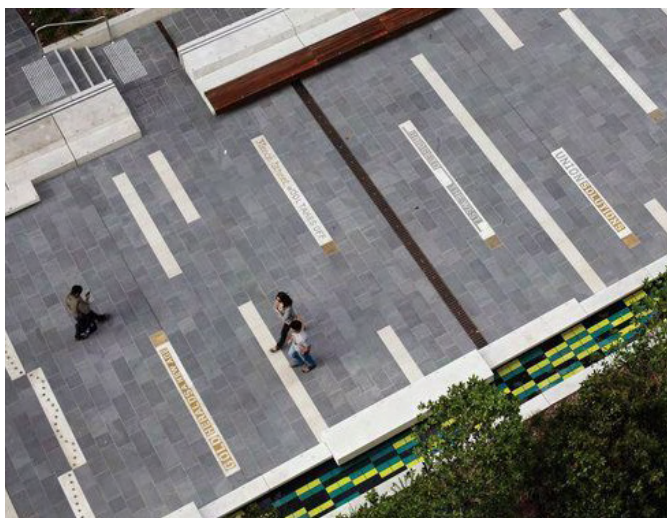
"We could double our outdoor dining area and utilise the existing space available throughout all seasons with the appropriate investment in protective blinds and outdoor heating facilities".

- Steve Ramsey, The Wharf Barrel Shed

The provision of mixed-use shade and seating structures will support existing businesses and cater for temporary events and pop-up activations in the precinct long term. It will enhance the usability and functionality of the precinct and make it less impacted by the seasonality of the area.

The addition of picnic tables, a three-section bin facility and public toilet amenities near the Amelia Park Playground will make the entire northern corner of the precinct more functional and accommodating of young families, encouraging longer usage time and greater economic spend in the precinct.

Pedestrian and Cycling Friendly



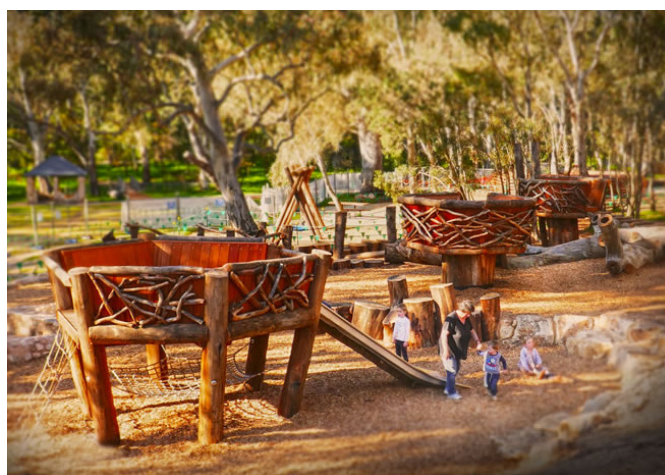
Planned footpath redevelopment for the precinct will significantly positively impact to the walkability and connectivity of precinct and township.*

Cycling tourism continues to grow in the Fleurieu region and South Australia. Bike parking near the Amelia Park Playground and Jaralde Park, combined with attracting cycling friendly events and tourism products to the precinct, provides long term economic development potential.

A Place To Play

The Amelia Park Playground is a good incentive for families to visit the precinct. However, it is limited in the activities on offer, in its connection to the environment, flora and fauna of the waterfront and does not provide ample diverse play equipment for a variety of ages from two upwards.

A nature play space, incorporating connection to Ngarrindjeri culture and dreamtime stories of the river and Coorong would provide a place for play and an interactive and educational engagement activity for young families visiting the precinct.



FOOTNOTES

* Investing in Alexandrina's Future. Goolwa Wharf Precinct Revitalisation Project, Business Plan, December 2019.

ACTION STEPS

#	Activity	Lead	Timeframe
3.1	Conduct a parking and policy audit across the precinct, including areas external to the precinct. Consider bike parking, parking signage, time limitation and revenue raising opportunities available.	PM	April 2021
3.2	Open The Barrage to pedestrians and cyclists. This will create a walking and cycling loop from the Wharf through to the Coorong Quays and the Barrage as a tourist destination.	PM / advocacy role to SA Water	April 2021
3.3	Develop a new traffic management plan for the precinct, including a review of traffic speed, time limit car parks, cycling paths and accessibility during peak event season. Review the existing Wayfinding Plan 2017 to assess the outcome and audit recommendations made around the most effective pedestrian, bike and car pathways taken through the precinct.	Facilities & Infrastructure	May 2021
3.4	Conduct a review of the Wharf Masterplan's seating plan to define design guidelines, scale, number and location of seating in the precinct in reference to this placemaking strategy. This should also include the review of establishing an Outdoor Dining fund, subsidising local businesses to invest in infrastructure and seating outdoors that is conducive to all season and weather trading.	Project & Design	May 2021
3.5	Initiate a 6 month trial weekend parklet program in the car parking space behind the Spirit of the Coorong. Assess outcomes to inform the infrastructure development project on what investment is required in this space long term.	PM & Growth	October 2021 - March 2022
3.6	Develop a case for the redevelopment of Amelia Park Playground. Investigate opportunities for collaborative artistic design of place by working with Ngarrindjeri Aboriginal Corporation.	Wellbeing and Project & Design	December 2021



Stage 4



**'Vibrant not
vacant':
programming
pop-up spaces
and events.**



Events and pop-up activations are low risk investment opportunities that Alexandrina Council can facilitate to enable its stakeholders to experiment with the potential of a precinct. It inspires creativity, excitement and business confidence in the precinct, reinforcing the place vision and brand identity.

Pop-up spaces

The **adaptive re-use of property and its temporary activation attracts innovative entrepreneurs** to test ideas, take risks and thrive. It invigorates economic development and visitor engagement and bolsters the number of business offerings available in the precinct.

Council is in the fortunate position of owning over 85% of the property in the precinct.

Four Alexandrina Council owned properties have been identified as suitable for a two year pilot property activation program.

Properties would be offered on three to six-month, rent-free rolling leases and potential tenants would need to apply for lease of a space. Properties would be fit-out to ensure basic functionality and amenity, and tenants would be encouraged to add their own aesthetics and property improvements.

Four spaces for temporary activation

Chart Room & Lawned Area



Size: Property 46sqm, surrounding lawns approximately 1000sqm of space

Facilities: Power, lights, secure front door, access ramp and concrete paving for parking or positioning a temporary structure on side of property (to be constructed in 2020).

Tenancy options: Seasonal food and beverage operator and arts and entertainment programming

For temporary seasonal use only. The lawns in front of this space would be suitable for small event activation of 500-1000 patrons (seated or standing). Music, arts, outdoor theatre, food and wine showcases could be housed on the lawns and a relevant food and/or beverage operator could operate both inside and outside the property.

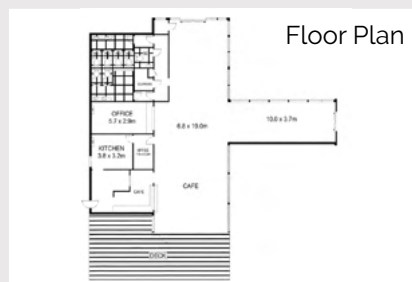
Essential works required for temporary activation:

Temporary toilet facilities (required for a liquor licence)
Potable fresh water access (if food service occurring)
Lockable storage shed for outdoor furniture and umbrellas (if outdoor operation occurring)

Works required for securing a long-term tenancy:

Heating and cooling
Plumbed water
Semi-permanent or permanent toilet block

Signal Point Café and Event Space (Building 1)



Size: Over 200sqm of floor space including indoor cafe and outdoor decking. Also includes 100sqm of office space and amenities.

Facilities: Power, lights, air conditioning and heating, male and female toilets, it is accessible via multiple entrances, outdoor decking, café service counter and small kitchenette with bench top preparation space, plumbed sink and access to exhaust fan for light cooking. 2 small storage offices also available for use.

Tenancy options: A tenancy mix in the space could include:

- Small coffee shop (able to activate the outdoor patio and utilise the kitchen space,
- Winery, distillery or regional co-operative to curate a rotating cellar door and tasting bar
- Natural beauty, body product retailer
- Clothing retailer
- Artist/makers of homewares, jewellery, artwork and ceramics
- Ngarrindjeri arts and cultural space, programmed by Ngarrindjeri Aboriginal Corporation
- Tourism operator

The Kickstart Reimagining VIC's Report (November 2020), identifies this property for use as the Goolwa Visitor Information Centre, including an engaging 'Makers & Producers space' from June 2022 onwards.

Inspired by the Brick + Mortar Creative Space in Norwood, the Adelaide Central Market Producer in Residence program, and the Brooke Street Pier in Hobart, micro tenancies of 4sqm to 20sqm of space could be offered in the building to start-ups and artists on a monthly rolling lease for free or on a peppercorn rent agreement.

This space will provide a low risk opportunity to test and trial a business' commercial viability. A mix of interactive and interchangeable tenants will also provide visitors with a variety of new experiences to sample from on a regular basis.

Tenancies could include rotating studios and retail shops for artisans, retail shops and tasting bars for food and beverage producers and a small coffee shop. This diverse retail space would also be enhanced with the inclusion of a space in perpetuity for local Ngarrindjeri artists to produce, demonstrate and sell product from.

The space could be managed by one tenant, responsible for curating all residencies, or programmed by the Precinct Manager until the Visitor Information Centre moves in from June 2022 and a review of the commercial offering be conducted.

Essential works required for temporary activation:

Reinstatement of the kitchen exhaust would provide significant flexibility to a café operator.

Optional temporary, pop-up market stall structures could be supplied to start-ups as an incentive to activate

Works required for securing a long-term tenancy:

Review of heating and cooling in the space

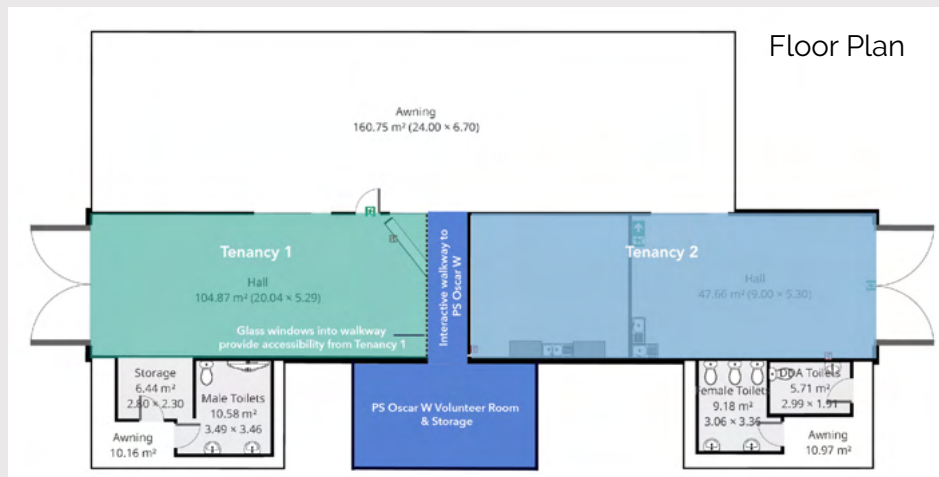
Brick + Mortar Norwood



Adelaide Central Market Residency Program



Goolwa Wharf Shed



Size: Interior property, 150sqm with a 7sqm storage shed

Facilities: Power, lights, lockable, shared toilet facilities behind the shed, space for outdoor dining, plumbed and a kitchen sink in one tenancy.

Tenancy options: Takeaway food and beverage operator, small bar and dining venue, PS Oscar W Volunteer Room, storage shed and interactive historical walkway.

The Kiiikstart Reimagining VIC's Report 2020 has identified the opportunity for the Riverboat Centre to be relocated into the new VIC space in Signal Point from June 2022. This would provide Alexandrina Council the opportunity to tell the story of the PS Oscar W in a modern and contemporary way. It will also enable the VIC and Signal Point to incorporate this story into a more expansive wooden boat exhibition that is seasonally curated. A purpose built boat shed could then be built behind the Wharf Shed to include a small workshop, storage area and kitchen to house the PS Oscar W support team. An interactive historical walkway between the two tenancies would enable the support team direct access to the PS Oscar W, and could become an interactive space for historical display and demonstrations, accessible via Tenancy 1. Floor plan is indicative only of potential tenancy split and location for boat shed.

With the planned infrastructure works to the façade, heating and cooling and boardwalk, it is recommended that the plans to relocate the Riverboat Centre be expedited to occur by September 2021. This relocation will see the availability of at least one vacant tenancy in the Goolwa Wharf Shed. With its waterfront location and new upgrades, the property has strong future commercial potential. Inspired by the wharf dining precincts in Hobart, Sydney and the Docklands in Melbourne, it is recommended that the Goolwa Wharf Shed property is subdivided into two tenancies, featuring complementary unique dining and drinking hospitality offerings that are activated all year round (refer to the floor plan inset).

Seasonal, rent free pop-up activation in the existing Riverboat Centre will be essential to accommodate the interruption caused by planned construction to the building and surrounds from June to December 2022. A culturally diverse, regionally inspired hospitality take away and small dine in café, featuring a breakfast and lunch menu of food, coffee and beverages would complement this property and the precinct. It will drive interest and engagement in the potential investment in this space from January 2023 onwards. The engaged and passionate owners of The Wharf Barrel Shed should also be accommodated for, with support provided for the expansion of the wine bar into the adjoining kitchen. Rent relief should also be considered during construction to cater for any lost business during the period.

Essential works required for temporary activation:

Heating and cooling

Extension of Wharf Barrel Shed property to include existing kitchen from the Riverboat Centre

Semi-permanent walling installed between tenancies

Plumbing connected into the remaining tenancy

Three phase power to the remaining tenancy

Lighting to the remaining tenancy

Addition of a boat shed to accommodate the PS Oscar W volunteers behind the Goolwa Wharf Shed structure.

Works required for securing a long-term tenancy:

Investment in enclosed block out blinds across the frontage to ensure the capability for outdoor dining during windy months.

A pop-up parklet



Location: The unsurfaced area opposite the Spirit of the Coorong building (on The Distillery side of the road).

Size: Approx 500sqm

Facilities: Potential for a surfaced road to be developed by June 2021, easy site access

Tenancy options: Takeaway food and beverage operator, outdoor shaded dining, pop up arts, music and entertainment space

Funding has been allocated to surfacing this central parking lot as a new car park as part of the Goolwa Wharf infrastructure project. However, there is an opportunity for Alexandrina Council to demonstrate the value of activated public space for people, rather than for cars, in this instance.

The Pop-Up Co. recommends the proposed infrastructure spend is alternatively allocated to the construction and install of a semi-permanent outdoor dining and entertainment platform for activation. However, if after initial consultation this is not possible, the space could be utilised as a parklet for temporary activation, programmed and available for hire during peak season events, festivals and market days.

Essential works required for temporary activation:

Three phase power access with distro board installed for plug n' play activation

ACTION STEPS

#	Activity	Lead	Timeframe
4.1	Review suitable locations for the installation of an PS Oscar W volunteer shed, next to the Wharf Shed to accommodate the volunteers and equipment for the boat.	Property & Wellbeing	April 2021
4.2	Go to open market for application of securing a lease in the two newly defined tenancies in the Goolwa Wharf Shed either on the property activation program or as commercial tenancies.	Property	May 2021
4.3	Develop a Property Activation and Marketing Plan for the four proposed council properties for activation from October 2021 to October 2022, including a Property Asset Audit and recommended improvements to ensure they are compliant for their preferred usage.	PM	September 2021
4.4	Develop a Marketing Plan to complement the promotion and attraction for the Property Activation Plan.	Marketing	September 2021



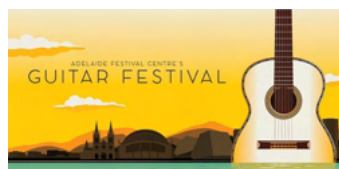
Seasonal Event Programming

A year round, curated events program for the Goolwa Wharf is essential to revitalising the precinct, attracting the precinct's target demographic and stimulating the local economy.

Alexandrina Council needs to invest in marketing the precinct as an attractive, unique and adaptable space for hosting events.

A number of South Australian festivals should specifically be targeted to collaborate and host events at the Goolwa Wharf.

SA Festivals and Events for Venue Collaboration



Event programming opportunities suited to the Goolwa Wharf

Canoeing, wind surfing & paddle boarding, jet & water skiing, sailing and The Big Swing recreational activities



Adventure and water sport based events, carnivals, races, demonstration and come n' try days



Food and wine (wine tasting festivals, BBQ, fire and cittaslow food, Christmas markets)



Outdoor performing arts including theatre (roaming or in situ) and music (ie. Porch Sessions, Music SA regional show-cases, Guitar Festival)





Health and fitness events (Tour Down Under, Coastrek, Oxfam Trailblazer, seasonal cycling tours, cycling markets)



Cycling and bike markets and outdoor activity and health based events



Night time activations (Festival of Light, River Light Show, Laser light and sound show)



The biennial Wooden Boat Festival & related historical celebrations and events.



ACTION STEPS

#	Activity	Lead	Timeframe
4.5	Advocate for increased funding to acquire major and mass participation events to Goolwa Wharf.	PM	July 2021
4.6	Develop a Goolwa Event strategy and budget for attracting festivals and event producers to host their events within the precinct.	PM	July 2021
4.7	Given the reliance and importance of events in achieving revitalisation of Goolwa Wharf, review the delineation of roles and responsibilities required to acquire, manage and deliver events that will drive new visitation to precinct.	Growth & Wellbeing	July 2021
4.8	Develop and market a curated event calendar for the precinct from September 2021 to December 2022.	Events & Marketing	August 2021
4.9	Establish an autumn and winter Community Sponsorship Program, specifically supporting the establishment and promotion of new events in the precinct.	PM, Events & Wellbeing	September 2021
4.10	Develop a tailored online event guide to advertise the spaces available for use within the precinct.	Events	September 2021
4.11	Advocate for a fast-tracked events management and governance process which allocates a dedicated council resource to assisting in the management of permits, supplying temporary event infrastructure and expedites liquor licencing for any events held in Goolwa Wharf.	Events	September 2021
4.12	Advocate for the internal funding and management of two new off peak season events to be held at the Goolwa Wharf per annum.	Events	December 2021



Stage 5



'Developing a community': long term place and property planning and business stakeholder engagement.



By December 2022 Goolwa Wharf Precinct infrastructure works will be completed and the precinct should be settling into its new place identity, attracting a diverse mix of seasonal events and a demographic of entrepreneurs and visitors seeking adventure, food and cultural experiences.

Placemaking Strategic Review and Planning for beyond 2022

Transformational change aligns with ongoing investment, planning and engagement of stakeholders in the precinct.

An evaluation of the placemaking project outcomes in December 2022 will inform the development of a three year economic development strategy for the precinct.

The Precinct Reference Group should be involved in this evaluation process, with the opportunity for the establishment of an independent Goolwa Wharf Business Association discussed with key engaged stakeholders in this group.

Business Coordination Group

A Goolwa Business Association would become responsible for marketing, event coordination and management of the precinct long term. This group could consist of both Goolwa mainstreet and Goolwa Wharf businesses, or be specific to the precinct. This group would be established as an independent association, that operates on an annual grant as well as sponsorship and marketing income. Council funding would be annexed to the employment of a Precinct Coordinator with the goals of the association to be defined independently.

To ensure sustainable operation, revenue generating activities could include business association sponsorship, ticketed networking events, event management and facilitating paid advertising opportunities through a precinct website.

Successful self-managed models such as the East End Coordination Group in Adelaide and the King William Road Traders Association should be consulted for direction and support in establishing an entity.

A Property Management Plan

An evaluation of the Property Activation Plan outcomes will inform the development of a new three year property plan, in conjunction with the economic development strategy for the precinct.

This strategy should include a plan for a diverse tenancy mix, consisting of rolling, rent free pop-up spaces and full commercial tenancies. A mix of lease structures will assist in attracting creative, innovative entrepreneurs who will continue to drive new activity in the precinct.

ACTION STEPS

#	Activity	Lead	Timeframe
5.1	Conduct an evaluation of the placemaking project outcomes and develop a final report for Alexandrina Council, making recommendations of new initiatives, council governance and resource allocation to the management of the precinct from January 2023.	PM	December 2022
5.2	Conduct an evaluation of the Property Activation Plan outcomes and develop a Property Management Plan for 2023-2026.	PM	December 2022
5.3	Develop an Economic Development Strategy for 2023-2026 for the precinct, providing a detailed action plan for attracting bespoke, local businesses and cultural events to invest in the precinct long term.	PM & Growth	January 2023
5.4	Conduct a cost-benefit analysis of a new commercial property model for all council owned properties within the precinct.	PM & Property	January 2023
5.5	Review the appetite with the Precinct Reference Group for the establishment of a Business Association.	PM	January 2023
5.6	Assist in the creation of a terms of reference, governance and funding structure to support the operation of the association, including the potential hire of a Precinct Coordinator, annexed to funding and outcomes defined by the council.	PM	February 2023
5.7	Brief councillors and subsequent to this, develop a paper endorsing commencement of the association, funded in part by the Alexandrina Council.	Growth	March 2023

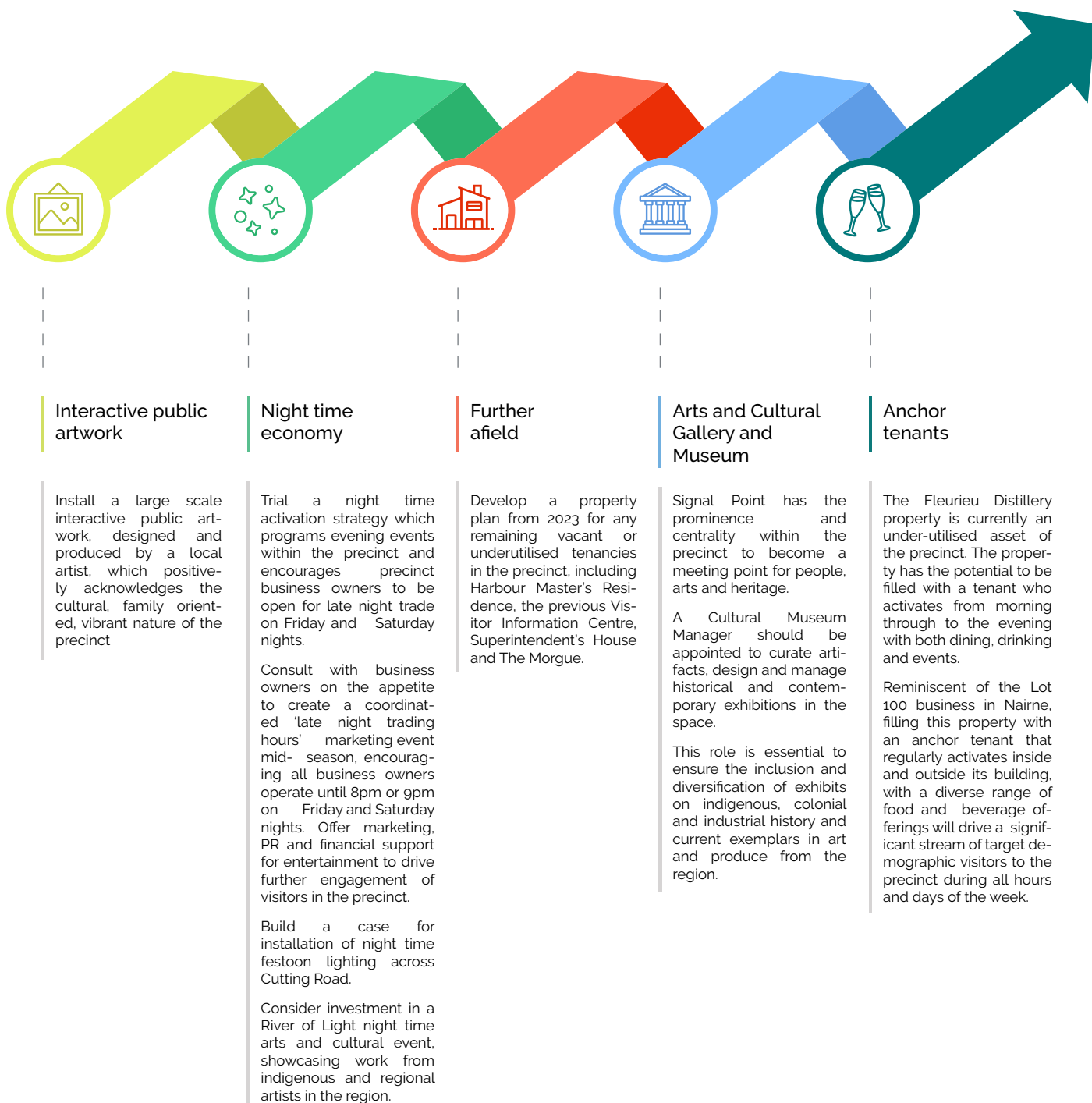


Long Term Opportunities

This two year placemaking strategy lays the foundation for long term growth and activation of the Goolwa Wharf Precinct.

The Pop-Up Co. acknowledges the vast array of opportunities that exist beyond December 2022.

Based on our experience in placemaking, destination marketing and events, we have enclosed a list of priorities for review and potential inclusion in a 2023 to 2026 economic development strategy for the precinct.





Attachment 3

Goolwa Wharf Precinct Project Master Plan Options Report

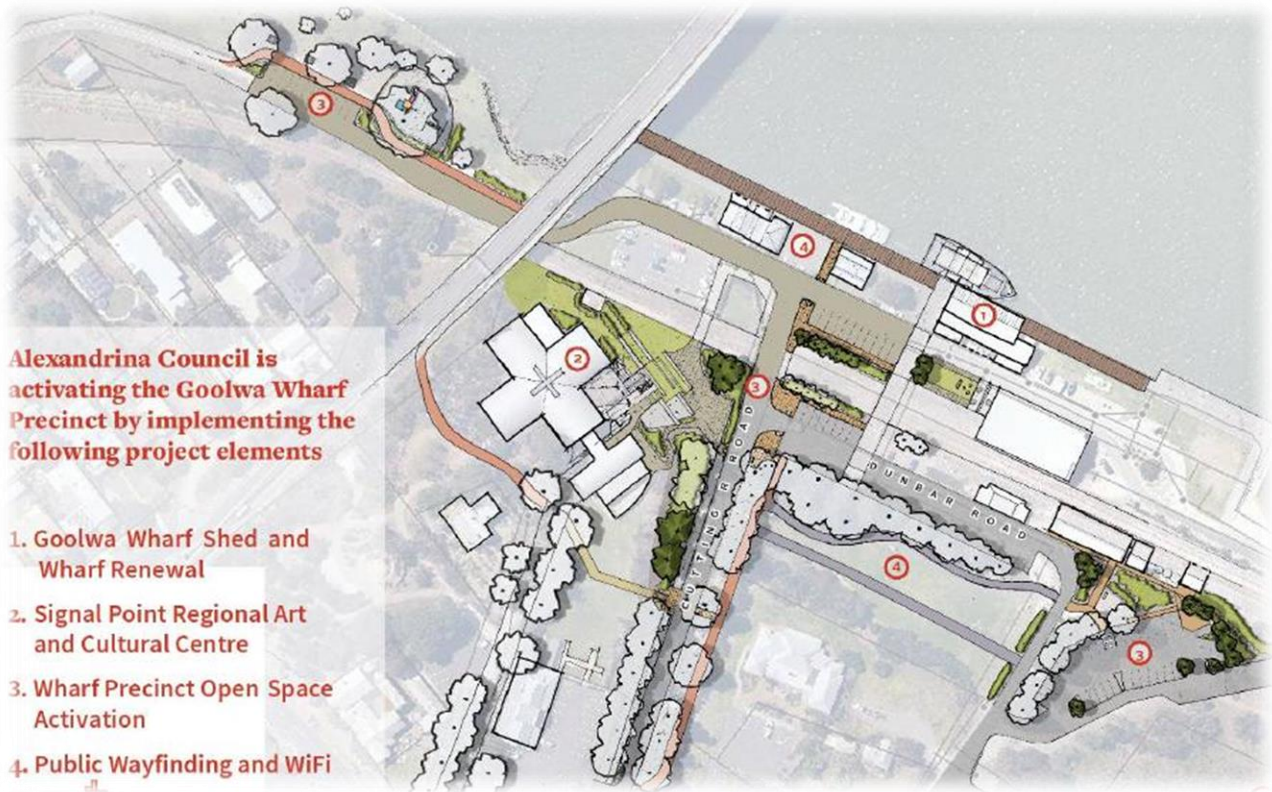
Project (Scope) Definition (February 2021)

GOOLWA WHARF PRECINCT REVITALISATION PROJECT



PROJECT (SCOPE) DEFINITION

2 February 2021



Version	Revision	Author	Date	Issued To	Reviewed
Draft	0	AL	19 January 2021	Alexandrina Council	MG
Final	0	AL	27 January 2021	Alexandrina Council	MVD
Final	1	AL	2 February 2021	Alexandrina Council	-

1. Introduction

The Goolwa Wharf Precinct is a significant driver of economic and tourism activity in the Fleurieu Peninsula region (being the number one most visited region in South Australia, outside of metropolitan Adelaide). The Precinct presents enormous potential to further capitalise on the growing eco-tourism market, and the proposed Revitalisation Project aims to create quality, fit-for-purpose and state-of-the-art facilities for business expansion and attraction. The project presents an opportunity to create a truly iconic destination in South Australia.

The historic Goolwa Wharf Precinct is unique in South Australia and is recognised as one of Australia’s most important Murray River ports in the 1800s. Goolwa itself is a State Heritage area and the distinctive Goolwa Wharf and rail precinct is complemented by well-preserved public and commercial buildings and residential cottages of the river trade era. Old steam boats carry tourists and many of the historic buildings have been restored as art galleries, cafés, and retail and community facilities.

The Precinct is one of only two places in the world where visitors can link a journey between a steam train and a steam powered paddleboat (the other is Lucerne in Switzerland). It is a special ‘meeting of the waters’ place for Ngarrindjeri people. Arts and cultural events flourish within the Precinct and as Australia’s first Cittaslow town; Goolwa is host to a range of community events and activities celebrating the Cittaslow ‘slow town’ philosophy.

Across any given year the Precinct hosts seventy (70) unique events including the region’s largest event; the South Australian Wooden Boat Festival (attracting 15,000 people). Also adding to the Precinct’s long list of cultural and economic credentials, is its environmental uniqueness situated at the end of the mighty Murray River, the gateway to the iconic Coorong National Park and Murray Mouth area.

2. Scope of Works - Architectural, Landscape and Urban Design

2.1 Goolwa Wharf Revitalisation Project – Strategic Context

Alexandrina Council’s Precinct Aspirations

The Goolwa Wharf Precinct (Revitalisation Project) seeks to:

- create a place of destination that is appealing and attractive;
- improve accessibility, connectivity, functionality and amenity;
- connect places within the Precinct (and wider Goolwa area i.e. Cadell Street, Laurie Lane, etc);
- use high-quality and robust finishes and materials, furniture, lighting and greening; and
- provide an environmentally resilient, flexible, multi-use and active space through greening initiatives such as streetscape upgrades and public realm upgrades, and use of smart technology.

Activation of the area is to be achieved by...

“supporting improved public accessibility and connectivity, businesses and community events, and encouraging innovative diverse and flexible environments that foster activation, economic activity and a variety of engaging experiences and opportunities within the Precinct”





The Goolwa Wharf Precinct works

The Project represents a \$7.5 million investment (jointly funded by Alexandrina Council and the Federal and State Governments) that will contribute to the region's reach, reputation and build on its tourism market share as South Australia's highest visited region. This includes upgrades and works in the following key areas:

1. **Goolwa Wharf Shed and Wharf Upgrade** – includes new wharf decking, external and internal improvement to the Goolwa Wharf Shed to support and grow volunteer and private sector operations.
2. **Open air function space, shared paths, communal public areas and car park extension** - open space for large public festivals and events, off road shared paths for safe pedestrian and bike access and improved access for large vehicles, touring buses, caravans and trailers.
3. **Signal Point Regional Art and Cultural Centre** – roof renewal, solar panel system, air conditioning and improved accessibility providing a significantly enhanced art gallery, event space and curated indigenous and early settler exhibitions.
4. **Wayfinding and Wi-Fi** – to meet visitor demands and expectations for high quality and smart technology at destination places.

Further details on each component of the Goolwa Wharf Revitalisation Project is provided below.

'Placemaking' – Fundamental Objective

A fundamental objective of the Goolwa Wharf Revitalisation Project is to 'enable' the Alexandrina Council to 'activate' the Precinct through the [Roadmap to Revitalisation Placemaking Strategy \(November 2020\)](#).

If implemented correctly, the strategy will transform the Precinct into a vibrant place of cultural and environmental significance; activated with events, arts and places that provide a launch pad for entrepreneurs to invest in the precinct, and one which encourages locals and tourists to stay and explore the region further.

This will ensure a cohesive and coordinated transition from an outdated, dysfunctional place into one which has both the infrastructure, brand and renewed community enthusiasm to drive economic activity, investment and increased tourism visitation.

The key objectives of this Strategy include:

- a) creating a place identity for the Goolwa Wharf Precinct that can be used to market and drive economic development and cultural activities for the area;
- b) engaging stakeholders on the journey of defining, designing and collaborating to create a precinct; leading to the formation of an empowered group of ambassadors who can drive precinct activity long term through the formation of a business association;
- c) designing and building a walkable, interconnected, accessible pedestrian precinct, encouraging exploration from the waterfront to the Goolwa Main Street and township;
- d) creating an agile property planning framework including a pop-up, rent free lease and a long term commercial lease model which supports a diverse tenancy mix of start-up and established innovative retail, hospitality, arts, cultural and tourism businesses; and
- e) utilising a co-creation model for seasonal peak and off-peak event programming, driven by the production of council run events and marketing and attraction of local and interstate event producers.

Design-development Context

In this context, the development of the Architectural, Landscape and Urban Design outcomes for the Goolwa Wharf Precinct Revitalisation Project will need to ensure the following outcomes are achieved:

1. Ensures the four (4) Infrastructure Investments are fully integrated and viewed as ‘one holistic precinct project’ that is *aligned to* and *enables* the Roadmap to Revitalisation Placemaking Strategy.
2. Strives to achieve the 5 core elements that underpins a successful public space (Page 5 of the Roadmap to Revitalisation Placemaking Strategy, November 2020);
3. Takes into account the ‘findings’ of the Place Audit (Page 11 – 13 of the Roadmap to Revitalisation Placemaking Strategy, November 2020);
4. Meets the ‘Vision’ for the Goolwa Wharf Precinct (Page 15 of the Roadmap to Revitalisation Placemaking Strategy, November 2020 – extract shown below) [currently in draft form and subject to finalisation];
5. Selection and decisions for materials and infrastructure elements; considering maintenance, whole-of-life costs, as well as the ongoing operating costs.
6. Builds on the work completed to date (contained in Appendix A to D):
 - Project Business Plan (Alexandrina Council, December 2019)
 - Roadmap to Revitalisation Placemaking Strategy (The Pop Up Co., November 2020)
 - Goolwa Wharf Precinct Revitalisation Summary (Jensen Plus, December 2019)
 - Goolwa Wharf Precinct Wayfinding Plan (Elevation Design, January 2017)
 - Public Wi-fi – Goolwa Wharf and Surrounds (Alexandrina Council)

The Goolwa Wharf Precinct Vision

A place strengthened by its active cultural and historical connections. Unique in its living steam powered history through the Oscar W Paddle Boat and The Steam Ranger train, it evokes the spirit and stories of its industrial and colonial heritage. Providing recreational activities and opportunities to engage with the water through waterfront bike paths, water adventure sports and ecotourism offerings for visitors.

A special "meeting of the waters" place for the Ngarrindjeri people, providing an economic and cultural platform for the acknowledgement of place, connection to culture and showcase of artistic and innovative entrepreneurial pursuits.

A place to eat, drink and shop, the precinct provides a gateway to exploring the Southern Fleurieu and surrounding hills and farmland. A cultural tourism hub, programmed with pop-up and ongoing experiences and events, visitors can sample and buy enticing offerings from local producers before starting their journey exploring the rest of the Alexandrina region.



2.2 Goolwa Wharf Shed and Wharf Upgrade

The scope of works for the Goolwa Wharf Shed and Wharf Upgrade involves the following:

- i. Renewal / Restoration of the Wharf Shed and Verandah (external).
- ii. Refurbishment of Wharf Shed (interior).
- iii. Renewal / Restoration of the timber wharf - section from the Hindmarsh Island Bridge to the interface with the recently upgraded section (immediately south of the Wharf Barrel Shed).
- iv. Refurbishment of the Wharf Precinct Public Toilets, including modifying and upgrading the toilets and storage area between the 2 toilet blocks.

The internal refurbishment of the Wharf Shed (item (ii)) will also investigate opportunities to increase tenancy and usable space within the existing Shed itself. This includes investigating current usage (wine bar and volunteers area), internal partitions or walling, heating and cooling, plumbing, three phase power, improved lighting, kitchen facilities, etc.

A key desire of the Council is to relocate the existing museum (Riverboat Centre) from the wharf shed to the Signal Point Regional Art and Cultural Centre.

The refurbishment of the area between the 2 toilet blocks is to consider options to improve the visual aesthetics in this small area, opportunities to relocate & consolidate existing infrastructure and equipment, and create additional storage room for the Wharf Shed tenancies and Oscar W volunteers.

2.3 Open Air Function Space, Shared Paths, Communal Public Areas and Car Park Extension

The scope of design works for the open space areas is made up of a number of components, which include:

a) Amelia Car Park and Shared Path

Conversion of the unsealed area adjacent the Amelia Park Playground into a sealed carpark, including a new shared-use pathway located on the eastern side to connect to the existing pathway network. Low-level amenity landscape treatments to new and disturbed areas.

The Final Design has been completed for this element (refer Appendix E); however, it will be reviewed to ensure the following is achieved:

- the current design is integrated as part of the Precinct design (*Design-development Context, Item #1*).
- wayfinding signage is added.
- consideration of landscape/urban design improvements, opportunities, enhancements or value-adds to the area (in the context of 'whole of precinct design').

Page 33 of the Roadmap to Revitalisation Placemaking Strategy (November 2020) makes reference to the following:

"The Amelia Park Playground is a good incentive for families to visit the precinct. However, it is limited in the activities on offer, in its connection to the environment, flora and fauna of the waterfront and does not provide ample diverse play equipment for a variety of ages from two upwards."

As part of the concept development phase, opportunities will be investigated to improve the Amelia Park Playground, including the associated costs, for Council's consideration and approval for possible inclusion in the project's scope.

b) Dunbar Road (Cnr Admiral Terrace) Car Park and Pathways

Conversion of the unsealed area south of Porter Street (adjacent Jarelde Park) into a sealed carpark, including new pathways connecting to the existing pathway network. Trees and low-level amenity landscape treatments to new and disturbed areas.

The Final Design has been completed for this element (refer Appendix F); however, it will be reviewed to ensure the following is achieved:

- the current design is integrated as part of the Precinct design (*Design-development Context, Item #1*).
- wayfinding signage is added.
- consideration of landscape/urban design improvements, opportunities, enhancements or value-adds to the area (in the context of ‘whole of precinct design’).

c) Jekejere Park Pathway

Creation of a new shared pathway from Brooking Street across Laurie Lane to Cutting Road (between Signal Point Gallery and the Goolwa Radio Station).

The Final Design has been completed for this element (refer Appendix G); however, it will be reviewed to ensure the following is achieved:

- the current design is integrated as part of the Precinct design (*Design-development Context, Item #1*).
- wayfinding signage is added.
- consideration of landscape/urban design improvements, opportunities, enhancements or value-adds to the area (in the context of ‘whole of precinct design’).

d) Cutting Road Shared Pathway (Cadell Street to Goolwa Wharf Precinct)

Design of a new shared pathway on the southern side of Cutting Road from the existing Soldiers Memorial to enable connectivity with Jarelde Park, Jekejere Park Pathway, and into the Signal Point Gallery and Goolwa Wharf areas.

Design of new on-street parking arrangements to the northern side of Cutting Road to address the ad-hoc (and unsafe) verge parking.

The new pathway and parking will include complimentary amenity landscaping (amenity hard-surface finishes, trees and low-level plantings), and the addition of wayfinding signage.



e) Jarelde Park – Pathways and Dunbar Road Carparking

Design of a new shared pathway within the Jarelde Park to connect with the Cutting Road Pathway and Dunbar Road Car Park and Pathways. The design of the pathway must be cognisant of how the Goolwa Markets utilise Jarelde Park and consultation with event organisers and users of the space will be required.

Conversion of the unsealed areas on both sides of Dunbar Road (adjacent Jarelde Park) and the unsealed area east of the rail tracks (corner of Cutting Road and Wharf Precinct Road).

The new pathways and car park areas will include complimentary amenity landscaping (amenity hard-surface finishes, trees and low-level plantings), and the addition of wayfinding signage.

Jarelde Park:



Unsealed areas converted to car park – both sides of Dunbar Road:



f) Wharf Precinct Road Carparking and Public Space Area (in front of the Fleurieu Distillery (formally Steam Exchange Brewery))

Conversion of the unsealed area east of the rail tracks (corner of Cutting Road and Wharf Precinct Road) and creation of a multi-use shared public space immediately in front of the Distillery.

The new car park and open space areas will include complimentary amenity landscaping (amenity hard-surface finishes, trees and low-level plantings), and the addition of wayfinding signage.

The area in front of the Distillery may be utilised as an opportunity for outdoor dining.

Unsealed area converted to car park – east side of tracks (corner Cutting and Wharf Precinct Road):



Unsealed area converted to open space – in front of Distillery:



g) Area of Wharf Barrel Shed and rear of Fleurieu Distillery

Removal of the existing unsealed carparks and creation of public space immediately adjacent the Wharf Barrel Shed, and concrete pave the area to the side and rear of the Fleurieu Distillery.

Unsealed carparks and creation of public space immediately adjacent the Wharf Barrel Shed:



Rear of the Distillery:



h) Connectivity to the Chart Room

The Chart Room building is located north of the Amelia Park.

Accessibility and connectivity to the Chart Room (which is currently being renovated to house retail tenants) is to be included as part of the Precinct design and consider the following:

- the Chart Room is integrated as part of the Precinct design (*Design-development Context, Item #1*).
- wayfinding signage is added.
- consideration of landscape/urban design improvements, opportunities, enhancements or value-adds to the area (in the context of 'whole of precinct design').



2.4 Signal Point Regional Art and Cultural Centre

The scope of works for the Signal Point Regional Art and Cultural Centre involves the following:

- i. Supply and installation of air-conditioning for the Signal Point Regional Art Gallery.
- ii. Renewal of the Signal Point building roof.
- iii. Supply and installation of solar panels.
- iv. Internal and external lighting improvements/enhancements.
- v. Internal access improvements.
- vi. External access improvements.
- vii. New entry canopy (including the 'Signal Point Pole' as shown on the schematic - page 7 of the Goolwa Wharf Precinct Revitalisation Summary (Jensen Plus, December 2019)).
- viii. New forecourt and open space area, including the car park area (immediately in front of the Gallery).

For Item (ii), architectural advice will be provided on the roofing type options (materials, finishes and colours) to ensure an aesthetically acceptable outcome is achieved that is suitable for the Signal Point Regional Art and Cultural Centre and Precinct area that symbolises an activated 'alive' precinct.

For Item (iv), the architectural advice will be provided on the possible lighting types that provides an aesthetically acceptable outcome suitable for the Signal Point Regional Art and Cultural Centre and Precinct area.

For Item (v), internal access improvements include the addition of a stair case near the main entrance adjacent the existing elevator. The external access improvements are to be achieved through the consolidation of access to both buildings to one main entrance to the Gallery, as well as the provision of DDA access.

For Items (vi), (vii) and (viii), 3 concept options will be prepared for the proposed entry canopy and forecourt & open space area for Councils review and selection of the preferred concept. Each option will be accompanied by a discussion on the rationale for the design, as well as details of the layout and material choices.

The addition of wayfinding signage to the Signal Point Regional Art and Cultural Centre forecourt and open space area will be provided.

The Council is also seeking to maximise the available budget for this component of works through the inclusion of other possible modifications (or new fixtures and fittings) that can be undertaken to enhance the Gallery's functionality and create a multi-purpose integrated flexible space. These will include the relocation of the Visitors Information Centre from Cadell Street and wharf museum (Riverboat Centre), and other possible tenancies such as a café, retail offering, or pop-up opportunities.

As part of the concept development phase, opportunities will be investigated to improve the Gallery's functionality, including the associated costs, for Council's consideration and approval for possible inclusion in the project's scope.



2.5 Wayfinding Signage and Public Wi-Fi

The scope of design works for the wayfinding signage involves the review and refinement of the Wayfinding Strategy; building on the document prepared by Elevation Design and ensuring alignment to the signage objectives in the Roadmap to Revitalisation Placemaking Strategy (particularly as it relates to Stage 2 of the Strategy and the notion of *'signage communicates the brand of precinct'*).

The scope of design works for the public wi-fi infrastructure involves the extension of the current network in the Goolwa Wharf Precinct area.

The design of wayfinding signage and public wi-fi will need to be sufficiently flexible and account for the current demographics and usage in the area, the proposed infrastructure upgrades, and consider future growth and likely change in the precinct area as it evolves over time (hence, allowing the signage to be readily modified or expanded as needed).

3. Accessibility & Car Parking

The design will need to ensure DDA accessibility requirements, including (but not limited) to pathways, car parks, public space, parks, etc, and in consideration of the proximity to the precinct businesses and key attractions & events.

The design will need to allow for local business operations with respect to accessibility for deliveries and pick-ups, as well as the need for dedicated loading zones.

Notwithstanding the proposed scope for car parking areas (as described above), the existing and proposed car parking areas may be reviewed and modified (if required) to meet the Precinct objectives and outcomes.

The review and any modifications will consider the analysis and views at Page 30-31 in the Roadmap to Revitalisation Placemaking Strategy (November 2020).

4. Smart Technology

In addition to public wi-fi, consideration will also be given to the inclusion of other cost-effective 'smart technologies' that can be applied and add value to the Goolwa Wharf Precinct. These may include smart lighting, people and crowd monitoring and movement sensors, parking sensors, real-time information, CCTV (security), phone apps, digital information and signage, smart bins, plug-and-play points, solar panels, etc.

This presents a unique opportunity to create a world first "smart wharf" where new meets old technology.

Smart Technology devices and infrastructure may be located at key locations in the precinct area and integrated with bus stops, car parking, lighting, furniture and fixtures, community events, event planning, key attractions, and local businesses, tourism, and the like.

As part of the concept development phase, a separate concept development report detailing the approach to smart technology for the Precinct area will be prepared i.e. a 'Smart Precinct Plan'. This report will include (at a minimum) smart technology types and devices, locations, usage, integration with other elements such as furniture and fixtures, and the associated costs for Council's consideration and approval for inclusion in the project's scope.

5. Furniture & Fixtures, and Consumer Mains Utility Services

Each component of the design is to consider and include opportunities for the addition of street-scape furniture and fixtures, such as seats and benches, shelters, bins, bicycle racks, wayfinding signage and opportunities to integrate smart technology.



The provision of (or future-proofing for) consumer main utility services i.e. water, power, communications, etc will also be considered at key locations in the design. For example, the provision of services to support maintenance activities, future pop-up locations, or the markets.

6. Precinct Lighting Strategy

The existing lighting in the Goolwa Wharf Precinct area is provided by 'post-top lantern' type lights which are outdated and scattered throughout the area. These are supplemented by a number of spotlights and under-verandah lights at various locations and attached to existing buildings.

As part of the concept development phase, a Lighting Strategy Report will be prepared that details lighting options and types, as well as a lighting plan for the Goolwa Wharf Precinct area. The lighting strategy will consider sustainability objectives and cost-effectiveness, as well as suitability for the current and future Precinct area (i.e. roadways, shared pathways, car parks, public space areas and wharf area, feature lighting at key locations, etc).

The Lighting Strategy Report will also include costings for Council's consideration and approval for inclusion the design.

7. Heritage

The Goolwa state heritage area includes the inner part of the Goolwa township, the wharf and tramway precinct, part of the town's early commercial core and the residential area to the south, known as Little Scotland.

Goolwa was designated as a State Heritage Area in 1987 and is intended to ensure that changes to and development within the area are managed in a way to ensure the areas cultural significance is maintained. There are also several State Heritage Places that are individually heritage listed within the Goolwa State Heritage Area.

The planning and design of the Goolwa Wharf Revitalisation project will therefore need to ensure compliance with the *State Heritage Area Guidelines for Development - Goolwa* (<https://www.environment.sa.gov.au/our-places/heritage/visiting-heritage-places/state-heritage-areas/Goolwa>). This will require continuing engagement with the State Heritage Department (of the Department of Environment and Water).

The heritage influences on the Goolwa Wharf Revitalisation project will need to be carefully considered and integrated in the development of the architectural, landscape and urban design outcomes, as well as the development approval process.

Ngarrindjeri Culture and Heritage

Alexandrina Council and its communities acknowledge the Ngarrindjeri people as the traditional custodians of the lands and waters of their Council district. They respect their rights, interests and obligations to speak and care for their traditional lands and waters in accordance with their laws, customs, beliefs and traditions. The Coorong, Lower Lakes and Murray Mouth region and surrounding areas are Ngarrindjeri Yarluwar-Ruwe (Sea Country - all lands and waters).

More information can be found at:

<https://www.alexandrina.sa.gov.au/connect/environment/caring-for-aboriginal-culture>

By way of example, the 2011 Goolwa Open Space Strategy recognised a newly developed area within the Jekejere Park (located near the Old Police Station; corner of Goolwa Terrace and Brooking Street) through the collaboration between Alexandrina Council, Ngarrindjeri and Ramindjeri Elders who shared their cultural wisdom to help design the park space. The concept of this Park is as a place of coming together, meeting, contemplation and a practical reconciliation project. It includes a small amphitheatre for events and celebrations in Goolwa. The plants show a series of plaques that celebrate and explain indigenous life and food plants in this area. These plants, groundcovers, berries, edible fruits, leaves and so on are planted throughout this park.

The Goolwa Wharf Precinct will need to consider Ngarrindjeri Culture, Values and Heritage in the development of the design.



8. Goolwa Wharf Demographics and Key Attractions

The Goolwa Wharf Revitalisation being undertaken in a precinct with high activity, many people visiting the area, and diverse stakeholders from local restaurants and shops (such as Hectors on the Wharf, Fleurieu Distillery, and 90 Mile Wines Wharf Barrel Shed), and special attractions such as the Signal Point Arts and Culture Centre, The Cackle Train, and The Oscar W Paddle Steamer Boat.

The Goolwa Wharf Market and Cittaslow Farmers Market uses the lawns at Jaralde Park alongside the Cackle Train and Wharf with many stalls offering a range of goods, services and foods.

Refer to <https://www.cittaslowgoolwa.com.au/> and <https://www.facebook.com/GoolwaWharfRotaryMarkets/>

The Signal Point Gallery showcases contemporary artists from across the region as well as nationally touring exhibitions, bringing cultural material for residents and visitors to immerse themselves in.

Refer to <https://www.visitalexandrina.com/studios-and-galleries/goolwa/signal-point-gallery>

SteamRanger Heritage Railway operates a number of different heritage steam and diesel hauled tourist trains between Mt Barker in the Adelaide Hills, southern Mt Lofty Ranges down to Strathalbyn and on through the coastal holiday towns of Goolwa and Port Elliot to the tourist resort town of Victor Harbor. The Cackle Train is a dedicated tourist attraction in the Goolwa Precinct that operates between Goolwa and Victor Harbour.

Refer to <http://www.steamrangerheritagerailway.org/>

The Goolwa Riverboat Centre occupies the historic wharf shed and is the home of the P.S. Oscar W Paddle Steamer. This is the launch and arrival location for the people wanting to enjoy a cruise and lunch on the boat, or to visit the museum. It is therefore an important item in the heritage of both the local district and the River Murray system. Refer to <http://www.oscar-w.info/index.html>

The Goolwa Wharf is also live for the world to see, with the images updated every 15 seconds. Click on this link to view <http://goolwawharf.alexandrina.com.au>

The current and future demographics, as well as key attractions in the Goolwa precinct will need to be carefully considered and integrated in the development of the landscape and urban design outcomes for the Goolwa Wharf Revitalisation project.

9. Public Art

A public art signature piece is to be delivered as part of the Goolwa Wharf Revitalisation Project.

The space at the front of the Signal Point Regional Art and Cultural Centre has been identified as an appropriate location.

The artwork will be developed as part of an emerging artist initiation from the Helpmann Academy.

The design of the artwork and new forecourt & public realm area will need to be complimentary and create dialogue.



APPENDICES

- Appendix A: Project Business Plan (Alexandrina Council, December 2019)
- Appendix B: Roadmap to Revitalisation Placement Strategy (The Pop Up Co., November 2020)
- Appendix C: Goolwa Wharf Precinct Revitalisation Summary (Jensen Plus, December 2019)
- Appendix D: Wayfinding Plan (Elevation Design, January 2017) and Public Wi-fi Plan (Alexandrina Council, December)
- Appendix E: Amelia Car Park and Shared Path (Final Design)
- Appendix F: Dunbar Road (Cnr Admiral Terrace) Car Park and Pathways (Final Design)
- Appendix G: Jekejere Park Pathway (Final Design)



Attachment 4

Goolwa Wharf Precinct Project Master Plan Options Report

Heritage and Archaeological Impact Assessment (January 2022)



IHC

Independent Heritage Consultants

**Goolwa Wharf Revitalisation Project
Heritage and Archaeology Impact Assessment**

Place	Goolwa
Report Description	Heritage and Archaeology Impact Assessment
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Citation	IHC 2022. Goolwa Wharf Revitalisation Project – Historical Heritage and Archaeology Impact Assessment.

Abbreviations

Term	Meaning
BH	Bore hole
CHL	Commonwealth Heritage List
DPC-AAR	Department of Premier and Cabinet, Aboriginal Affairs and Reconciliation
EPBCA	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
HPA	<i>Heritage Places Act 1993</i>
ICOMOS	International Council on Monuments and Sites
IHC	Independent Heritage Consultants
NHL	National Heritage List
NLA	National Library of Australia
PDIA	<i>Planning, Development and Infrastructure Act 2016</i>
SLSA	State Library of South Australia
SLV	State Library of Victoria
SHA	State Heritage Area

EXECUTIVE SUMMARY

This report responds to specific requirements of the brief for works for the Goolwa Wharf Revitalisation Project with respect to the identification and management of European heritage values. The objective of the work is to assess the potential of the project to impact the cultural values of the historic-period heritage assets and to determine management strategies and protocols that are commensurate with the status and requirements of this place as an identified State Heritage Area.

To achieve these objectives the following tasks have been undertaken:

- Review of all literature relevant to the project
- Development of an historical analysis specific to the project area
- Assessment of heritage resources within the project area
- Evaluation of cultural significance
- Review of potential project impacts to cultural values
- Assessment of heritage impacts
- Identification of strategies and protocols to mitigate impacts

The assessment has been undertaken in respect of the methodology described in “*Heritage Impact Statement Guidelines for State Heritage Places*” (Department of Environment Water and Natural Resources 2013).

1.1 Conclusions

The conclusions of this assessment and evaluation are as follows:

- Twenty-two individual sites have been recognised within the project area that are of identified or potential heritage significance relevant to the development of Goolwa including seminal and ongoing aspects such as the port facilities, railway works and industry. They also encompass less identified aspects such as the unique environmental qualities of the place and change to them.
- Many of these sites are already recognised within the SHA listing or through the 1981 heritage study. However, this assessment has also identified the potential of the project area to encompass a substantial and important archaeological resource that could encompass aspects of settlement from the 1850s onwards. However, on the basis of readily available documentation it is not possible to accurately assess the impact of programmes of works, particularly from the 1990s onwards that may have adversely impacted this resource of evidence. Ongoing management must provide the means to recognise this aspect and provide strategies for it during the course of the project.
- It has also been recognised that some aspects of past development for the town may have been the means to preserve important components including the cutting, old track ways and the industrial site of the Goolwa Iron Works. Both these conclusions require hard evidence to confirm or amend which should be an aspect of the mitigation of any future impacts from the proposed works.

1.2 Evaluation

Only one set of options for the proposed works have been provided for assessment (Alexandrina Council 2021). This evaluation has assessed the proposed impacts from the project in terms of the potential to damage, remove or devalue heritage values and significance of the SHA of Goolwa and specifically the area encompassed within this proposal. The following conclusions have been made:

1.2.1 Generally

The wharf precinct and its immediate environs are the seminal areas of the development of the SHA of Goolwa. They retain structures and other works that document aspects of that past history. However, this precinct has been undergoing substantial change since the 1990s through several programmes of renewal. It is now an adapted cultural landscape as are most of the elements that survive from the nineteenth and early twentieth century. The removal of much of its industrial fabric and the reuse of its assets for commercial, tourist destination and recreation purposes is the latest layer of cultural change and development in the town and reflects the more recent history of the place. The purpose of managing its heritage assets has not been as a museum of the past but to retain those physical links to this older cultural landscape as a means of documenting it and explaining the narrative of past history specific to this place and of value to the state because of the importance of events and processes that occurred here and which influenced the entire settlement in South Australia.

1.2.2 Specifically

The principal heritage building impacted by works is the wharf shed and it is concluded that the proposed works are unlikely to impact the cultural values of this place because the essential form is retained and its relationship to the other buildings and wharf. The interior and its fabric has been altered on multiple occasions in the past. The new works will not be substantially changing intact older fabric.

The renewal/restoration of the timber wharf may impact significant older fabric and an important archaeological resource relevant to the development and construction of the wharf in all phases, aspects of construction and the pre-settlement land-form. However, this evaluation is constrained by the difficulty in assessing the impact of more recent programmes of redevelopment and repair on the older fabric or the potential archaeological evidence associated with it. Therefore, this component of the project will require management of both identifying and documenting older fabric and, secondly, monitor for archaeological evidence that may contribute more information concerning the construction and evolution of the wharf. This evidence could encompass fabric from the original and subsequent nineteenth century phases of work that has been superseded, evidence of the work to construct the wharf including sheet piling and reclamation.

Archaeological evidence as a resource that can complement and extend the narrative of built heritage and landscape has not been addressed in Goolwa. This assessment concludes that apart from the works required to the wharf, several other aspects of the project might also impact archaeological evidence although most are likely to be minor impacts. These are the creation of a new path from to Laurie Lane through the Memorial Park/former cutting and embankment; the creation of the path linking Laurie Lane to the Hindmarsh Bridge and at Amelia Park. The works to the forecourt and open space of the Signal

Point gallery could impact archaeological evidence, but it is most likely that creation of the Gallery and its landscape in the 1980s has already substantially removed or impacted that resource.

The Heritage Places Act 1993 has provisions concerning the excavation or disturbance of a place of Archaeological Significance. The project area has not been recognised as a place of this importance. The Act also has provisions that provide protection for archaeological artefacts not listed in the South Australian heritage register (s.27). As part of this section, a person must not without a permit from the Council, excavated or disturb any land (not designated as a place of archaeological significance) knowing or having reasonable cause to suspect that the excavation or disturbance will or is likely to results in an archaeological artefact of heritage significance being discovered. Management of archaeological resources may be undertaken through monitoring and assessment and the creation of an unexpected finds procedure. Any archaeological monitoring and recording should be carried out with a permit issued by Heritage SA under the requirements of the South Australian Heritage Places Act.

The works required for the Signal Point Gallery will not have any adverse heritage impacts relevant to this structure as it is not a component of the historical development of the precinct. It is a contemporary building designed for the present landscape and use of this place. The potential impacts from the proposed works would be if those components created an adverse environment for the works of the historic landscape through physical impacts (archaeology) or views to or from buildings or landscapes that are part of the historic environment protected by the listing of SHA. The refurbishment of the public toilets on the wharf is unlikely to have any substantial heritage impacts. These are additions which have been made to serve the new purpose of the wharf precinct as a commercial and tourist destination.

None of the proposed works are likely to have any impacts to important views of vistas to or from heritage buildings or places. The principal impact from the landscape works is the choice of paving; the SHA guidelines refer to the use of hot mix (asphalt) as a preferred finish. However, this is noted as a 'preference' in the Guidelines and may require further consultation with Heritage SA and Alexandrina Council in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the Goolwa township. The creation of more pathways to make connections through the precinct is also a common aspect of the recreation and commercial development of the precinct for at least thirty years and does not impact the identified heritage aspects of the place.

The only impact to heritage values through the introduction of new signage and may be the final form and style; the SHA guidelines define what is an acceptable choice. However, the discussion in the guidelines seems more appropriate to the residential and town section than the former industrial area.

1.3 Management

To manage the impacts identified by this evaluation the following actions are recommended:

- Maintain ongoing discussion and consultation with Heritage SA and Alexandrina Council regarding the choice of paving types in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the precinct.
- Undertake a programme of monitoring and documentation for archaeological evidence where the impacts of works may be sufficient to uncover or disturb evidence of past occupation or use described in this assessment. Any archaeological monitoring and recording should be carried out with a s.27 permit issued by Heritage SA under the requirements of the South Australian Heritage Places Act.
- Develop an unexpected finds protocol to enable chance finds of archaeological evidence to be identified and documented

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2 PROJECT SCOPE

2.1 The Project Area

The project area, the Goolwa Wharf Precinct, is located in Goolwa, South Australia. This is the most southern port for the Murray River. It is located approximately 100 km south of Adelaide within the regional context of the Fleurieu Peninsula and is within the local government area (LGA) of the Alexandrina Council. Goolwa is the largest town in the LGA. It is an important tourist destination. The project will be undertaken with the State Heritage Area of Goolwa (Section 2.4).

2.2 Project Context

This assessment is concerned with the Goolwa Wharf Precinct Revitalisation Project. This is a project that was conceived by the Alexandrina Council based on a submission to the Federal Government's Building Better Regions Fund. The Goolwa Wharf Precinct is a major contributor to economic and tourist activity in the Fleurieu Peninsula. Outside of metropolitan Adelaide, this is the most visited region in South Australia.

The purpose of the project is to undertake a programme of works that will upgrade the infrastructure of the area that is supporting both local and tourist requirements. The overall outcomes of the proposed work have been defined in the business plan for the site as:

- Improved access
- Improved amenity
- Creation of further opportunities for economic activity and employment

A detailed description of the works to be undertaken is contained in Section 7 of this report.

The heritage requirements of the project area are well understood; the Architectural and Urban Design brief for the project states:

"It is intended to ensure that changes to and development within the area are managed in a way to ensure the areas cultural significance is maintained...The planning and design of the Goolwa Wharf Revitalisation project will therefore need to ensure compliance with the State Heritage Guidelines for Development – Goolwa... This will require continuing engagement with the State Heritage Department (of the Department of Environment and Water. The heritage influences on the Goolwa Wharf Revitalisation project will need to be carefully considered and integrated in the development of the architectural, landscape and urban design outcomes and well as the development approval process".

IHC Consultants has been engaged by ProcurePM to assess the project in respect of its potential impacts to the historic-period European cultural values of the place in response to its status as a State Heritage Area. Aboriginal cultural heritage is addressed in a separate report.



Map 1. Project location

2.3 The Site

The project area encompasses a portion of the foreshore of the Murray River from a point south of the railway shed to another north of the Hindmarsh Bridge adjoining Amelia Park. It runs from the foreshore west to Hayes Street then to Cutting Road before turning north to reach the northernmost tip at Amelia Park. The focus of the project area is the foreshore and it encompasses several of the principal features of the precinct including the wharf shed, the railway shed and the Signal Point Gallery. It also includes the Soldiers Point Memorial and parks and open spaces.



Map 2. Goolwa Wharf Precinct

2.4 Heritage Values

This report addresses European heritage values. The project area is encompassed within the State Heritage Area of Goolwa. The SHA area includes the inner part of the Goolwa township, the wharf and tramway precinct, part of the town's early commercial core and residential area to the south known as Little Scotland. It was designated as a State Heritage Area in 1987 and is identified as significant because:

- It was one of the most important Murray River ports in the 1850s - 1880s
- It was a centre for trade and transport between South Australia and the eastern states
- It was an important ship building place
- It encompasses a representative group of buildings surviving from this era.
- The wharf and tramway are identified to be of particular significance¹

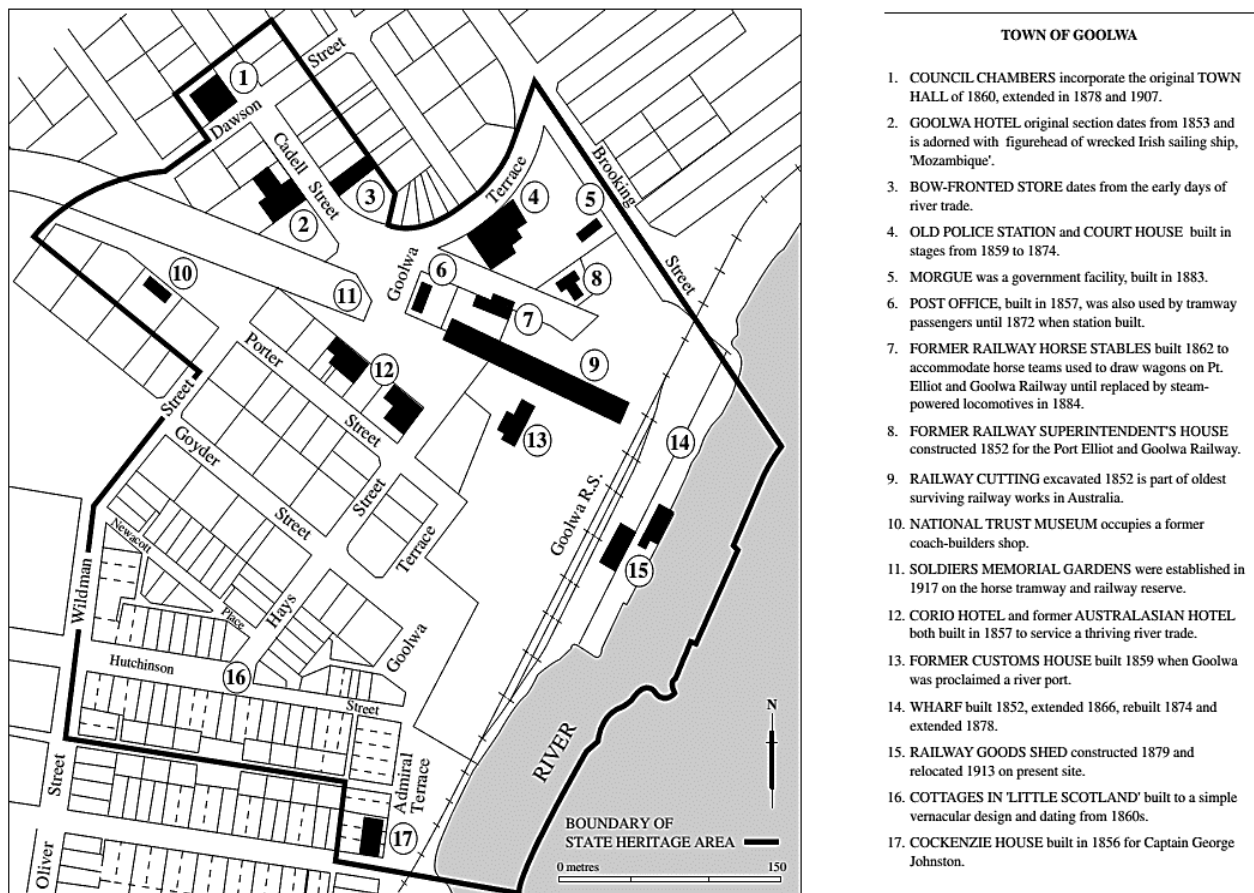


Figure 1. State Heritage Boundary and the principal elements within it (Source: Heritage SA)

The project area nor any part of it is listed on the National or Commonwealth Heritage lists however the discussion of the site by SA Heritage states that the *“unique wharf and tramway precinct is of national significance. It is complemented by the well-preserved public and commercial buildings and residential cottages of the river trade era”*.²

¹ SA Government Department for Environment and Water (2018); Goolwa State Heritage Area Guidelines for Development

² <https://www.environment.sa.gov.au/our-places/heritage/visiting-heritage-places/state-heritage-areas/Goolwa>

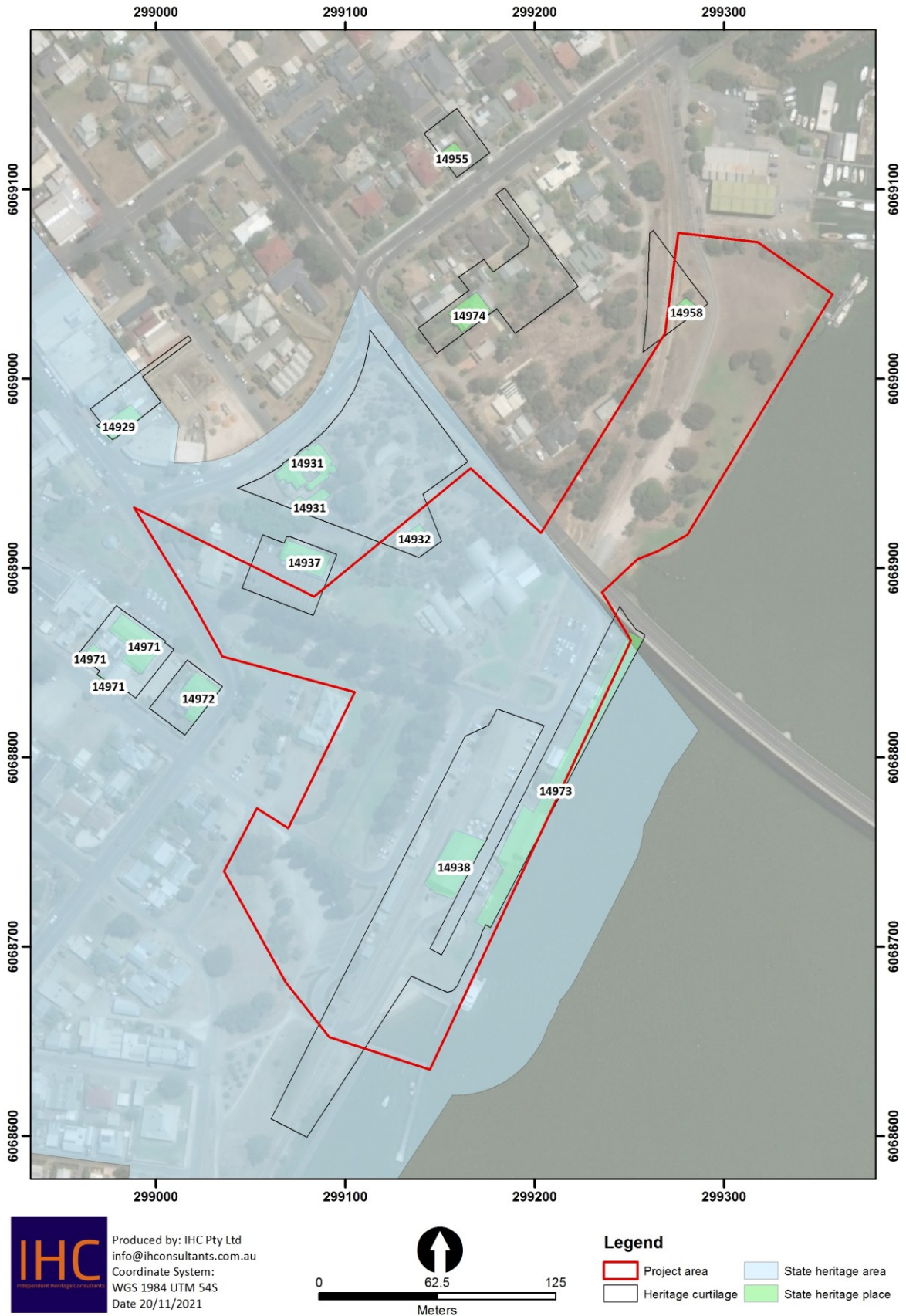
Within the State Heritage Area of Goolwa are individually identified items of heritage value, State Heritage Places (Table 1 and Map 3). There are also a number of places adjacent to but not within the project area (Table 2 and Map 3).

Table 1. State Heritage Area places

Heritage No	Address	Details	Class	State Heritage Register ID
14973	Cutting Road Goolwa	Goolwa Wharf Complex including wharf and wharf shed	State Confirmed 29 June 1989 Transport – water: wharf, cargo shed	13860
14938		Goolwa Railway Goods Shed	State Confirmed 14 August 1986 Transport –Rail Goods Shed	11176
14932	Lot 236 B.F. Laurie Lane	Dwelling former Goolwa Railway Superintendent’s Office	State Confirmed 26 November 1981 (Building) Rail Transport Dwelling	10469
14937	Laurie Lane	RSL Clubrooms former Goolwa Port Eliot Horse Stables	State Confirmed 14 August 1986 Transport rail – stables, public hall	11168
14931	Goolwa Terrace	Goolwa Police Station and Courthouse including cells and stables	State Confirmed 23 September 1982 Law enforcement, courthouse, residential,	10368

Table 2. State Heritage items in the vicinity of the project area

Heritage No	Address	Details	Class	State Heritage Register ID
14972	Goolwa Terrace	The Australasian c. 1858	State Confirmed 29 June 1989 Hotels, motels and accommodation	13858
14971	Goolwa Terrace	Corio Hotel, Bottle Shop (former Stable) and Stone wall	State Confirmed 29 June 1989 Hotel, motels and accommodation	13856
14929	2 Cadell Street	Two-storey shop	State Confirmed 24 July 1989 (Building)	10358



Map 3. State heritage area and places in relation to the project area.

2.5 Prior Works

Few dedicated studies have been undertaken at Goolwa for its entirety although there are many that consider specific aspects. The most substantial is a heritage study of Port Elliott and Goolwa in 1981³. The evaluation and recommendations of this report formed the basis for the inclusion of Goolwa and component elements as a State Heritage Area. It is the only detailed historical analysis of the project area. There has been no archaeological assessment prepared for the project area at any time and there are no Conservation Management documents for the place or any part of it other than the State Heritage Guidelines for Goolwa (Section 3.3).

2.6 Objectives

The purpose of this report is to evaluate the impact of proposed new works to the identified or evaluated cultural values and significance of the State Heritage Area of Goolwa Wharf or components as described in the previous tables. These potential impacts encompass physical change or loss to structures, to archaeological evidence and visual impacts to individual items of views and vistas to and from the place or items within it. The objectives of the work may be summarised as follows:

- Determine the scope of heritage resources within the project area
- Identify the cultural significance of this resource and its components
- Define the works that may affect the cultural values of the place or its components
- Evaluate the impacts of those works on cultural significance
- Recommend management strategies or policies that will mitigate these impacts

The work addresses the issue of archaeological evidence. As there has not been an archaeological assessment of this place to date this report provides an overview of the broad scope of evidence that may be encompassed within the project area to determine whether a comprehensive assessment is required to address responsible ongoing management.

2.7 Methodology

This assessment has been prepared in respect of the requirements and outcomes described in “*Heritage Impact Statement Guidelines for State Heritage Places*”⁴. The following tasks have been undertaken to achieve the objectives of this statement of heritage impact.

- Review of project information and secondary reports relevant to European heritage values of the project area
- Search of all statutory heritage lists and registers
- Short analysis of the historical context and specific development of the project area from primary and secondary archival sources. This is not a detailed historical study of the project area; it is sufficient to understand the context of its development and define those factors and elements which remain as a cultural landscape within it including above-ground works and the potential for sub-surface archaeological evidence

³ Noack, Marsden and Dallwitz for Ed. Noack and Associates (1981); Port Elliott and Goolwa Heritage Study

⁴ Department of Environment, Water and Natural Resources (2013)

- Creation of geo-referenced overlays of historic plans on the current landscape as a means of identifying the relationship of past and present landscapes
- Evaluation of cultural significance: based on existing assessment and with reference to SA Heritage guidelines for evaluating cultural significance
- Identification of possible impacts based on project information
- Evaluation of those impacts on the heritage values and significance of the place and its component parts
- Recommendations for mitigating these impacts.

This report refers solely contained to European cultural resources. A separate evaluation has been prepared to address the potential impact on Aboriginal cultural heritage.

3 LEGISLATIVE OBLIGATIONS

3.1 NATIONAL LEGISLATION

The Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) is the Australian Government's central piece of environmental legislation. It provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places. Under the EPBC Act, protected heritage items of significance are listed on the National Heritage List (NHL) or the Commonwealth Heritage List (CHL). The NHL provides protection to places of cultural significance to the nation of Australia, while the CHL comprises natural, Aboriginal and historic heritage places owned and controlled by the Commonwealth. These lists can be searched online via the Australian Heritage Database, which also includes places on the Register of the National Estate (RNE) which was closed in 2007 but is maintained on a non-statutory basis as a publicly available archive and educational resource.

The project area nor any part of it is listed in the NHL or CHL or the World Heritage List.

3.2 South Australian Heritage Places Act 1993

The *Heritage Places Act 1993* (HPA) makes provision for the identification, recording and conservation of places and objects of non-Indigenous heritage significance in South Australia. The Act establishes the South Australian Heritage Council and allows for the identification and protection of places of heritage significance. The South Australian Heritage Register lists all places of heritage significance to South Australia. Heritage Places and objects must meet criteria outlined in section 15 of the Act. Once registered, state heritage places are protected under both the HPA and the *Planning, Development and Infrastructure Act 2016*. Any impacts to a State heritage place are considered development and as such require development approval.

3.2.1 Provisions for Places of Archaeological Significance

Under provisions of the *Heritage Places Act 1993* the South Australian Heritage Council is the approval authority for permits to undertake works to a state heritage place designated a place of Archaeological Significance in the *South Australian Heritage Register*. The Act has provisions concerning the excavation or disturbance of a place of Archaeological Significance. The project area has not been recognised as a place of this importance.

3.2.2 Archaeological Artefacts or Places not Listed on the SA Heritage Register

The Act also has provisions that provide protection for archaeological artefacts that are not listed in the South Australian Heritage Register. This occurs in two ways.

- Part 5 Division 1 Section 27 (1) states that no one may excavate or disturb land with the suspicion or expectation that it contains archaeological artefacts.
- Part 5 Division 1 Section 27 (2) states that no one may continue to excavate or disturb land where an archaeological artefact has been discovered.

For the purposes of the Act archaeological artefacts are defined as any matter forming part of an archaeological deposit, or any artefact, remains or material evidence associated with an archaeological deposit, that relates to the non-Aboriginal settlement of South Australia, or to an activity undertaken by a person as part of the exploration of South Australia but does not include the remains of a ship or an article associated with a ship.

Section 27(1) states:

- (1) A person must not, without a permit from the Council—
 - (a) excavate or disturb any land (not designated as a place of archaeological significance) for the purpose of searching for or recovering archaeological artefacts of heritage significance; or
 - (b) excavate or disturb any land (not designated as a place of archaeological significance) knowing or having reasonable cause to suspect that the excavation or disturbance will or is likely to result in an archaeological artefact of heritage significance being discovered, exposed, moved, damaged or destroyed.

Maximum penalty: \$75 000.

Section 27 (2) states:

- (2) A person who is aware or believes that he or she may have discovered or located an archaeological artefact of heritage significance (other than a person acting under the authority of a permit) must—
 - (a) cease to excavate or disturb the place where the relevant object has been discovered (if relevant);
 - (b) within the period specified by the regulations—
 - (i) notify the Council of the location of the relevant object, unless the person has reasonable grounds to believe that the Council is aware of the location of the relevant object; and
 - (ii) furnish the Council with such information as the Council may reasonably require;
 - (c) take no further action in relation to the recovering of the relevant object without a permit or other authorisation from the Council;
 - (d) if required by the Council, surrender the relevant object to the Crown.

Maximum penalty: \$25 000.

There are also provisions in the Act for the illegal acquisition and sale of archaeological artefacts.

3.2.3 Permits

Section 29 of the Act makes provision for granting permits to undertake work in relation to archaeological artefacts that are prohibited in the Act. A permit may include conditions such as;

- The operations carried out by the permit must be supervised by a person with the relevant qualifications
- That the permit holder must provide notification of the discover of particular items and artefacts;

- That all artefacts recovered belong to the Crown and
- That a specific regime of curation must ensure for any recovered artefacts

3.2.4 Exceptions

In Section 27(3) of the Act the South Australian Heritage Council may by order published in the Gazette create exceptions to this Section, either unconditionally or subject to conditions, in respect of any of the following:

- any object of a specified kind or description
- any excavation or disturbance of a specified kind and description;
- (c) any excavation or disturbance of land in a specified location or having specified features or attributes;
- any excavation or disturbance of land in respect of which an archaeological assessment approved by the Council indicates –
- there is little likelihood of there being any archaeological artefacts in the land; or
- that any archaeological artefacts in the land are unlikely to be of heritage significance;
- (e) any other circumstances deemed to be appropriate by the Council

It is the purpose of this report to determine whether evidence of this kind may be preserved within the site and to determine any obligations that may derive from the provisions of the Act. Section 27 of the Act is applicable to this project, as this assessment has identified there is potential for works to encounter archaeological artefacts. Therefore as noted in section 29, a permit should be sought under the requirements of section 27 of the HPA.

3.2.5 The State Heritage Register: Heritage Places

The project area is within an identified State Heritage Area (SHA) being Goolwa declared in 1987; this includes several individually listed places of the South Australian Heritage Register (described in Section 2.4).

A State Heritage Area is subject to special protection under the PDIA. Places within a SHA can be altered or developed but it is necessary to obtain Development Approval before doing so. Any alterations should be sympathetic to the character of the original place.

Specific guidelines have been developed for Goolwa (Section 3.3 and 3.3.1)

3.3 Goolwa State Heritage Area: Guidelines for Development

The designation of a State Heritage Area is intended to ensure that changes to the area are managed in a way that the cultural significance and values of the place are maintained. Within the Goolwa SHA are several State Heritage Places. Those within the project area are described in Section 2.4. The relevant guidelines for the project area:

Construction and Landscaping, Provision of Services

- Development Approval is required for new construction, conversion, alterations, additions and painting, signage and any other work that could materially affect the heritage value of the State Heritage Area
- Development applications lodged within the SHA will be referred to Heritage SA for assessment
- There are provisions for the conservation, maintenance and repair of existing buildings to ensure the integrity of the building and its response to the heritage character of the area
- Requirements for new work; emphasis is placed on reusing existing stock rather than new works.
- New works in their placements and detail should respect the heritage qualities of the immediate environment
- Alterations and additions should be sympathetic to the building that is being extended or changed
- Materials, finishes and colours should complement the predominant character of the SHA
- Tree planting should preserve, reinforce or enhance the character of existing landscaping including species selection and placement
- Signage has specific requirements that are intended to compliment fencing in the area; there are requirements for scale, proportion and shape and directional signage should have regard to the heritage character
- Location of new technologies such as solar panels should be placed where they are not visible
- Surface treatments should be “low key” so that heritage buildings remain visually dominant. Plain finishes such as hot mix are preferred to more visually dominant treatments such as paving.
- Landscaping with soft edges reinforces the heritage character of the place
- Street lighting should be low key in terms of height and visual impact; power should be underground

3.3.1 Archaeology

- Works that disturb the ground must give consideration to the potential for archaeological deposits to be revealed
- If excavation is proposed a permit under the provisions of the *Heritage Places Act 1993* is required if it is known or there is a reasonable expectation that the works will result in the discovery, damage or removal of archaeological artefacts of heritage significance
- If works uncover an archaeological relics of significance notification must be made to the South Australian Heritage Council within a specified period of time

3.4 South Australian Planning, Development and Infrastructure Act 2016

The Planning, Development and Infrastructure Act 2016 (PDIA) is the principal legislation to facilitate the planning and development in regional South Australia as of July 2020. The PDIA allows local governments (councils) to include places of local heritage into a Planning and Design Code which replace Council Development Plans. The Act deals with planning and development measures in South Australia and more specifically with proposed activity which may materially affect heritage places of local or state significance.

Where works are to take place on land parcels containing state heritage items, and that work could materially affect the heritage value of the place, this constitutes development as defined by the PDIA and

triggers the need for preparation of a heritage impact assessment to mitigate impact and a development application prior to works commencing. Where works are to take place on land parcels containing local heritage items, and the work could materially affect the heritage value of the place, this constitutes development as defined by the PDIA and a development application is required prior to works commencing. Where work is likely to impact archaeological deposits a permit is still required from the South Australian Heritage Council.

4 HISTORICAL CONTEXT

The purpose of this section is to identify the principal historical processes, associations and other factors which have contributed to the development of the project area as an historic place. This enables the significance of the place and its components to be evaluated and prioritised, and from that assessment, to determine how the proposed works will or could impact those cultural values. This analysis is specific to the project area within Goolwa.

4.1 The Environmental Context

The environmental qualities of the project area and its region were of fundamental importance in its development. The Surveyor General, Colonel William Light identified an abundance of highly fertile land, well supplied with water, centrally located to places such as Kangaroo Island and Port Lincoln and the Murray. The drawbacks were heavily forested ranges between there and Adelaide making communication difficult which was exacerbated by deep, sandy and hilly terrain.

The specific environment of the project area is within the Goolwa Channel or the Lower Murray River. To the north is Currency Creek. Goolwa is directly opposite and west of Hindmarsh Island. A sketch of the environmental conditions prepared in 1840 by J. W. Pullen shows the project area to be defined by the waterways, channels and shoals formed between primarily a dry sand flat and low sand hills (Figure 2).

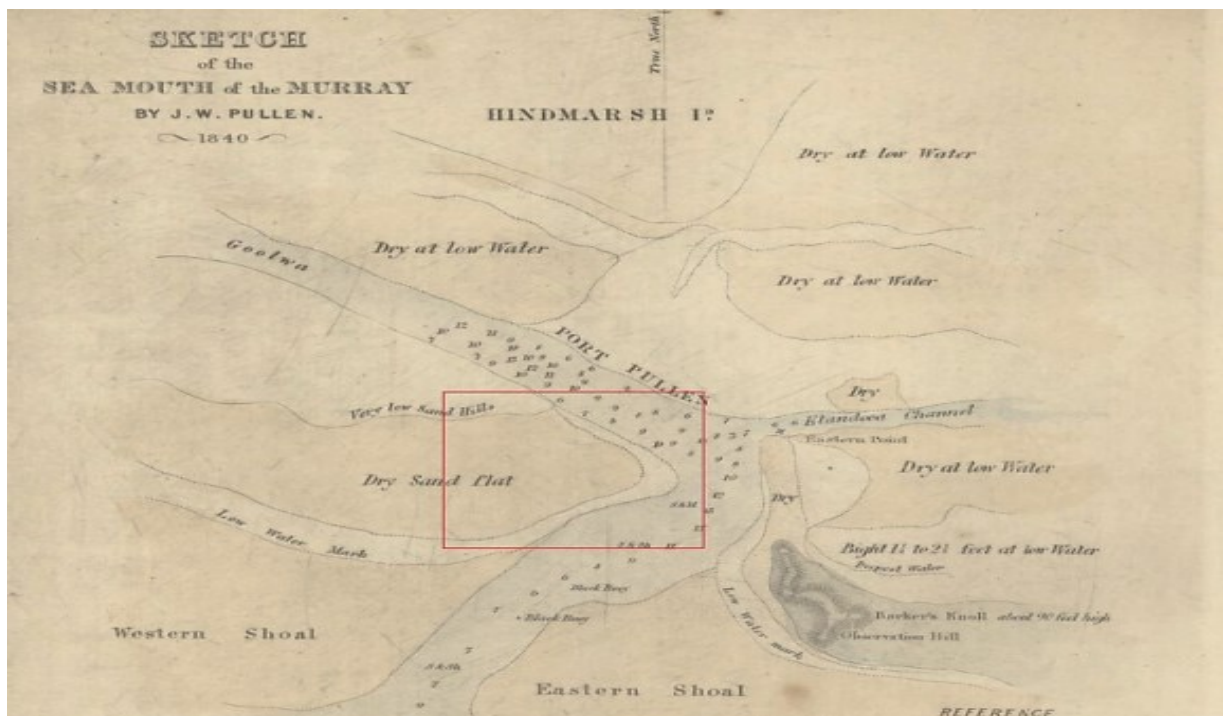


Figure 2. J. W. Pullen’s survey of the environment of the project area (defined by the red square) in 1840 |NLA Map Roberts Collection 2 <https://nla.gov.au/nla.obj-1898010071/view/> IHC additions in red showing project area)

Other images prepared around the same time provide a better appreciation of the topography of the project area (Figure 3). One sketch drawn in 1844 looks across the shore line and shows steep sandy banks falling down to the water with grass and low scrub above (Figure 4). A second image looks outward from the higher ground over sandy ground along the shore towards the bay and Hindmarsh Island. There is a considerable difference in elevation between the higher and lower ground in both images.



Figure 3. Sketch of a landscape scene at Goolwa Alex C. Kelly |SLSA B+5764/1|



Figure 4. Goolwa 1844 Alex C. Kelly |SLSA B5764. |

Finally Goolwa was located at a point within this larger landscape where it had its own protected inlet with the potential to build out to deeper water in the channel from one arm of this inlet. Early images of the settlement show the spread of the township around this inlet (Figure 5).



Figure 5. Early settlement at Goolwa 1867 M.J. Martin showing the town being constructed around the waterfront topography |SLSA PR6550/1/17|

The project area is likely to lie over Aeolian sands above dunes and sand spreads and sheet kunkar related to calcareous bedrock⁵. A series of fourteen boreholes recorded for the purpose of the project identified from the western extent of Cutting Road (BH 01) natural sand deposits and alluvial soil from around 0.5 metres increasing in depth along Cutting Road to 0.7 metres (BH02). Above this was gravelly sand. Along Dunbar Road on the western extent of the wharf precinct the introduced gravelly sand fill was only 300 mm above natural sand deposits (BH 04, BH 06) and in the area of the original wharf and store it was reduced to 200 mm above natural sand deposits and alluvial soil (BH05). Close to this was a deeper deposit of clayey sand and gravel to 0.5 metres (BH09). At the eastern extent of the wharf area was more of the same gravelly sand to a depth of 0.5 metres (BH 12). In the park areas (BH07, BH11, BH13, BH14 and BH 15) there was topsoil and silty sand to a depth of 250 mm above natural sand deposits or gravelly sand and sand fill (BH08).

4.2 Creating the Town

Before 1837 the area was briefly considered for the site of the colony's capital; a 'special survey' was undertaken in 1839–40 with a sizeable township laid out at Currency Creek and land provided for a port

⁵ Golder Associates (2021; Geotechnical Investigation Goolwa Wharf Project Goolwa South Australia; 03

with substantial warehousing on the river where Goolwa now stands. In 1840, part of the Currency Creek Special Survey was subdivided and named Town on the Goolwa. The town itself, originally known as Port Pullen, was surveyed 1853 by Richard Brooking and proclaimed in March of that year. Quarter acre blocks were auctioned and all were taken up by 1858. The surrounding area was cleared for farming. A water supply was installed by 1856. In 1857 it was officially proclaimed a port, the first on the river. Increasing trade brought many more people to Goolwa as well as several businesses that provided additional employment.

An image of Goolwa in 1858 defines the development of the town at that time and its relationship to the project area (Figure 6). The deep inlet recorded in 1858 is now partly covered with the Hindmarsh Bridge and is filled and the waterfront regularised. The original wharf and associated buildings are within the present-day Wharf precinct between the Wharf Shed and the Signal Point Gallery essentially on the same alignment as Cutting Road. Beyond the wharf the image shows the relatively regular length of waterfront before it was enclosed at the southern end by the hills. This is the southern part of the project area. The shoreline and land beyond is substantially different to the present day primarily through the reduction in height between the upper slopes and the low ground along the waterfront.

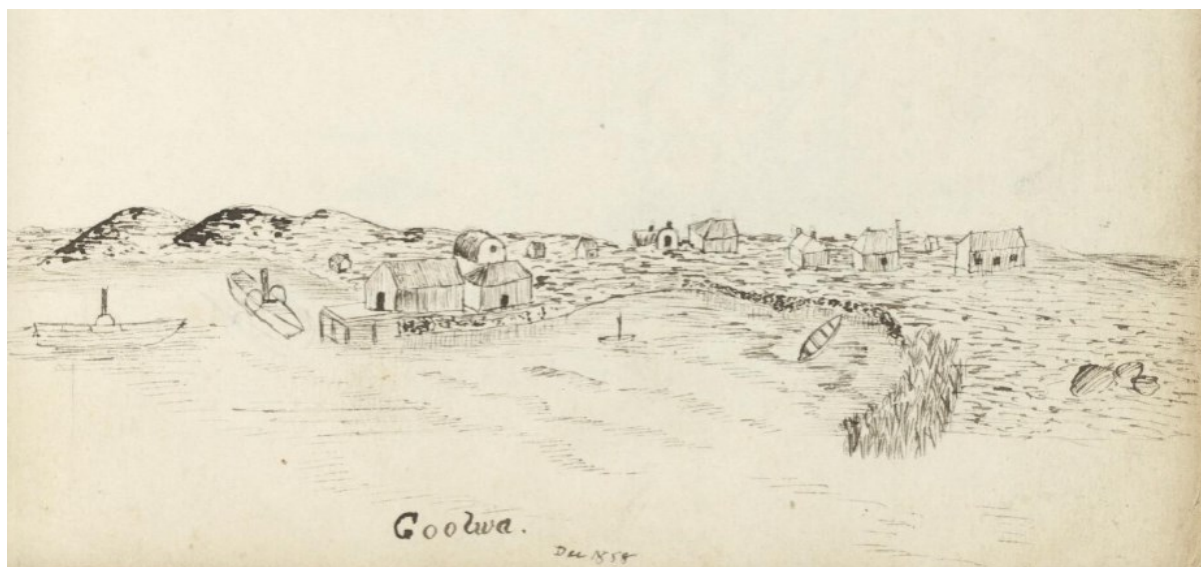


Figure 6. Goolwa in 1858 showing the development around the deep inlet with the wharf providing deeper water access to steamers and boats |Huts and Boats at Goolwa South Australia December 1858 NLA P/C Drawer 8631#R11335/12|

The earliest map of the town created between 1854 and 1858 reflects both the actual improvements and the civic plans for the town. The wharf at the southern end of the small inlet is recorded with the railway cutting coming down to it. Behind the wharf is a store. The store, the wharf and part of the railway cutting are within the project area. To the north and well back from the waterfront was the old police station which is not within the project area (Figure 7). The map also records the full subdivision of the town.

Another version of the town plan from around the same time confirms the details of the first in respect of the only improvements in the study area being the store, wharf and rail cutting but the colouration seems to indicate the extent of the topography; the blue section adjoining the town appears to represent

the steep sloping land down to the level of the wharf. It also infers that earthworks may have been required to enable the railway to the jetty, different to those that made the cutting for the rail (Figure 8).



Figure 7. Detail from a Plan of the Township of Goolwa c. 1840-1858 showing the outline of the project area NLA MAP Roberts Collection 10 (NLA)



Figure 8. Undated plan of Goolwa (1854+) showing the wharf, store and railway cutting and what appears to be the break in slope shown in detail on the following page |Goolwa Township (ND), SLSA C-574|



Figure 9. Detail of Figure 9 in relation to project area.

4.2.1 Hindmarsh Island Ferry and Jetty

One component of the development of the town separate to the later industrial waterfront within the project area was the creation of a public jetty. The commercial jetty to service the river boat trade was constructed in 1852. A ferry service to Hindmarsh Island was commenced at least as early as 1845 when it is referenced in news articles⁶. A new ferry service commenced in 1862 and was upgraded on several occasions the last being in 1973. The date of the original nineteenth century jetty is not known.

The ferry was located at a jetty to the north of the wharf; it is recorded on several plans. The site is now partly reclaimed and lies under the car park to the north of the wharf area and adjacent to the site of the Hindmarsh Bridge.



Figure 10. Detail from a plan of 1878 (the red lines indicate the extent of the project area); the wharf adjoins to the left |from the Goolwa Hundred Book Plan 3A reproduced in [Port Elliot and Goolwa Heritage Study](#); IHC additions in red |

⁶ For example [Adelaide Observer](#) 7 June 1845; 05

The ferry is visible in the 1936 aerial view of the river and adjoining it a deep cut or excavation in the land leading to it. It appears to be a similar excavation to the cutting to allow vehicles to approach the ferry from a similar level rather than negotiating a steep drop from the upper level of the landform. This excavation is also visible on the 1878 plan and may have been an original feature. Images of the 1960s do show a steep embankment on either side of the road leading to the ferry. The route of Brooking Street follows the same alignment but there is no evidence of the older pathway.



Figure 11. View of the Goolwa waterfront with the former ferry to Hindmarsh Island and the steep cutting for its approach in 1936 | |SLSA B 7068| IHC additions in red.

4.2.2 *The Soldiers' Memorial Garden*

The gardens were created in 1917 on part of the site of the horse tram reserve. These gardens were planted to commemorate those from a particular district who died in World War One. The rotunda contains a memorial to the 1917 service. The gardens also contain monuments to later conflicts.

4.3 Exploiting the Position: River and Rail

The project area is essentially concerned with the waterfront of Goolwa which was the focus of the activity that allowed the town to develop and be sustained throughout the nineteenth century and into the early years of the twentieth century.

From the early days of settlement in South Australia the Murray River was seen as a potentially vital means of transportation within the colony and across its borders but the dangerous river mouth made this an uncertain option. As well, the limited access to and from Adelaide was a major factor in inhibiting

growth. Two separate infrastructure projects were initiated that, combined, formed the foundation of the success of Goolwa and was the basis of its economy.

4.3.1 *The Tram and Railway*

The Goolwa-Port Elliot railway was the first part of a system that ultimately extended to Victor Harbour and Strathalbyn. This was the first major engineering work undertaken in South Australia. The initial works encompassed jetties at Goolwa and Port and cuttings at both Port Elliot and Goolwa and seven miles of interconnecting railway track.

The first railway station for Goolwa was opened in December 1853. It was one terminus on the line linking the Murray River to the sea at Port Elliot. In 1864 the line was extended to Victor Harbour as one terminus of a line linking the River Murray to the sea at Port Elliot. Another branch was made from Middleton to Strathalbyn. For fifteen years the carriages on the lines were powered by horses, up to thirty, housed in stables at the principal stops including Goolwa. Between 1884 and 1885 the railways were improved and rerouted to enable them to be steam powered. The railway continued to serve the community until 1984 when passenger services ceased. It then became a dedicated tourist railway in 1986 which it remains to the present day.

4.3.2 *The Cutting and Embankment*

In the 1850s a horse-drawn tramway was built from Goolwa to Port Elliot linking the river and sea ports and negating the need to for vessels to negotiate the river mouth. The tramway opened in 1854. The tracks were laid through the town forming a major thoroughfare, now the basis of the Soldiers Memorial Park which was built within the reserved corridor and Cutting Road. The cutting at Goolwa leading to the wharf was 170 yards long and had a maximum depth of 15 feet which was completed in 1852⁷. The cutting was described in that year as being made “through the limestone bank” to the jetty⁸. It is best seen in an image created soon after it was built by James Hazel Adamson. This was the excavation that was made through the higher part of the topography discussed in earlier sections to enable to tram to run directly to the wharf at its lower level on the waterfront. The image also demonstrates that it ran at a slight incline to this point.

⁷ Alan, A. Stempel, The Centenary of the Goolwa-Port Elliot Line (steamranger.org.au/enthusiast/history)

⁸ South Australian Register 2 November 1852; 03



Figure 12. View of Goolwa in 1854 showing the railway cutting |James Hazel Adamson, View of Goolwa with the Lady Augusta approaching the jetty” |AGSA gsa.sa.gov.au/collection-publications/collection/works/view-of-goolwa-with-the-lady-augusta-approaching-the-jetty/23410/|

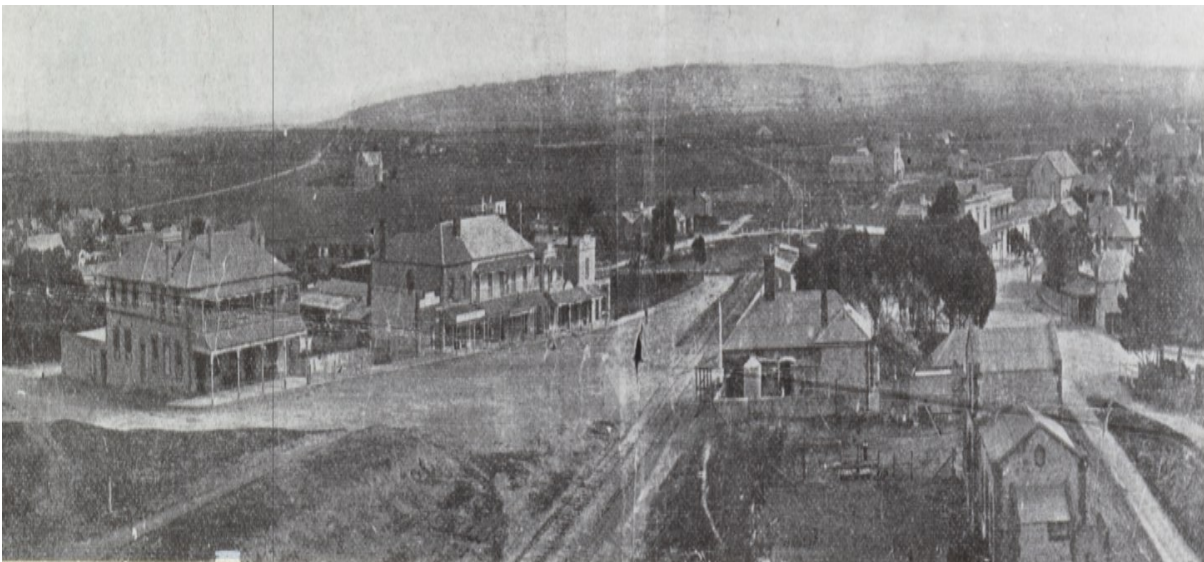


Figure 13. View of the railway cutting through the town from the signal tower on Goolwa Wharf c. 1910 |SLSA PRG 1258/2/426|

It is clear from the current topography of the town that some infilling has occurred at this end of the former cutting, (now Cutting Road). An aerial view of the waterfront in the 1930s shows the cutting which appears to be partly in filled.



Figure 14. Aerial view of the waterfront of Goolwa in 1936 showing the line of the cutting |SLSA B 7068|

The railway embankment is within the Soldiers Point Memorial Gardens and Reserve. The railway line originally ran from the wharf through this site and then onwards west; it can be seen in the 1936 aerial view above. This was part of the original tramway system.

4.3.3 The Tracks

The tracks from the cutting led directly to the wharf but as the railway evolved the route of the tracks changed on several occasions. The principal phases have been mapped by the Steamranger’s organisation now responsible for managing the railway as a tourist venture (Figure 15).

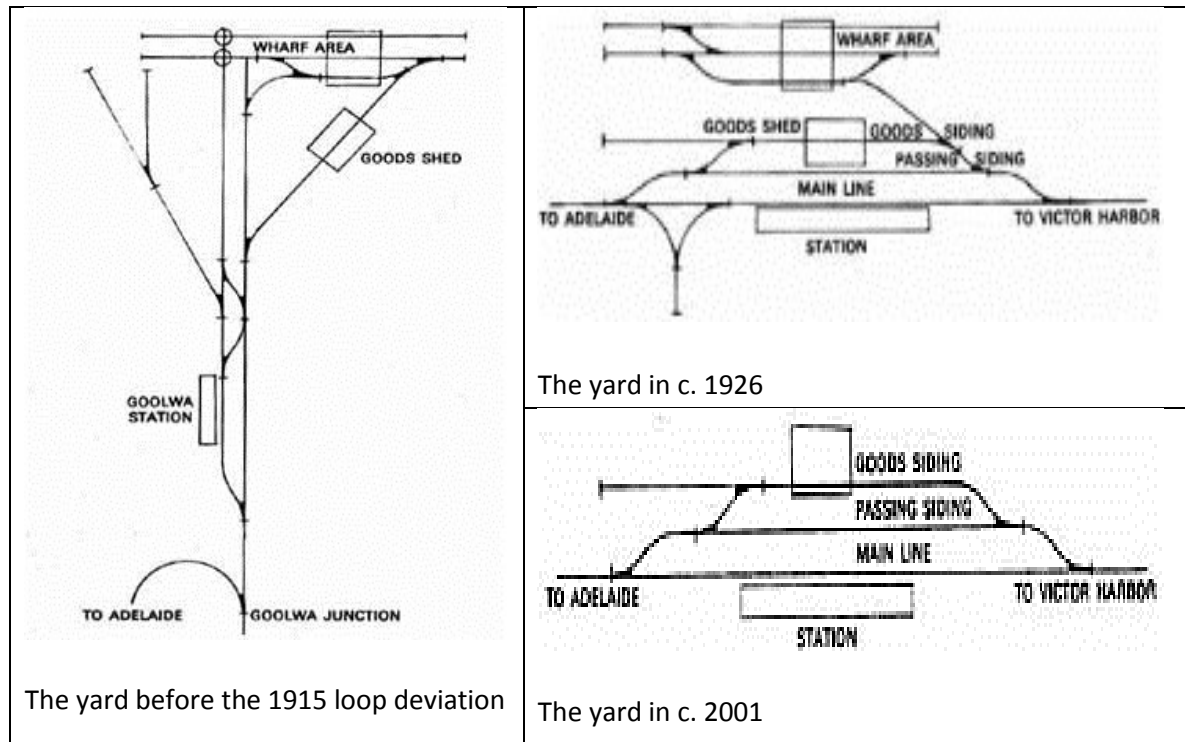


Figure 15. Rail configurations from the nineteenth and twentieth centuries
[|https://www.steamranger.org.au/enthusiast/guides/gwa_map.htm|](https://www.steamranger.org.au/enthusiast/guides/gwa_map.htm)

The principal issue was managing the railway as it came from the town to unload cargo along the wharf, essentially a ninety degree angle. Turntables were used to manage this issue initially until the loop variation made other options possible. By the twentieth century the rail network throughout the wharf area required a complicated network visible in many twentieth century images.

With the cessation of the railway as working line and the adaptation of the wharf area to a tourist venue in the 1990’s, the tracks on the wharf were removed; one line remains adjoining the railway station.

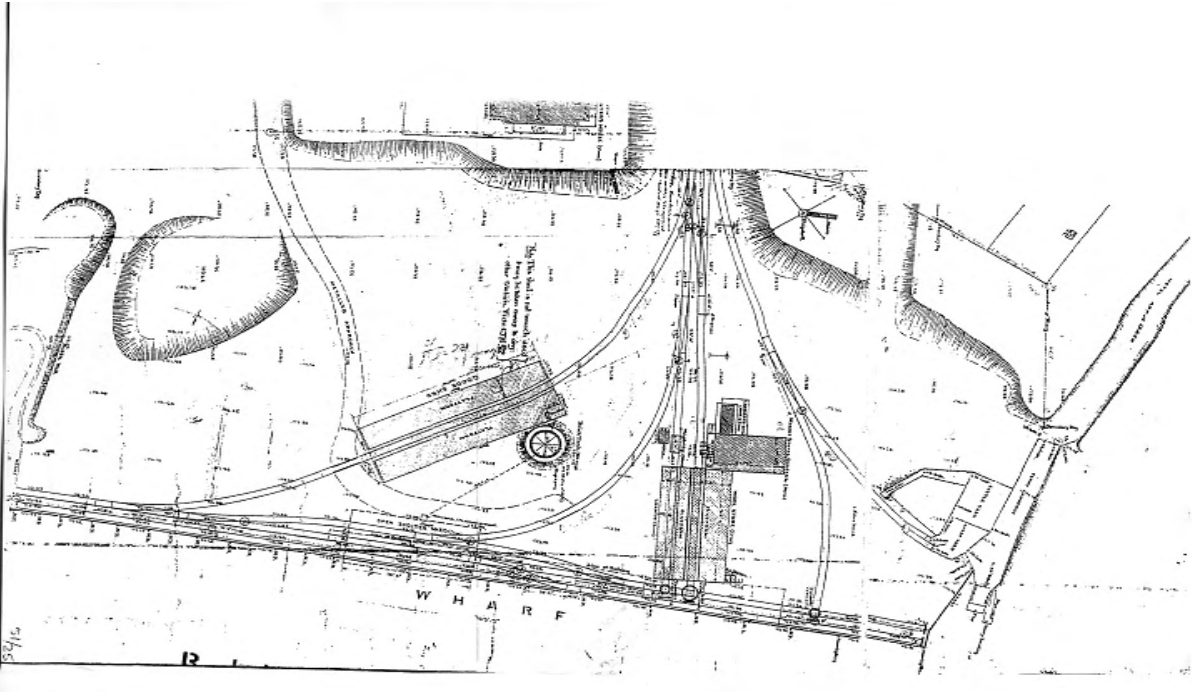


Figure 16. Undated plan showing the railway configuration on the wharf including a turntable



Figure 17. Goolwa wharf with the rail lines coming in from the town; the wharf shed in the background c. 1900 |SLSA B100004|



Figure 18. View of the wharf shed with the complicated rail system on the wharf deck to allow for cross overs, 1910 (SL SA B 17516|



Figure 19. View of the adapted wharf precinct with the remaining rail tracks on the western side running along the railway station.

4.3.4 *The Railway Superintendent's House*

Construction for the residence of the Railway Superintendent commenced in 1852 and by early 1854 it was ready for occupation. It is an unusual construction with the half round roof the same as that built for the store on the wharf. This store and this house were the two principal buildings shown in the 1854 view of Goolwa with the house occupying the high ground behind the wharf.. It had an extension in 1902 for a bathroom and laundry. The cottage was offered to the SA National Trust in the 1950s and was purchased in September 1973. It was occupied by commercial operations but is now a National Trust property⁹.



Figure 20. The Railway Superintendents cottage



Figure 21. Railway Superintendents Cottage undated c. 1860s? (SLSA B5681)

⁹ operation.shttp://alexhistory.pbworks.com/w/page/30857472

4.3.5 The Railway Station

The station was first located at the post office, built in 1857; the verandah initially provided a place to wait for the horse-powered tram. This is known as the post office verandah facility. A new station was built in 1872 opposite the Corio Hotel in what is now the Soldiers Memorial Gardens. In 1915 the railway line through the centre of Goolwa was closed; a new station was constructed at the wharf. This building is still used in conjunction with the train service.

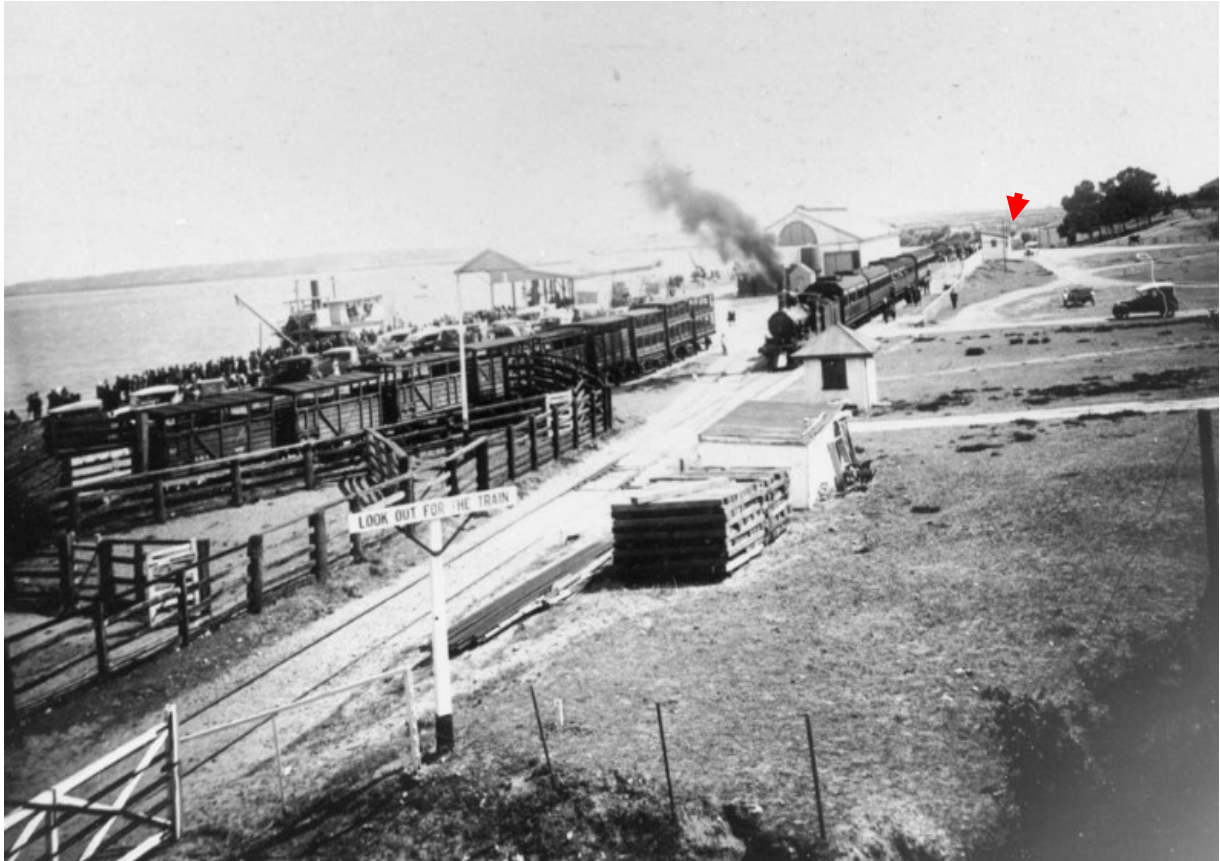


Figure 22. Goolwa railway station (red arrow) and yard in 1922 with the railway shed and the wharf to the left |SLSA B59118)

4.3.6 Horse Stables

Horses were an important part of the operation of the original wharf being used to move cargo and provide power for the horse tram. Wooden stables were erected in 1853 either near the Government Bond Store or close to or on the site of the building constructed to replace them. The precise site has not been identified. In 1860 representations were made to replace this building because it was in a poor state. In the estimates for 1862-1863 an additional £150 was provided in addition to the £250 already voted for new stables¹⁰. In 1862 a tender was let to build a new stone building; when the horses were auctioned in 1885 the building was put to new uses and eventually in the twentieth century the RSL Clubrooms. This building adjoins the railway cutting at the western end of the project area.

¹⁰ South Australian Advertiser 26 May 1862; 02

4.3.7 *The Signal Mast*

The mast was erected in c. 1879 as a means of communicating with the signalman at the mouth of the Murray River. The flag platform of the mast was 55 feet above ground level. The mast was removed and in 1996 only a small section of the decaying mast was left of this former structure¹¹. The mast site had been built over by the Signal Point Centre opened in 1988.

4.4 **The Port Facilities**

In 1853 two steam ships successfully navigated the river mouth bringing cargoes with them. This was the demonstration that supported the growth of Goolwa and its importance up to the 1880s in the river trade with Victoria and New South Wales. The first wharf was created in 1852 a year prior to the successful demonstration of navigation. It evolved through several extensions and improvements.

4.4.1 *The First Jetty or Wharf*

The site of the first jetty now lies under the northern end of the wharf opposite Cutting Road. In 1852 the wharf was stated to be 100 feet in length with a crane to raise heavy goods. It had two lower platforms from which lighter goods could be raised to the tram trucks¹². It had water pipes laid along its length¹³ and there was a cutting made “through the limestone bank” to the jetty¹⁴. The latter is the eastern end of Cutting Road. In the same year it was noted that the outer end of the jetty was dry at low water¹⁵. This is essentially the view that James Hazel Adamson recorded in 1854; it suggests that the jetty was a long narrow structure set out into the water¹⁶.

¹¹ Victor Harbour Times 24 May 1996; 02

¹² South Australian Register 26 May 1852; 03

¹³ South Australian Register 2 November 1852; 03

¹⁴ Ibid.

¹⁵ Adelaide Observer 3 January 1852; 04

¹⁶ James Hazel Adamson (1854); View of Goolwa with the Lady Augusta Approaching the Wharf” AGSA



Figure 23. Detail of an image of Goolwa in 1858 showing the original wharf or jetty | Huts and Boats at Goolwa South Australia December 1858 NLA P/C Drawer 8631#R11335/12 |

In 1856 the jetty was described: *“a very good and substantial wharf has been constructed of sawn timber... this wharf is at the eastern termination of a tramway of about seven miles....the wharf which is 33 ½ feet in length is, however, too limited in its extent of frontage for the amount of traffic sometimes carried on at it and it would be greatly improved by an extension of 30 feet frontage each way. Some residents on the spot consider the three ton crane at present on the wharf is too weak for its occasional requirements...”*¹⁷

The evidence from the two descriptions defines a structure 33 ½ feet (approximately 10.2 metres) in width along the shore line and 100 feet (approximately 30.4 metres) in length out into the water, which would have been supported on piles; the structure on the land section is unknown although the 1858 image suggests possibly it was constructed on ballast.

4.4.2 The Extended Wharf

In 1865 it was stated that because of the increasing traffic on the jetty *“it is very evident ...that a very large extension of wharfage is necessary to meet even present requirements”*¹⁸. The structure made to address this problem was an extension of the existing jetty rather than a replacement of it. In September 1866 it was reported on *“The Goolwa Wharf Extensions”* that the first pile had been driven by the pile engine for the new work¹⁹. The extension was made by sheet-piling along the shore²⁰. A reference in 1867 stated that the space between the existing wharf and the new wharf was to be filled up with a tender being

¹⁷ *South Australian Register* 14 May 1856; 03

¹⁸ *Adelaide Observer* 25 February 1865; 03

¹⁹ *Southern Argus* 29 September 1866; 02

²⁰ *Southern Argus* 15 February 1868; 02

let for the work²¹. The decking was put down in 1868. These references suggest that the width of the wharf was extended by reclaiming land behind the sheet piling and filling in to be able to extend the existing deck.

The ad-hoc work of making the existing arrangements fit the expanding system was soundly criticised in 1872.

“The Goolwa Wharf requires great alterations and repairs. It is now too high and is, with the yard, warehouse, weighbridge and turn tables a most unhandy station. The turn-out and sidings are badly arranged, the weighbridge misplaced, the warehouses mostly useless, except as truck sheds and they also require repairs. One of the warehouse doorways is too narrow to admit the trucks and turn tables are only large enough to be of any service to a few of the trucks”²²

4.4.3 The Greatly Extended Wharf

The combined jetty and wharf of 1852/1866 was further enlarged in 1874 possibly in response to the increasing criticism. In July 1874 it was announced that the tender for the “alterations and additions” to the Goolwa wharf had been awarded²³. Although it was reported as slow in being built it was completed by 1875. In 1877 a review of the wharf and its facilities was poor:

In 1878 the wharf was extended again. The work was described in 1878; *“the wharf is to be extended to the end of the dolphins at the lower end of the present wharf and up as far as the punt jetty at the upper end and we believe some dolphins are to be erected at the opposite side of the river for mooring purposes”²⁴*

It was reported in January 1879 that *“the wharf at Goolwa has this year been extended both north and south making in all 360 feet run of extra wharf and part of the old wharf has been widened so as to bring it out into deep water. The new wharf has been backed up with limestone crust and sand”*. This wording infers that in both cases rather than replacing the older structures they were incorporated into each new phase of work. This would mean that the final wharf, was a combination of elements from the first jetty through to the later nineteenth century works. Two new travelling cranes were also built onto the wharf²⁵. A brick and cement water tank of 20,000 gallons capacity was built near the wharf to service steamers.

²¹ [South Australian Register](#) 4 February 1867; 02

²² [Southern Argus](#) 17 May 1872; 03

²³ [Southern Argus](#) 2 July 1874; 3

²⁴ [South Australian Chronicle](#) 6 July 1878;21

²⁵ [South Australian Register](#) 8 January 1879



Figure 24. Goolwa Wharf (SLSA B10002 |; wharf decking and rail lines under shed canopy c. 1900

The wharf remained in this form until the 1990s. At that time plans were announced for its redevelopment and extension²⁶. It is unclear how much of the subsequent programmes of work replaced the older components of the wharf; the wharf deck certainly has been renewed and the rails removed from it. As well the impact of the new work on the ground beneath the wharf is unclear.

This was one of several schemes announced in this decade. In 2002 a major infrastructure redevelopment was undertaken at the wharf including installation of underground power, sewer and water and new street lighting, roads, footpaths and lighting²⁷.

4.4.4 *The Government Bond Store*

The first building constructed on the jetty in the 1850s was a Bond Store. The construction of the store was in progress in 1852²⁸. This is the only building recorded in Adamson's view of the wharf in 1854.

²⁶ Victor Harbour Times 28 June 1994; 01

²⁷ Alexandrina Council Annual Report 2002-2003

²⁸ Adelaide Observer 6 November 1852; 07



Figure 25. View of Goolwa in 1854 showing the store, blue arrow |James Hazel Adamson, View of Goolwa with the Lady Augusta approaching the jetty” |AGSA 23410|



Figure 26. Detail from an image dated to 1866 showing the Government Bond Store with its distinctive curved roof |SLSA B25772|

It was built in 1852 using limestone and had a distinctive curved roof which is visible in later nineteenth century images. It was certainly still standing in 1887 but has since been demolished probably in the early years of the twentieth century during a period of realignment of the railway.

4.4.5 A Shed on the Wharf and Miscellaneous Structures

Between 1854 and 1858 a small shed was added to the wharf building at the northern end of the bond store. It is recorded in an image of that date. It appears to have been a timber framed wooden building and may have been present in 1868, when another view of the wharf was drawn but appears to have

been removed by the later 1870s, a conclusion based on evidence from plans of that period. Its purpose is unknown.

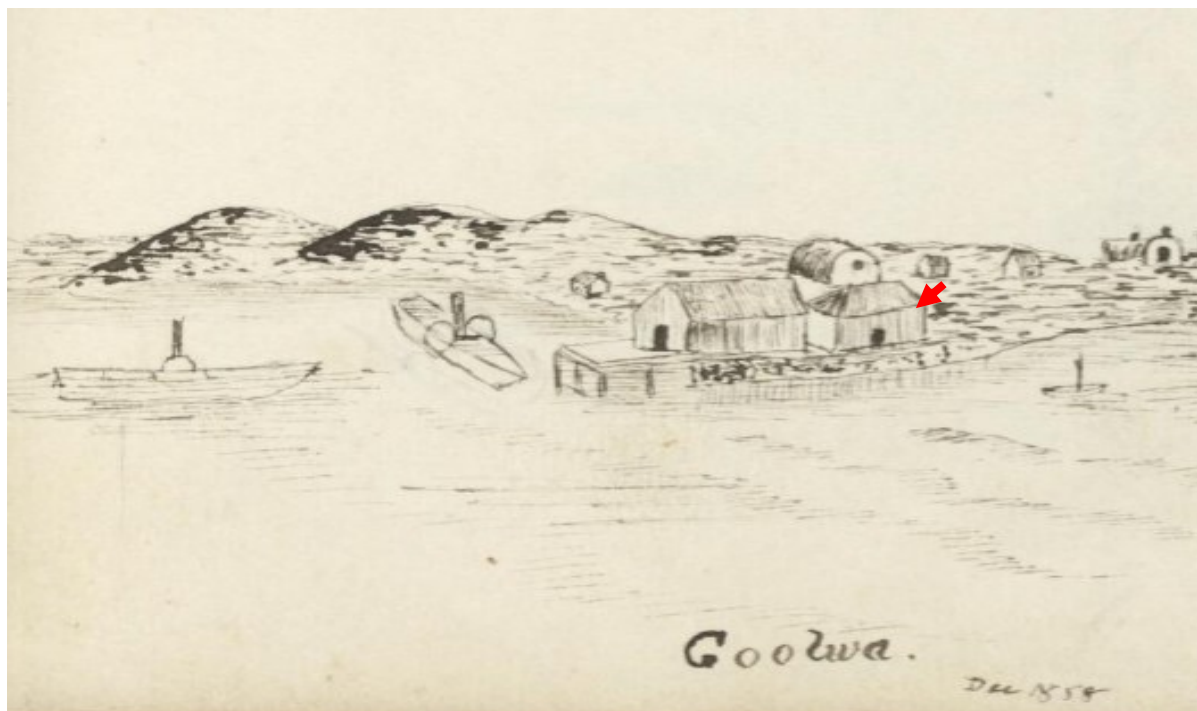


Figure 27. Detail of an image of Goolwa in 1858 showing a small shed adjoining the Government Store |Huts and Boats at Goolwa South Australia December 1858 NLA P/C Drawer 8631#R11335/12|

The same primary sources, a limited number of views and plans or sketch plans, indicate that apart from this shed there were in the 1860s and 1870s several other smaller buildings grouped around the wharf and bond store. Their purpose and dates of construction are not known and they all appear to have been removed by the later part of the nineteenth century possible due to changes made in the railway.

4.5 The Cargo Shed

4.5.1 The Earlier Forms

The largest building on the wharf was the railway goods shed or cargo shed. This was a long wooden building aligned east to west at the end of the wharf; the railway lines came from the cutting directly to this building. In the 1858 image on the preceding page it can be seen in front of the smaller shed and the Government Bond Store. This shed appears to have been replaced with a new longer building by the 1870s; it is seen in an image of 1875 abutting the Government Store.



Figure 28. Goolwa Wharf in 1875; the long railway shed abuts the Government Store [SLSA B8020]

There is one sketch plan of the waterfront in 1878 reproduced in the [Port Elliot and Goolwa Heritage Study](#). This shows the shed and its relationship to the railway; it also records the several smaller buildings apart from the shed that were located in this part of the wharf at this date. This plan also demonstrates the extent of the wharf, by then rebuilt in several phases.



Figure 29. Reproduction of a sketch map of the wharf and other improvements in 1878 including the cargo shed before it was rebuilt |from the Goolwa Hundred Book Plan 3A reproduced in Port Elliot and Goolwa Heritage Study; IHC additions in red|

4.5.2 The Rebuilt Shed

In 1879 the old shed was replaced with a new building constructed by James Shaw Harding in 1879 in the same position. It was described in December 1879; *“a line of new rails is now being laid down through the new goods shed which is now ready for use. The shed is stated to be the largest in the colony of Adelaide”*²⁹

In 1896 the railway Commissioners proposed to remove this shed from its site. A town meeting protested the move stating that the large iron shed was good for the river goods and also for town goods; no value was seen in moving the shed to a new place. *“Besides the store there was a large tank which was a boon to the residents”*³⁰.

The move finally came in 1914 with the rerouting of the railway. The cargo shed was moved to its present position at the southern end of the wharf (now known as the railway shed). In 1914 it was reported that *“the railway platform which is to be one of the longest in the state is also nearing completion. The large goods shed is being moved bodily along the wharf”*³¹

When it was moved the building was reconfigured, being shortened and adapted so that the railway ran through one side, its present form³². This shed is still present, although adapted to new commercial purposes.



Figure 30. Goolwa Wharf with the cargo shed on the left in its new form in c. 1919 |SLSA PRG 280/1/18/206|

²⁹ [South Australian Chronicle](#) 20 December 1879; 05

³⁰ [Southern Argus](#) 3 September 1896; 03

³¹ [Victor Harbour Times](#) 13 November 1914; 03

³² <http://alexhistory.pbworks.com/w/file/fetch/108335275/Railway%20and%20Wharf%20Walk.pdf>



Figure 31. View of the adapted wharf shed and new deck

4.6 The Wharf Shed

The wharf shed was built in 1878 as part of the final major nineteenth century redevelopment of the waterfront. It was built with a timber frame and had corrugated iron walls and roof. It was essentially an open canopy over the rails that ran along the wharf with two distinct parts to it. In the 1990s the rear half of the shed was walled in as part of the interpretation of the wharf area and was used as an exhibition space and booking office. The present wharf shed retains the form of the original building but the fabric has been altered and added to in places. It is now used for commercial purposes.



Figure 32. The wharf shed in c. 1910 showing a train entering the back section | <https://www.alexandrina.sa.gov.au/live/projects/goolwa-wharf-precinct>

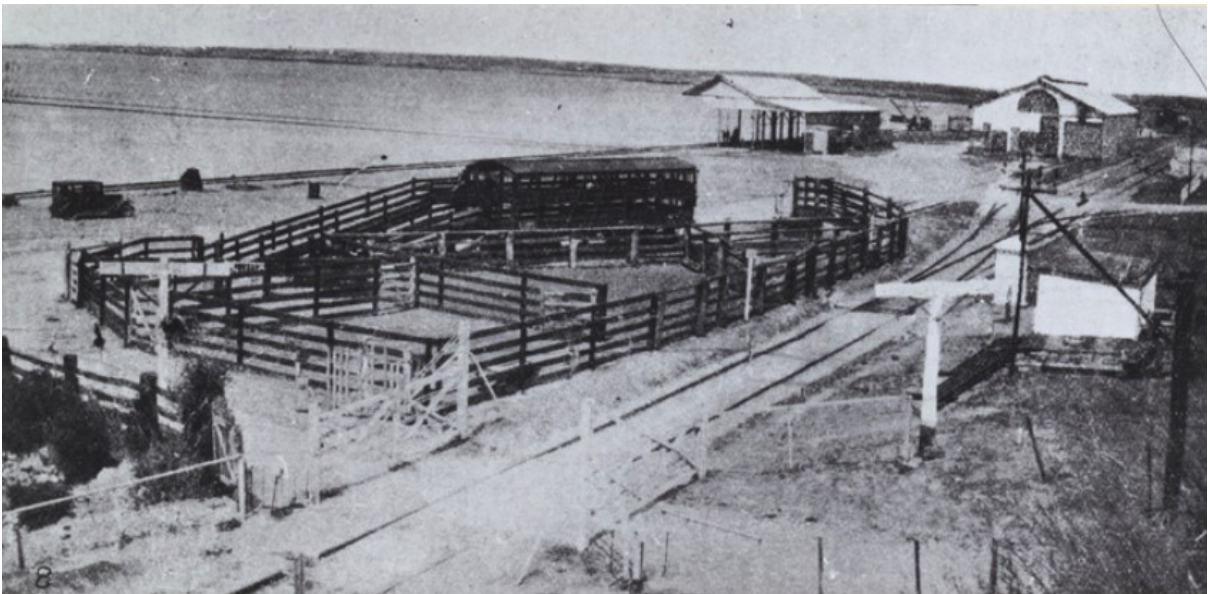


Figure 33. Goolwa Wharf and Shed c. 1920 |SLSA PRG 1258/2/474



Figure 34. The shed as it is now used showing the enclosure of the rear portion of the formerly open shed Adelaide |Steamranger’s Heritageteamranger.org.au/enthusiast/history |



Figure 35. The tourist precinct: view of the present wharf precinct; the wharf shed is in the centre and the railway shed to the right.

4.7 Expansion

During the thirty or forty years after the creation of the wharf and the railway the town very substantially expanded beyond the water front with houses, civic works and industries. The waterfront, though, remained the focus of the town. Images of this period demonstrate how the initial use of the land was continued into the expanded settlement, a factor of the topography.

An image of the town and the wharf from 1868 records the settlement primarily laid out on the high shelf above the water and the sloping land beyond it dropping down to the water's edge. The wharf is visible and fences running down the slope. Further north is a foundry on the water's edge. At the waterfront industrial development was an important component of the second half of the nineteenth century.

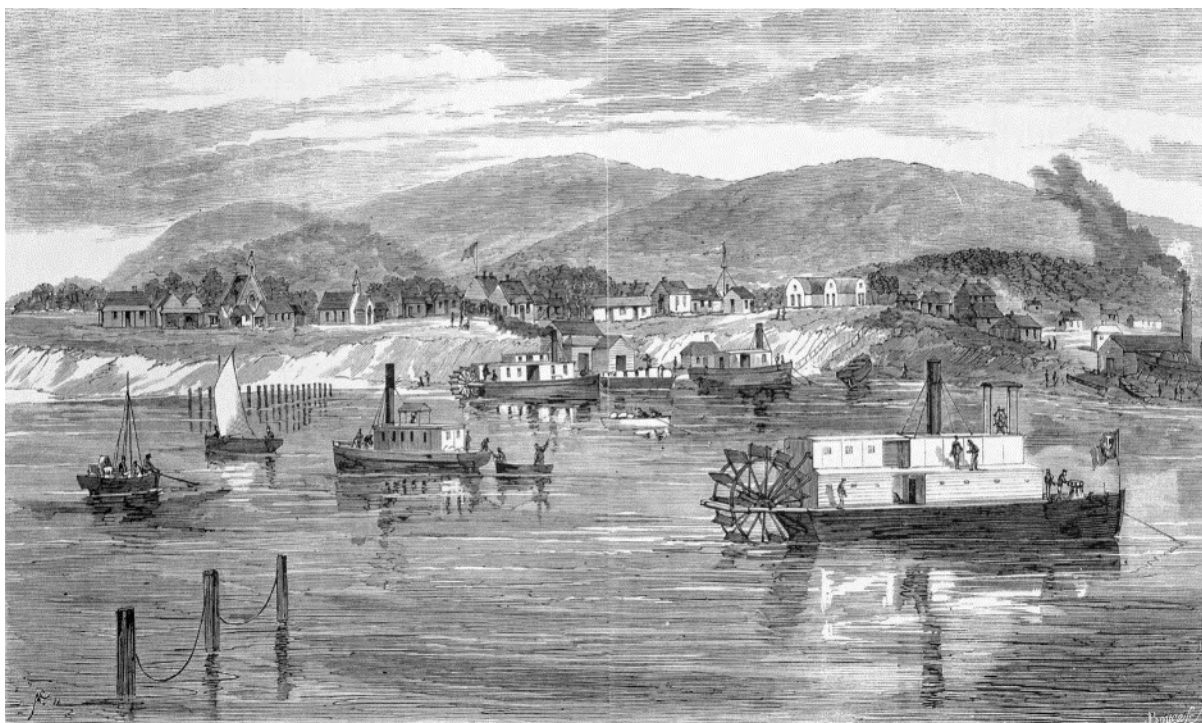


Figure 36. View of the town of Goolwa and the wharf on the waterfront in 1868 |A. Clint, Goolwa on the Murray River SA from Hindmarsh Island SLVIC D49454|

4.8 Goolwa Iron Works

At the northern end of the project area in the area of Amelia Park was the site of main shipbuilding and repair works in Goolwa. It was established in 1864 as Goolwa Iron Works. A foundry and patent slip were included in the works as well as a jetty. It was taken over in 1867 by Alexander Graham becoming Graham's Patent Slip and Iron Foundry. The foundry was a major employer of men in the town. The works were closed in 1885 and the plant removed to Renmark however the slip continued in use after the sale of the foundry³³. The date that the buildings on the site were removed is unknown; certainly an aerial view in 1936 shows no trace of the principal works other than the remaining building, the Chart Room. The image of the foundry that is included in the 1868 view of Goolwa shows a substantial building close to the waterfront with a slip reaching the river in front. To one side boats are drawn up on the bank. This site is now in Amelia Park. Comparison of the shore lines between 1936 and the present day indicates that reclamation has occurred along this part of the waterfront.

³³ S. Marsden; *Port Elliot and Goolwa A Short History*; not paginated

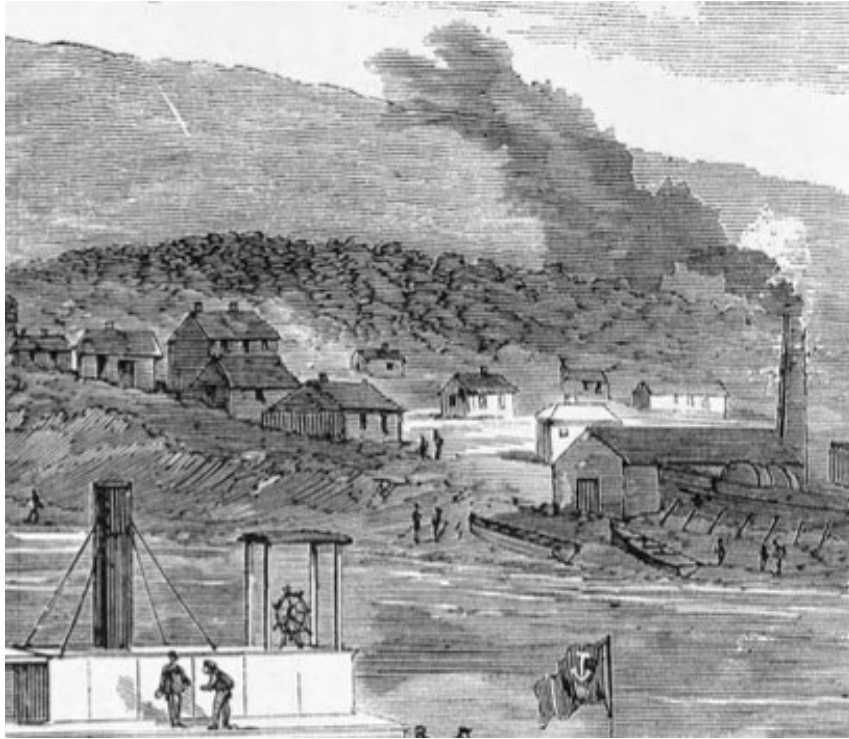


Figure 37. Detail from View of the town of Goolwa and the wharf on the waterfront in 1868 showing the foundry |A. Clint, Goolwa on the Murray River SA from Hindmarsh Island SLVIC D49454|

4.8.1 *The Chart Room*

The only element that now survives of the former foundry is the chart room. This building was part of the Patent Slip and Iron works and was used to store charting documents. It is located adjacent to the Railway Reserve and the walking path that follows the railway line from Liverpool Road to the Wharf precinct. In the 1990s the chart room became part of a Maritime gallery. It was renovated in 2020 to become a multi-purpose space.



Figure 38. The Chart Room in 1989 |<https://www.victorharbortimes.com.au/story/6512024/goolwa-heritage-buildings-rebirth/>

4.8.2 The Patent Slip

The slip associated with the foundry was built in 1864. It was part of the most prolific boat-building yard in Goolwa in the nineteenth century and early years of the twentieth century. After the business was sold in 1889 the slip remained in operation. It was leased by The Marine Board in 1891 to a private operator³⁴. The site is now occupied by the Captain Sturt Marina.



Figure 39. A vessel under repair on Goolwa Slip in c. 1900 (SLSA B16671)

4.9 Ship-building

Shipbuilding at Goolwa commenced in 1852-1853 with the construction of the Eureka. By 1913 an additional sixty vessels had been built here making this one of the most productive of the Murray River ports. The Goolwa Ironworks was not the only manufacturer. Images taken from the early part of the twentieth century also demonstrate that ship building and repairs were being undertaken on the southern side of the Goolwa Wharf.

4.9.1 Oscar W Paddle Steamer

The Oscar W paddle steamer is currently located at the wharf, but has no current relevance to the project as it will not be impacted or affected by the proposed works. The paddle steamer post dates the historical use of the wharf and is not related to, or associated with the assessed heritage significance of the SHA or broader precinct. The paddle steamer was built in 1908 in Echuca and was used to carry wool and general cargo in the Riverina region. In 1942 the vessel was brought to Goolwa, but due to wartime restrictions, could not be refurbished and in 1943 it was purchased by the South Australian Government Highways Department to service ferries in the region. The vessel was once again sold in the 1960's, and used for tourism in Mildura until 1985 when it was purchased by the South Australian Government and restored. In 1988 the Oscar W was brought to Goolwa where she was recommissioned by the Minister of Tourism

³⁴ Noack, Marsden and Dallwitz for Ed. Noack and Associates (1981); Port Elliott and Goolwa Heritage Study; 17

at Goolwa. The Oscar W is currently owned by the South Australian government but on lease to the District Council and used as part of the River Murray Interpretive Centre at Goolwa³⁵.



Figure 40. Boat building at Goolwa ND |SLSA B25772|

4.10 Eclipse and Decline

The 1870s were the peak time of prosperity in Goolwa. Goolwa was gazetted a municipality in 1872. The opening of the railway from Mount Morgan to Adelaide in 1878 contributed to the eclipse of the river trade to this town and, thus, its prosperity. Morgan became the busiest river port in South Australia. Goolwa went into decline from the 1880s although it was a slow downturn. Major works were still undertaken including a new railway goods shed, further extensions to the wharf and the Customs House but by the end of the century shipbuilding had virtually ceased and this impacted all aspects of the town's economy and its fabric.

³⁵ Christopher, P. Paddle steamers and Riverboats of the River Murray.

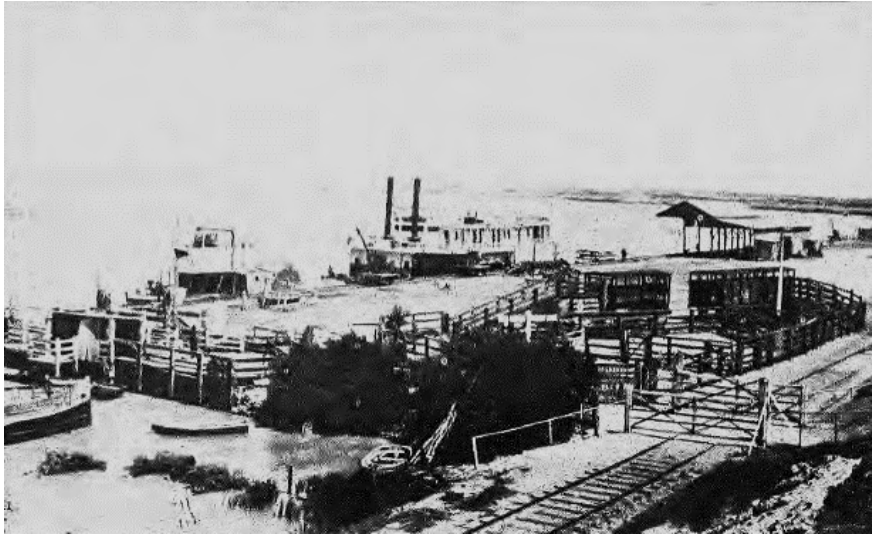


Figure 41. This was the wharf and rail cutting in c. 1900 | A View of the Wharves at Goolwa in 88 Magnificent Views Illustrating Victor Harbour, Port Elliot, Middleton, Goolwa and Surrounding Districts (ND) NLA obj-40772439 |

4.11 Re-invention

The change in Goolwa's status was a huge blow to the town's economy and its people. However, in the early decades of the twentieth century it began to emerge as a place of interest for tourists interested in the past history of the place and the riverboat trade. The emergence of this as a factor that could support the economy was supported by the growth of services, particularly from the 1950s, including the construction of accommodation for tourists.

Images of these early decades, though, show little change in the environment and improvements of the place as they were at the end of the nineteenth century.



Figure 42. The southern end of Goolwa Wharf showing the intact beach and landform in c. 1900 |Goolwa and Its Environs the New Orleans of Australia (c. 1900-1920) SLVIC [IE4339308](#) |

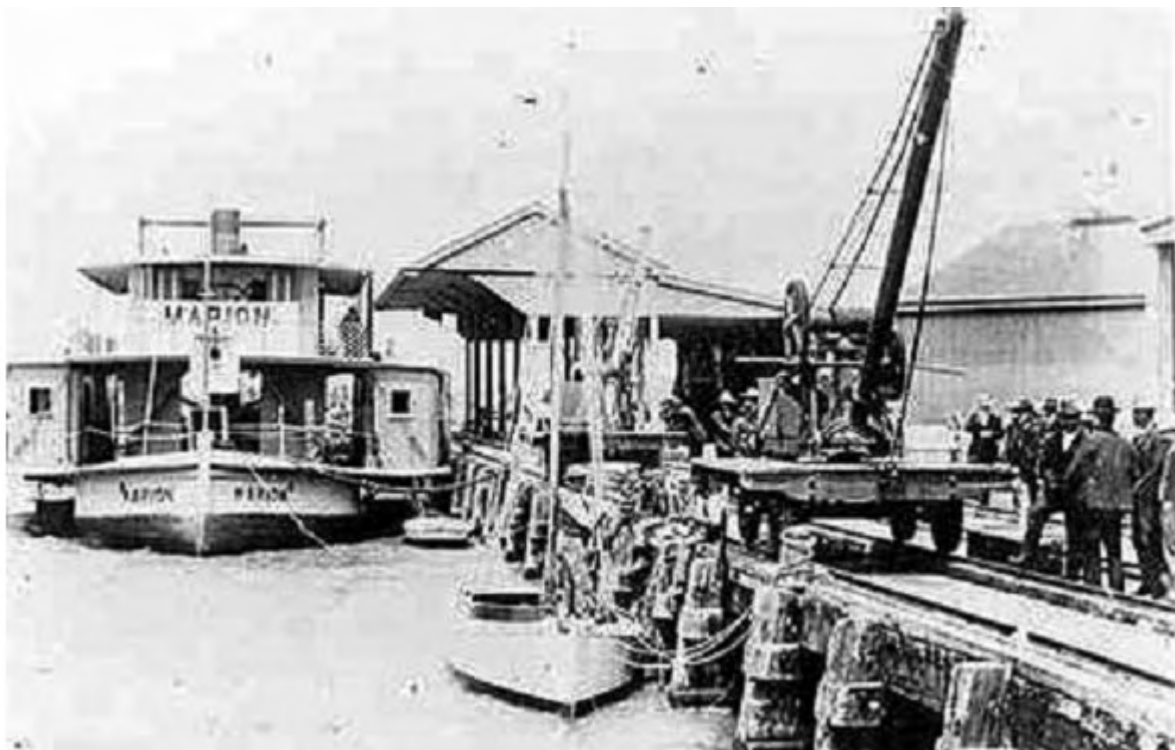


Figure 43. The Goolwa Wharf in 1912 showing the railway (SLSA PRG 1258/1/2065)

4.12 Changing the Landscape

The establishment, success and development of Goolwa was entirely dependent on its environment; the position in relationship to the Murray River and Encounter Bay, its sheltered inlets and access to the water. On the basis of primary archival evidence this environmental context appears to have remained largely intact into the early years of the twentieth century. Since that time, though, there have been substantial changes made to it.



Figure 44. Aerial view of Goolwa from the river in c.1930 [SLSA B7068]

4.12.1 Water Management

In 1935 a permanent barrage, the Goolwa Barrage was constructed between Hindmarsh Island and Sir Richard Peninsula on the south eastern outskirts of Goolwa. The barrage separates the fresh water of the River Murray from the salt water coming up from the River Murray mouth. The barrage was constructed to prevent the salt water traversing further up the River Murray and polluting much needed fresh water. These were of national significance used to maintain fresh water in the river and assist irrigation by keeping water levels stable. The preparatory work started at Goolwa in 1935. All were completed by 1940.

During 2008 and 2009 Goolwa suffered from one of the worst droughts in Australian history and the river was reduced a channel and mudflats. The crisis prompted discussions with state and federal governments with the aim of releasing more water from upstream to ensure the survival of the river. In 2009 a temporary levee (the Clayton Regulator) was constructed between Clayton Bay and the north east side of Hindmarsh Island. The Regulator immediately increased the water level between the Regulator and the Goolwa Barrage. In 2010 increased rainfall and water from upstream allowed the Regulator at Clayton Bay to be substantially removed. Subsequent rainfall has also improved the situation.

4.12.2 Connections

A second substantial change to the older environment of Goolwa was the connection to Hindmarsh Island. Goolwa had earlier been connected to Hindmarsh Island by a cable ferry; this was replaced in 2001 by the official opening of the Hindmarsh Bridge. The bridge is built at one end of the protected inlet immediately north of the Goolwa Wharf.

4.12.3 Changes to the Landform

Less obvious unless through comparison to primary sources demonstrates the change in the waterfront. The small inlet has certainly been reduced in size or depth from that recorded in the mid-nineteenth century and the entire waterfront from the wharf to the south has been reclaimed and regularised from that seen in early twentieth century images. The topography as well is less pronounced along the shore line from that of the nineteenth century.

4.13 The Value of Heritage

The appreciation of Goolwa as a beautiful environment with an interesting past that commenced in the early decades of the twentieth century culminated in 1987 with the inner part of the town of Goolwa declared a State Heritage Area. It was assessed to be important because it represented and was important as a river port during the second half of the nineteenth century. A selection of buildings and works was made to represent this cultural importance. They included the wharf and tramway precinct, a core of public and commercial buildings and residential precincts.

The emergence of the revitalised Goolwa with heritage as a key component was a gradual process. In 1990 there was considerable enthusiasm for the creation of a town square to provide a focal point for the community and visitors ³⁶In 1994 it was reported that plans were being formulated that would see the “run down” Goolwa wharf area restored and enlarged with a mix of community and commercial attractions. It depended on the community gaining ownership of the site which was then owned by Marine and Harbours³⁷. Restoration began on the Police Station in 1995³⁸. A Heritage Rally attended by many was held at Goolwa in 1996³⁹. Since then the blacksmiths’ shop was converted to serve as a Museum and others have also been preserved as examples of this past including the railway superintendent’s house and police station. In 2006 the railway goods shed was renovated to encompass a new brewery. This included recladding the building and structural timbers replaced and the introduction of a micro-brewery⁴⁰. The present project is the third major programme of revitalisation of the Goolwa precinct.

³⁶ The Victor Harbour Times 23 March 1990; 01

³⁷ Victor Harbour Times 28 June 1994; 01

³⁸ Victor Harbour Times 30 June 1995; 10

³⁹ Victor Harbour Times 3 May 1996; 03

⁴⁰ <http://seedengr.com/Adaptive%20reuse-factsheet.pdf>

5 THE SITE

5.1 The Adapted Precinct

The project area is located with the State Heritage Area of Goolwa at its eastern edge adjoining the Goolwa Channel. The Goolwa wharf and land adjoining it including all extant structures and elements is an extensively adapted historic precinct. It contains elements of the original port facilities but they have all been restored and adapted and much of the infrastructure that surrounded the working wharf and railway has been removed or is no longer visible. Comparison between an image of the wharf area in c. 1920 on the following page and a contemporary view shows the substantial manner in which the working industrial character has been removed to enable this to become a tourist and entertainment venue.

The present landscape is the result of over thirty years of adaptation from an industrial landscape to one of recreation and retail and commerce. It is the present iteration of the needs of the community. The adaptation to the present environment commenced in the 1990s and has continued on several occasions in the period up to 2020. The extent to which the works required to accomplish this change has impacted on older elements, particularly archaeological evidence, is difficult to determine on the basis of the available evidence.

This section discusses the identified heritage components within the project area and archaeological sites or elements, that could be anticipated based on primary historical evidence. This encompasses elements that are associated with aspects of Goolwa's history, but only those that may exist within the project area and, thus, could be impacted by proposed works.



Figure 45. The working wharf: in 1920 with the wharf shed and railway shed in the background and a train departing for Adelaide |Steamranger's Heritageteamranger.org.au/enthusiast/history/historicimages/image_index3.htm|



Figure 46. The tourist precinct: view of the present wharf precinct; the wharf shed is in the centre and the railway shed to the right.

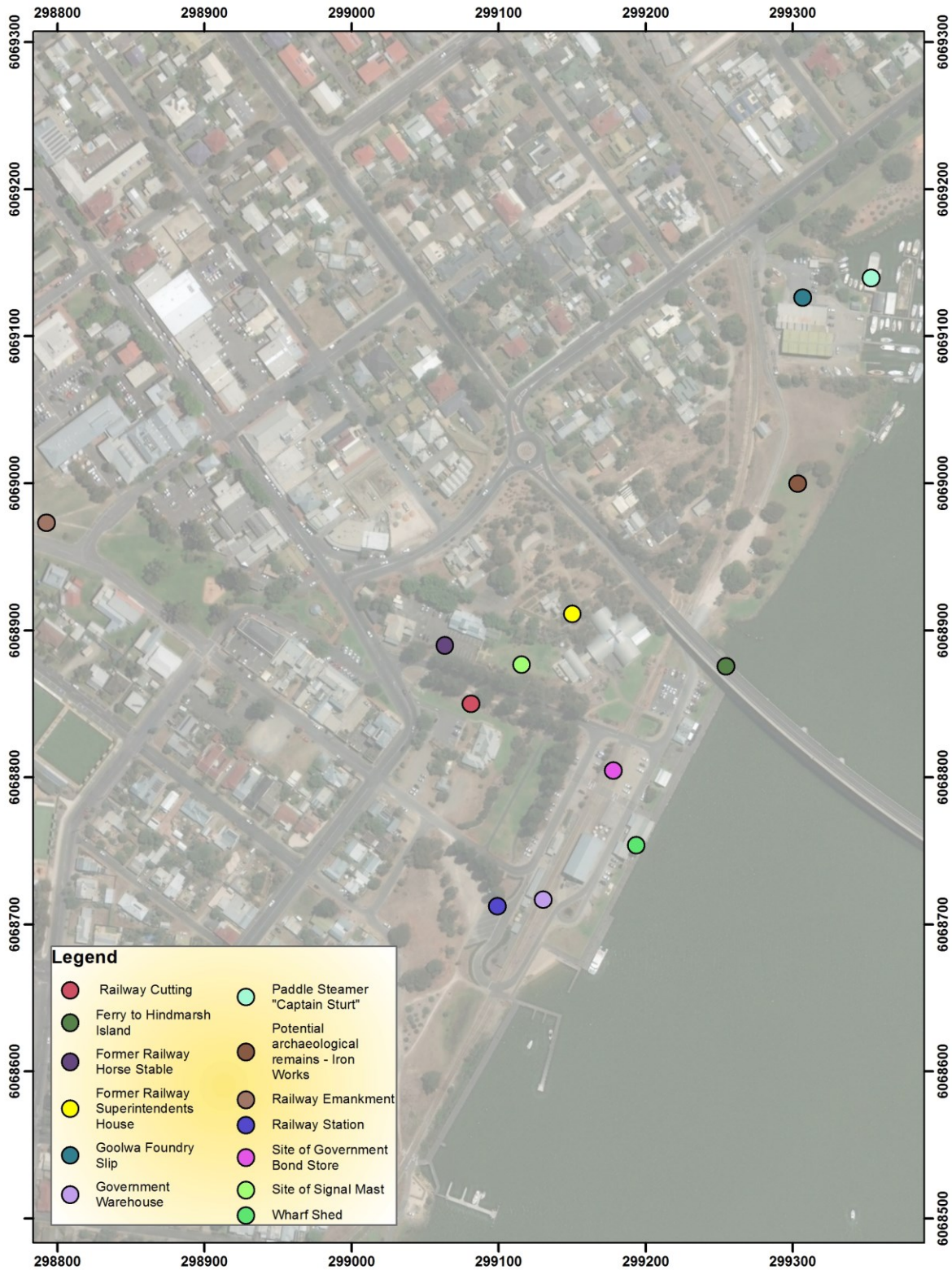
5.2 Identified Items

The following table is arranged according to the analysis in the preceding section. It identifies known or listed sites and potential sites within those areas that might be impacted by the proposed works. Items are shown in Map 4 below.

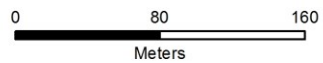
Table 3. Known or listed sites and potential sites that may be impacted by the proposed works.

Precinct Theme	HIS Item No	Item	Type	Status	Item No within SHA	Heritage Study No
Environment	01	The original landform	Topographic Archaeological	Potential		
Creating The Town	02	Public Jetty to Hindmarsh Island	Archaeological	Potential		18 20
	03	The Soldiers Memorial Garden	Landscape	Identified	11	40
Tram and Railway	04	The Cutting And Embankment	Topographic Archaeological	Identified	9	10 11
	05	The Tracks	Structure	Partially intact		

				Archaeological		
	06	Railway Superintendent's House	Built Item	Intact	8	8
	07	Railway Station	Built Item	Intact Archaeological site		24
	08	Horse Stables	Built Item Archaeological (Original structure)	Intact Potential	7	9
	09	Signal Mast	Archaeological	Potential		19
	10	Miscellaneous Structures, turntable etc	Archaeological	Potential		
Port Facilities	11	First Jetty	Archaeological	Potential		4
	12	Extended Wharf	Archaeological	Potential		4
	13	Final Wharf	Archaeological Built	Potential Intact	14	4
	14	Government Bond Store	Archaeological	Potential		5
	15	Shed on Wharf	Archaeological	Potential		
	16	Miscellaneous Structures	Archaeological	Potential		
	17	Cargo Shed/Railway Goods Shed	Built Item	Identified	15	7
	18	Wharf Shed	Built Item	Identified		6
Expansion	19	Goolwa Iron Works	Archaeological	Potential		
	20	Chart Room	Built Item	Identified		2
	21	Slipway	Archaeological	Potential		1
Eclipse and Decline	-					
Re-Invention	-					
Changing the Landscape	22	Changes to the Landform: reclamation and landfill	Archaeological	Potential		
The Value of Heritage	-					



Produced by: IHC Pty Ltd
 info@ihconsultants.com.au
 Coordinate System:
 WGS 1984 UTM 54S
 Date 20/11/2021



Map 4. Location of heritage and potential heritage items.

5.3 Precinct 1: The Environment – Item 01

The images presented in the historical analysis of the project area before and soon after the establishment of a European settlement define a very distinctive environment of the landform and the relationship of it to the river. This has been changed substantially by the construction of the wharf and other works. The sloping ground from the upper level of the project area to the waterfront, once a significant slope has now been essentially levelled out. The massive limestone bank that was required to be excavated for the railway cutting is no longer prominent.

The foreshore is now very different to that which existed before settlement. Reclamation and other works has substantially altered the inlet to the north around which the foundry and ship building works were established. It has been reduced and the foreshore south of the wharf has also been regularised. While the outcome of all the changes to the environment is an important cultural landscape, documenting and defining the pre-settlement form provides the context for why settlement occurred here and defines the scope of environmental change brought about by that settlement.

The evidence of the pre-settlement landscape is preserved in archival sources but it is also likely that in these areas, along most of the waterfront and the shore behind it there would also be substantial physical evidence from the pre-settlement period preserved as remnant landform, soils and pollen.

5.4 Precinct 2: Creating the Town – Items 02, 03

The ferry to Hindmarsh Island commenced in c. 1845 and lasted well in to the twentieth century. There may be some archaeological evidence within the car park, however, the more likely site is that of the steep cutting that was visible at least to the 1930s providing access to the ferry. This appears to have been filled in and is now the site of Brooking Road. The site is an important component of the early settlement but while evidence of this feature is likely to remain both as an excavated feature and fill and road surfaces it is unlikely to contribute substantially more than archival sources.

The Memorial Garden encompasses both the industrial history of the town by being located on part of the former cutting as well as the early twentieth century history of the town through its association with the world war as well as later conflicts. These monuments and landscape items are intact. The evidence for the railway cutting is likely to be better preserved in other parts of the town.

5.5 Precinct 3: Tram and Railway – Items 04, 05, 06, 07, 08, 09 and 10

The tram/railway facilities as well as those of the port are of seminal importance to Goolwa being the reason for the development of the town and the major source of its economy into the twentieth century. Even the present-day economy is in part based on these aspects through its historical interest and value to the tourist industry. Intact physical evidence of these aspects has been preserved sometimes in adapted forms largely through buildings that derive from this industrial past. There is, however, the potential for archaeological evidence to be preserved within the project area that could add a substantial dimension to documenting and illustrating these aspects of town life. However, determining the probability of intact evidence of this type is problematic without specific data for the latest history of some places, for example, the impact of redevelopment on the wharf and its component parts from the 1990s onwards.

The course of the original tram/railway into Goolwa is easily visible in the landscape at least from west of Forest Place. A portion is preserved in the Memorial Gardens although not easily interpreted as such because of the layer of landscaping laid over this place since 1917. Cutting Road reasserts this feature in the landscape but it is easily evident from a comparison with the view of this feature made by Adamson in 1854 to the present day that substantial changes have been made to the landform which have significantly reduced it or perhaps submerged the excavation. The deep embankment of up to fifteen feet is now very significantly reduced or not present. This element of the railway will survive as an archaeological feature (cut and fill).

The most extensive and consistent evidence of the importance of the railway to Goolwa in the nineteenth and early twentieth centuries was the presence of railway tracks throughout the town leading to the wharf and railway station and within the wharf. The route of the railway has changes on several occasions adding to the complexity of the system. The component parts have been documented or identified by local historians and the Steam Ranger's organisation but relatively little of the former network remains above ground except as part of the tourist railway route. It is likely that elements of the railway network exist within the project area as archaeological evidence, such a remnant rails or sleepers, switches etc but predicting their potential location or survival is impossible because of the variety of impacts that have occurred since the removal of the elements. In particular, at the wharf the impact of the works of the 1990s and onwards is impossible to quantify on the basis of the existing and available information. The evidence suggests that there may have been extensive change to the ground surface but there is no hard evidence to confirm that conclusion. At this time all that can be concluded is that the project area is likely to have encompassed an extensive resource of objects and works that would contribute to the documentation of the railway and that some components of this assemblage may survive but it is impossible to evaluate where and the integrity of that resource.

This assessment and conclusion is also true in relation to Items 08, 09 and 10. The railway required an extensive support network of features such as turntables and cranes to fulfil its function. These have also largely been removed or upgraded during the life of the working railway or in the period of adaptation to a tourist venue or destination. As before, the limited amount of documentation available to determine the scope and impact of these works makes an assessment and identification of the scope of this resource unreliable. All that can be determined is that a resource of this type may exist particularly in the area of the wharf.

The signal mast on the other hand (Item 09) has been removed and, in doing so, the work is likely to have destroyed most evidence of this feature. As well the site has been redeveloped for the Signal Point Gallery.

There is disparity between the sources of Goolwa's history concerning the location of the original horse stables for the tramway. The original stables are likely to have been a timber building and, as such, leave a limited scope of evidence in the ground. Without certainty as to the original site (on or close to the wharf or on the site of the later horse stables which are still standing) the impacts of the changing landscape cannot be assessed on the ephemeral type of evidence left by a timber building.

The original site of the railway (the Post Office Verandah) is outside the project area. The site of the second railway was opposite the Corio Hotel within the present-day Memorial Gardens. The impact of the landscaping of 1917 and onwards cannot be assessed without physical intervention but the potential

for evidence of the second nineteenth century railway station should be considered as possible. The last railway station constructed in 1915 and is now in use as part of the tourist train service. It is the most visible and intact element of the former railway network along with the railway goods shed at the southern end of the wharf. It has been relocated from its original site and has been considerably adapted to its new purpose but still retains the essentials of form and materials to interpret its former role.

5.6 Precinct 4: The Port Facilities – Items 11-18

The presence of the port facilities was the reason for founding Goolwa; evidence of this work and its various forms is of seminal importance to the town. The wharf is the most obvious and encompasses fabric from the nineteenth century structure. However, while most research has considered that the earlier forms of the wharf were removed for the construction of the later nineteenth century wharf the research undertaken for the present report suggests that in fact each phase was incorporated into the newest works therefore encompassing some or even most of the original wharf in the increasingly longer and wider structure. Therefore, the present wharf should encompass that physical history. However, it is obvious that the refurbishment programmes of the 1990s onwards have removed at least some of the older fabric; the extent of that removal cannot be determined on the present documentation.

As well, the nineteenth century references to the works indicates that the wharf was a structure that comprised piles of different periods and soil or sand to fill in the spaces between older and newer works. Sand or ballast may have been used to create a platform for the first jetty. However, none of the boreholes that have been taken in the area of the wharf provide evidence of this history of building. There is a thin deposit of gravelly sand across the top, probably a product of the latest work and then sand below. Possibly some of the sand recorded is actually introduced as part of the piling works but it all has a clean profile. This would be an unusual feature for the type of construction undertaken in the nineteenth century. This might imply that there was a larger impact from twentieth century works than can be defined from current documentation and this may have impacted both intact fabric and archaeological evidence of the evolution of the wharf from 1852 onwards. All that can be concluded is that the wharf, both the structure and the ground below from the waterline back has the potential to encompass archaeological evidence.

Determining the extent of impacts to an accumulated archaeological profile in this area has wider implications for more than the wharf. It could affect evidence of any structure or element built on the wharf from its inception. The earliest building known to have been erected on it was the Government Bond Store. It survived at least until the later years of the nineteenth century. There is a good comparative example in the former Railway Superintendent's house which was of the same construction and form. It could be concluded from this that the removal of the Bond Store is likely to have left some substantial evidence of this first building. There is nothing now visible from it. It is possible that railway works of the nineteenth or twentieth century removed this evidence or that of the later renovation and adaptation to new purposes. It is impossible to make an accurate assessment of the probability of survival of fabric from this building but the potential for it must be recognised within the wharf area.

This is also true for the large shed on the wharf that was close to the Bond Store and visible in 1850s and 1860s images as well as several other smaller structures visible in later nineteenth century images. Whether evidence of them remained and was removed by the renovation of the wharf precinct cannot be determined but the potential for fabric of them must be recognised in this precinct. Its significance,

the contribution that it could make to documenting, investigating or memorialising this formative and ongoing important aspect of the development of Goolwa would depend on the integrity of that fabric.

The wharf shed is the most visible evidence of the working life of this precinct although it has been adapted for new purposes. As part of a group with the railway shed and railway station and wharf location it makes an important contribution to interpreting the layers of use and development of this area.

5.7 Precinct 5: Expansion: Items 19-21

These items at the northern end of the project area are representative of the importance of the industrial development that developed in association with the wharf and railway. The three sites are associated with the Goolwa Iron Works (later Graham's Works) including its ship-building, the most productive in Goolwa and beyond during the second half of the nineteenth century. The chart room is the only extant building of what was a substantial factory and works, although the extent of the industrial site is not well documented. The site of the slip has been subsumed within the site of a modern marina and some evidence of the older structure could remain within the foreshore although it is unlikely that any extant fabric of this type would materially define the original structure. However, the site of the foundry is within ground that has not been substantially redeveloped and it is likely that evidence of this important industrial site will remain within the ground. This evidence could encompass structural evidence of the buildings, relics of the output of the factory and industrial wastes from production.

5.8 Precinct 6: Changing the Landscape: Item 22

The development of the town from its first settlement in the 1850s has encompassed substantial change to the pre-settlement environment. Primarily this has been through reclamation and land fill. Comparison of images and plans of the nineteenth century with the present day defines that much of the original shoreline has been changed to enable the construction of port or industrial facilities or acquire more land. This is both an archaeological process in its own right as well as one that can act to preserve much older evidence, for example of the pre-settlement landscape and the industrial site at the northern end of the project area. It may also have preserved evidence of waterside works or activities that are not visible in archival records.

Changes to the landscape on the land can have similar outcomes but mask older and significant features such as the railway cutting and what appears to have been a major track way to the original Hindmarsh Ferry. It is concluded that in both cases these actions are likely to encompass substantial archaeological evidence.

5.9 Conclusions

Several conclusions may be derived from this analysis of the project area:

- It is an evolved cultural landscape that contains substantial components of seminal processes and events that were of fundamental importance to the settlement and development of Goolwa. They complement those other identified places of cultural significance within the town and outside of the project area

- All of the buildings or structures within the project area retain original fabric and additions and alterations that document the changing use and values of those places although some, especially those on the wharf, have been more extensively changed or adapted to suit purposes that are not intended to conserve the buildings but gain value from doing so in creating interesting and attractive commercial and tourist venues. They are important in representing particular aspects or phases of the development of the waterfront; they allow some options for ongoing works because of these earlier adaptations
- Other buildings or works within the project area are more intact and provide a valuable record of contemporary fabric and use while still supporting new uses, such as the former railway stables, chart room and Superintendent’s house. These are less amenable to substantial change
- This analysis has concluded as well that the project area has the potential to encompass a substantial and important archaeological resource relevant to both the port facilities, the railway and industrial development related to both. If present it would provide a layer of evidence that could substantially aid the documentation, investigation and narrative of the unique history and development of this place. However, there is some evidence to suggest that earlier programmes of adaptation and renewal may have impacted this resource, possibly in places removing it in total. The documentation that is now readily available makes it impossible to make a realistic and verifiable assessment of the extent or survival of archaeological evidence. Ongoing works within the project area must take this into account and plan for managing extant evidence
- In other places other process of change within the town are likely to have obscured but protected older aspects of use through infill or reclamation and the present programme also needs to manage this potential as well as recognise the possibilities that these areas provide for investigation.

6 CULTURAL SIGNIFICANCE

Understanding the significance of a place is fundamental to the assessment and management of a State Heritage Place or those items that have the potential to meet recognised criteria of cultural significance. As outlined in [Section 2.4](#) the project area is within a listed State Heritage Area which was designated in 1987 because:

- It was one of the most important Murray River ports in the 1850s-1880s
- It was a centre for trade and transport between South Australia and the eastern states
- It was an important ship building place
- It encompasses a representative group of buildings surviving from this era.
- The wharf and tramway are identified to be of particular significance⁴¹

This listing arose out of the recommendations of the 1981 [Port Elliot and Goolwa Heritage Study](#).

The nomination and listing of Goolwa for a State Heritage Area means that it has satisfied the criteria for inclusion being:

- It addresses some of the primary historic themes that define the place and evolution of South Australia
- That these themes have a strong association or can make a substantial contribution to understanding and documenting the significance of the state
- That the place has clear associations with those themes
- That these associations are exemplary in terms of representing the historic values of the state possibly providing rare, uncommon or endangered aspects

Based on the existing criteria for listing a State Heritage Place⁴² Goolwa would meet almost all the criteria of historical associations or demonstration, uncommon or endangered qualities of cultural significance, an outstanding representative of a particular class of places, retains a high degree of creative, aesthetic or technical accomplishment, strong cultural associations for a group or the community and special associations with events or people.

One criterion (c) being the ability to yield information that will contribute to an understanding of the state's history or natural history has not been addressed for Goolwa because its archaeological potential and values have not been assessed in respect of historic-period archaeology. The present assessment is not a detailed archaeological assessment however, sufficient information is available to determine that Goolwa and, specifically, the project area has the potential to contain archaeological resources. Some would be of considerable significance, for example, evidence of the first store. However, there is insufficient information available to determine the impact of subsequent periods of works such as the introduction of services on the integrity or preservation of these resources. This would require physical investigation of acquisition of information through utilising works such as those required for the present project to identify those impacts or intact archaeology. Undertaking an archaeological assessment and management plan for the town would be of ongoing benefit for management and interpretation.

⁴¹ SA Government Department for Environment and Water (2018); [Goolwa State Heritage Area Guidelines for Development](#)

⁴² Department of Environment and Water SA (2020); [Guidelines for Interpreting State Heritage Criteria Assessing Places for State Heritage Listing](#)

It is noted that a State Heritage Place can also be designated as a place of archaeological, geological, paleontological or speleological significance under section 14(7) of the Act. An Object of heritage significance related to a State Heritage Place can also be entered in the Register if:

- a) it is an archaeological artefact, or any other form of artefact that satisfies 1 or more of the criteria set out in the guidelines for assessing significance
- b) it is a geological, paleontological or speleological specimen that satisfies 1 or more of the criteria set out in subsection (1); or
- c) it is an object that is intrinsically related to the heritage significance of a State Heritage Place or a State Heritage Area.

It may be concluded:

- Goolwa is a listed State Heritage Place and it is so because it addresses all aspects of cultural significance in the guidelines that define those qualities
- Its' significance is founded in its importance for the maritime industry and trade of South Australia
- This significance is embodied in individual places or sites, views, vistas and works
- There is the potential for archaeological evidence to be preserved within the SHA. This archaeological evidence will require comprehensive recording, management and assessment during works. Any archaeological material uncovered is likely to meet the significance threshold for archaeology as defined by the Heritage Places Act and contribute to the overall heritage significance of the SHA.

7 PROPOSED WORKS AND IMPACTS

7.1 Overview

Only one set of options for the works proposed have been presented for this assessment. The works planned for this programme are:

- Project 1: The upgrade of the Goolwa Wharf Shed and Wharf: including new wharf decking, external and internal works to the building
- Project 2: Signal Point Regional Art and Culture Centre: roof renewal, solar panel system, air conditioning and improved accessibility
- Project 3: Open air function space: including shared paths and communal public areas and an extension of the car park and improved access for larger vehicles and tourist buses, caravans and trailers
- Project 4: Wayfinding and Wi-Fi points

The locations associated with these projects are identified below.

7.2 Project 1: Upgrade of Goolwa Wharf Shed and Wharf Renewal

Goolwa Wharf Precinct - Draft Master Plan

PROPOSED PRECINCT PLAN



	MAJOR PEDESTRIAN LINKS		LANDSCAPED OPEN SPACE		RAIL LINE
	SECONDARY FOOTPATH		PUBLIC REALM AND PLACES		PLAYSPACE
	ONE-WAY VEHICULAR ACCESS		WATERS EDGE - WHARF		PEDESTRIAN CROSSING
	LINK ROADS		LARGE VEHICLE		TOILET
	SHARED ZONES (LOW SPEED)		CAR PARKING		ACCESSIBLE CAR PARKS
	CAR PARK ENTRANCES		FUTURE DEVELOPMENT		

Figure 47. Goolwa Wharf Shed |Precinct Master Plan 2021|

7.2.1 Context

The wharf shed is not identified individually in the SHA listing but was nominated in its own right for the 1981 heritage study (Item 6). It was constructed as part of the 1914 restructuring of the waterfront and has since been adapted in the 1990s and again in subsequent programmes. It retains the form and some fabric from its original build but has been adapted for commercial purposes including the enclosure of a formerly open space. It has been extensively adapted to encompass services required for its new function.

7.2.2 Scope

The scope of works for this project is described as:

- Renewal/restoration of the Wharf Shed and Verandah (external)
- Refurbishment of the Wharf shed (interior)
- Renewal/restoration of the timber wharf (from Hindmarsh Island Bridge to the recently upgraded section south of the Wine Barrel Shed)
- Refurbishment of the public toilets, including modifying and upgrading toilets and storage area between the 2 toilet blocks.

7.2.3 Discussion

The wharf shed has been subject to several earlier programmes of renewal and adaptation leaving the present structure an amalgam of old and new fabric whilst largely maintaining its original form although it has been enclosed; originally it was open on three sides. The works proposed for the building are unlikely to impact the cultural values of this place because the essential form is retained, its relationship to the other buildings and wharf and the interior and its fabric has been altered on multiple occasions in the past. The new works will not be substantially changing intact older fabric.

The renewal/restoration of the timber wharf may impact significant older fabric. This assessment has found that by the end of the nineteenth century this wharf, which is a highly significant component of the SHA area, was likely the product of all periods of development since its construction in the 1850s. It was also likely to include evidence of the several methods of building and land-forming used in those periods of development. However, it has not been possible to assess the impact of more recent programmes of redevelopment and repair on the older fabric or the potential archaeological evidence associated with it. Therefore, this component of Project 1 will require management of both identifying and documenting older fabric and, secondly, monitor for archaeological evidence that may contribute more information concerning the construction and evolution of the wharf. This evidence could encompass fabric from the original and subsequent nineteenth century phases of work that has been superseded, evidence of the work to construct the wharf including sheet piling and reclamation.

The refurbishment of the public toilets is unlikely to have any substantial heritage impacts. These are additions which have been made to serve the new purpose of the wharf precinct as a commercial and tourist destination.

7.3 Project 2: Signal Point Regional Art and Cultural Centre

Goolwa Wharf Precinct – Draft Master Plan

SIGNAL POINT

LAYOUT

- Story telling/Exhibition Space/Gallery
- Improved connection with Wharf Precinct
- New roof, heating/cooling system and solar panels
- Internal changes to improve use of the area

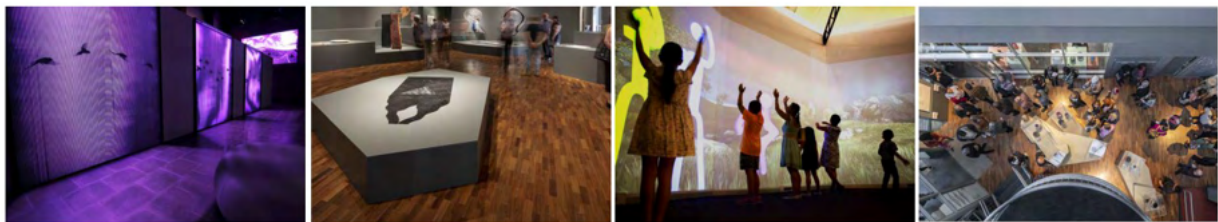
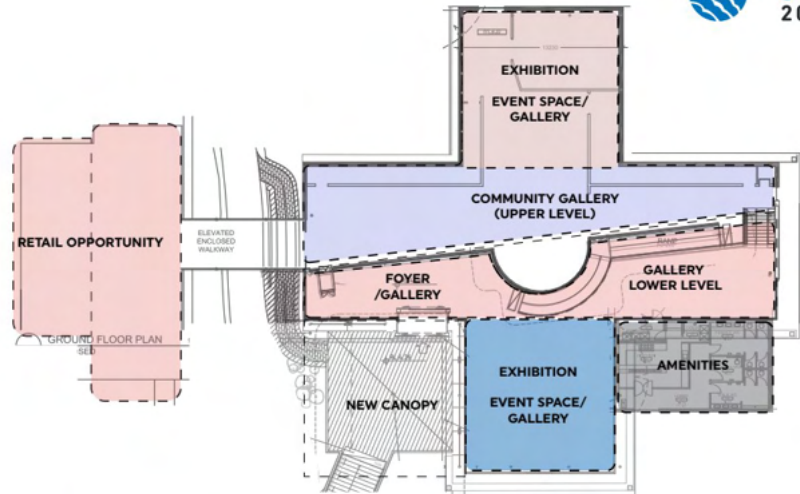


Figure 48. Signal Point Park |Precinct Master Plan 2021|

7.3.1 Context

The Signal Point Regional Art and Cultural Centre was built within the former railway yards close to the site of the signal tower. The latter had been removed. There may have been other works and evidence of the railways but the development of the centre did not include an archaeological survey. The centre was opened in 1988. The potential for archaeological evidence within the grounds is recognised, however, the impact of construction, services and landscaping is likely to have largely removed or disturbed evidence of this type. The building is an important component of the contemporary environment but it has no heritage values. It is part of the design brief to enable the revitalised building to contribute to describing and interpreting the historical and indigenous narratives of this place.

7.3.2 Scope

The scope of works for the Signal Point Art and Cultural Centre is:

- Supply and installation of air conditioning
- Renewal of the building roof
- Installation of solar panels
- Internal and external lighting improvements
- Internal and external access improvements

- New entry canopy
- New forecourt and open space area including the car park

7.3.3 Discussion

None of the works to the building will have adverse heritage impacts relevant to this structure as it is not a component of the historical development of the precinct. It is a contemporary building designed for the present landscape and use of this place. The potential impacts from the proposed works would be if those components created an adverse environment for the works of the historic landscape through physical impacts (archaeology) or views to or from buildings or landscapes that are part of the historic environment protected by the listing of SHA.

The works to the forecourt and open space could impact archaeological evidence, based on the history of past use of this place, however there is insufficient evidence to identify a specific site or area. Therefore, the works here should be monitored to determine whether there is the potential for archaeological evidence particularly of the former railway. Ongoing management of archaeological evidence can be through an unexpected finds protocol or specific investigation or documentation once an assessment has been made of the integrity and significance of evidence located within the excavation based on physical evidence gained from inspection.

The works required to the Centre are all encompassed within the existing guidelines for managing change within Goolwa. The designs for these components respond to these guidelines by:

- Supply and installation of air conditioning
- Renewal of the roof
- Installation of solar panels
- Internal and external lighting improvements
- Internal and external access improvements
- New entry canopy
- New forecourt and open space area including the car park

7.4 Project 3: Open air function space, shared paths, communal public areas and car park extension

This component of the project encompasses separate areas being:

- The Goolwa Wharf Precinct Entry
- Market Car Park
- Amelia Park Car Park
- Dunbar Road (Cnr Admiral Terrace) Car Park and Pathways
- Jekejere Park Pathway (Between Signal Point Gallery and Goolwa Radio Station).
- Jaralde Park – Pathways and Dunbar Road Car park
- Wharf Barrel Shed and Fleurieu Distillery.
- Connectivity to the Chart Room

7.4.1 The Goolwa Wharf Precinct Entry



Figure 49. Open air spaces | Precinct Master Plan 2021 |

7.4.2 Context

The Goolwa Wharf precinct entry encompasses the easternmost part of Cutting Road, being the former tramway cutting to the wharf constructed in the early 1850s, the wharf shed and railway goods buildings, the Signal Point Centre as well as the open space behind these works up to the Soldiers Memorial. This precinct encompasses elements from the seminal period of development of the SHA being the initial works for establishing the tramway and the area where the first wharf was constructed. It encompasses portions of the evolved railway to the wharf and the area also includes the point where there was a substantial and important change in the landform from the higher slopes through a limestone bank to the lower ground at the waterfront. These aspects were all fundamental in the design and construction of both the tramway, the wharf and the siting of the earliest buildings.

7.4.3 Scope of Works

The works proposed are:

Jekejere Park Pathway

- New shared pathway from Brooking Street across Laurie Lane to Cutting Road (between Signal Point Gallery and Goolwa Radio Station).
- Cutting Road Shared Pathway (Cadell Street to Goolwa Wharf Precinct).

- New shared pathway on southern side of Cutting Road from existing Soldiers Memorial enabling connectivity with Jaralde Park, Jekejere Park Pathway and into Signal Point Gallery and Goolwa Wharf areas.
- On-street parking arrangements to the northern side of Cutting Road to address verge parking
- New pathway and parking including amenity landscaping

Jaralde Park

- New shared pathway within Jaralde Park to connect with Cutting Road Pathway and Dunbar Road Car Park and Pathways.
- Unsealed areas on both side of Dunbar Road (adjacent Jaralde Park) and unsealed area east of the rail tracks (corner Cutting Road and Wharf Precinct Road).
- pathways connecting to the existing pathway network
- Trees and low-level amenity landscape treatments to new and disturbed areas.

Wharf Precinct Road

- Unsealed area east of rail tracks (corner of Cutting Road and Wharf Precinct Road) and creation of a multi-use shared public space immediately in front of the Distillery.
- Complimentary amenity landscape treatments to new and disturbed areas.
- Area in front of distillery may be utilised for outdoor dining.

Area of Wharf Barrel Shed and rear of Fleurieu Distillery

- Removal of unsealed car parks and creation of public space immediately adjacent to the Wharf Barrel shed
- Concrete pave the area to the side and rear of the Fleurieu Distillery.

7.4.4 Discussion

The creation of more pathways to make connections through the precinct is also a common aspect of the recreation and commercial development of the precinct for at least thirty years and does not impact the identified heritage aspects of the place. However, the choice of paving for some areas being the new walkway from Cutting Road to the wharf and as borders to the new parking spaces here is contrary to the guidelines for the SHA which cite the use of hot mix (asphalt) as a preferred finish. This is noted as a 'preference' in the Guidelines and may require further consultation with Heritage SA and Alexandrina Council in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the Goolwa township

The creation of the path linking Laurie Lane to the Hindmarsh Bridge is likely to be constructed over what appears to have been a substantial track way to the original ferry constructed here in the early part of the nineteenth century. The works required to create the new path are unlikely to substantially impact this element, which appears to have been a deep excavation, similar to that of Cutting Road, which has been since in filled in the twentieth century. However, it may be possible to confirm and identify this older track way through the landscape via archaeological evidence of the cut and fill. Monitoring the work and documenting evidence of this type would mitigate this potential impact.

The creation of a new path from to Laurie Lane through the Memorial Park/former cutting and embankment, is likely to impact a small part of that older earthwork. It is a minor impact to the much larger element within the landscape.

7.5 Dunbar Road (Cnr Admiral Terrace) Car Park and Pathways.

7.5.1 Context

The car park is located on the western side of the railway station and is defined by Dunbar Road on the northern side. It is located on the boundary of the older landform of the higher ground before it descended to the waterfront. It is not identified as having any particular work or element associated with either the railroad or wharf.

7.5.2 Scope of Works

The works proposed here are:

- Conversion of unsealed area south of Port Street (adjacent Jarelde Park) into a sealed car park.
- New pathways connecting to the existing pathway network.
- Trees and low-level amenity landscape treatments to new and disturbed areas.

7.5.3 Discussion

Other than its position on a significant landform, which will not be substantially impacted by any of the proposed works there are no identified or potential impacts to archaeological resources or possible archaeological evidence. The work to the existing car park will have no identifiable impacts nor the creation of the seating node. The only potential issue is the choice of paving for the new network of roads. “Paving” in the precise meaning of that word is in respect of the guidelines for the SHA unacceptable and another choice that is consistent with those guidelines is required. This is noted as a ‘preference’ in the Guidelines and may require further consultation with Heritage SA and Alexandrina Council in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the Goolwa township.

7.6 Amelia Park Car Park and Shared Path

This area is located at the northern end of the project area north of Hindmarsh Bridge and close to the foreshore.

7.6.1 Context

This site is in the area of the original ferry to Hindmarsh Island established in the 1840s and the jetty for the ferry that went to the island. These survived into the twentieth century but were removed to enable the bridge to be built. The northern end of the park is in the area of a large industrial building seen on nineteenth century images and may be part of the Goolwa Iron Works; the extent of those works is not clearly defined. The site was certainly cleared of any improvements by the mid-1930s and since that time the foreshore has been reclaimed. It is now the site of a play area.

7.6.2 Scope of Works

The proposed works entail the following:

- Creation of a new shared use pathway to connect to an existing path

- Sealing the existing car park and creating boundary plantings
- Low-level amenity landscape treatments to new and disturbed areas.

7.6.3 Discussion

There is the potential for evidence of possible industrial works to be within this area although the scope of those works is not well documented. The works required are unlikely to impact evidence of this type if it does occur here; the identification of such could be managed as an unexpected finds protocol. The creation of the new path and landscaping has no identifiable impacts to heritage values.

7.7 Project 4: Wayfinding and Wi-Fi

This component of the project encompasses the entire project area.

7.7.1 Scope of Works

This aspect of the project is concerned with the addition of signage and maps to for information and locations and information.

7.7.2 Discussion

The only potential impact to heritage values is through the form and style of the boards and posts required to support the information.

7.8 Assessment

This evaluation has assessed the proposed impacts from the project in terms of the potential to damage, remove or devalue heritage values and significance of the SHA of Goolwa and specifically the area encompassed within this proposal. The following conclusions have been made:

7.8.1 Generally

The wharf precinct and its immediate environs are the seminal areas of the development of the SHA of Goolwa. They retain structures and other works that document aspects of that past history. However, this precinct has been undergoing substantial change since the 1990s through several programmes of renewal. It is now an adapted cultural landscape as are most of the elements that survive from the nineteenth and early twentieth century. The removal of much of its industrial fabric and the reuse of its assets for commercial, tourist destination and recreation purposes is the latest layer of cultural change and development in the town and reflects the more recent history of the place. The purpose of managing its heritage assets has not been as a museum of the past but to retain those physical links to this older cultural landscape as a means of documenting it and explaining the narrative of past history specific to this place and of value to the state because of the importance of events and processes that occurred here and which influenced the entire settlement in South Australia.

7.8.2 Impacts to Heritage Buildings

The wharf shed has been subject to several earlier programmes of renewal and adaptation leaving the present structure an amalgam of old and new fabric whilst largely maintaining its original form although it has been enclosed; originally it was open on three sides. The works proposed for the building are unlikely to impact the cultural values of this place because the essential form is retained and its relationship to the other buildings and wharf. The interior and its fabric has been altered on multiple occasions in the past. The new works will not be substantially changing intact older fabric.

7.8.3 The Wharf

The renewal/restoration of the timber wharf may impact significant older fabric. This assessment has found that by the end of the nineteenth century this wharf, which is a highly significant component of the SHA area, was likely the product of all periods of development since its construction in the 1850s. It was also likely to include evidence of the several methods of building and land-forming used in those periods of development. However, it has not been possible to assess the impact of more recent programmes of redevelopment and repair on the older fabric or the potential archaeological evidence associated with it. Therefore, this component of the project will require management of both identifying and documenting older fabric and, secondly, monitor for archaeological evidence that may contribute more information concerning the construction and evolution of the wharf. This evidence could encompass fabric from the original and subsequent nineteenth century phases of work that has been superseded, evidence of the work to construct the wharf including sheet piling and reclamation.

7.8.4 Archaeological Evidence

Goolwa has not been the subject of a dedicated archaeological assessment although this resource is likely to be extensive and capable of extending the narrative of occupation and change that is encompassed within the built heritage and landscape. For the purposes of this assessment a desktop assessment has been made of the potential for archaeological evidence to be contained within the project area and for the proposed works to impact it. However, the accuracy of the assessment is constrained by the difficulty of assessing the impacts of the most recent programmes of renewal, since the 1990s.

As discussed in the preceding section the renewal of restoration of the wharf has the potential to impact on evidence that relates to the earlier forms of the wharf, the methods used to build it in various phases as well as fabric from those earlier structures. The work also has the potential to uncover environmental evidence of the pre-settlement landform and conditions which were of fundamental importance to the selection of this site for settlement.

The creation of a new path from to Laurie Lane through the Memorial Park/former cutting and embankment, is likely to impact a small part of that older earthwork. It is a minor impact to the much larger element within the landscape.

The creation of the path linking Laurie Lane to the Hindmarsh Bridge is likely to be constructed over what appears to have been a substantial track way to the original ferry constructed here in the early part of the nineteenth century. The works required to create the new path are unlikely to substantially impact this element, which appears to have been a deep excavation, similar to that of Cutting Road, which has been since in filled in the twentieth century. However, it may be possible to confirm and identify this

older track way through the landscape via archaeological evidence of the cut and fill. Monitoring the work and documenting evidence of this type would mitigate this potential impact.

At Amelia Park there is the potential for evidence of possible industrial works to be found within this area although the scope of this past occupation is not well documented. The works required are unlikely to impact evidence of this type if it does occur here; the identification of such could be managed as an unexpected finds protocol.

The works to the forecourt and open space of the Signal Point gallery could impact archaeological evidence, based on the history of past use of this place as part of the rail yards. However there is insufficient evidence to identify a specific site or area. As well, the creation of the gallery and its landscape in the 1980s is likely to have had a substantial impact on any archaeological profile. Therefore, the works here should be monitored to determine whether there is the potential for archaeological evidence particularly of the former railway. Ongoing management of archaeological evidence can be through an unexpected finds protocol or specific investigation or documentation once an assessment has been made of the integrity and significance of evidence located within the excavation based on physical evidence gained from inspection.

7.8.5 Impacts to Other Buildings

The works required for the Signal Point Gallery will not have any adverse heritage impacts relevant to this structure as it is not a component of the historical development of the precinct. It is a contemporary building designed for the present landscape and use of this place. The potential impacts from the proposed works would be if those components created an adverse environment for the works of the historic landscape through physical impacts (archaeology) or views to or from buildings or landscapes that are part of the historic environment protected by the listing of SHA.

The works required to the Centre are all encompassed within the existing guidelines for managing change within Goolwa. The designs for these components respond to these guidelines by:

- Supply and installation of air conditioning
- Renewal of the roof
- Installation of solar panels
- Internal and external lighting improvements
- Internal and external access improvements
- New entry canopy
- New forecourt and open space area including the car park

The refurbishment of the public toilets is unlikely to have any substantial heritage impacts. These are additions which have been made to serve the new purpose of the wharf precinct as a commercial and tourist destination.

7.8.6 Views and Vistas

None of the proposed works are likely to have any impacts to important views of vistas to or from heritage buildings or places.

7.8.7 *Landscape Works*

The creation of the new path and landscaping in Amelia Park has no identifiable impacts to heritage values.

The only potential impact within the Market Place car park is the possible choice of paving materials for the new network of roads. This is noted as a ‘preference’ in the Guidelines and may require further consultation with Heritage SA and Alexandrina Council in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the Goolwa township

7.8.8 *Introduction of new Elements*

The only potential impact to heritage values is through the form and style of the boards and posts required to support the information. The Guidelines for the SHA have specified forms.

7.9 **Management**

To manage the impacts identified by this evaluation the following actions are recommended:

- Maintain ongoing discussion and consultation with Heritage SA and Alexandrina Council regarding the choice of paving types in order to maintain a cohesive aesthetic and consistency with paving styles already in use throughout the precinct.
- Undertake a programme of monitoring and documentation for archaeological evidence where the impacts of works may be sufficient to uncover or disturb evidence of past occupation or use described in this assessment. Any archaeological monitoring and recording should be carried out with a s.27 permit issued by Heritage SA under the requirements of the South Australian Heritage Places Act.
- Develop an unexpected finds protocol to enable chance finds of archaeological evidence to be identified and documented.

8 REFERENCES

Technical Reports, Guidelines

Alexandrina Council: Annual Report 2002-2003

Alexandrina Council (2019) Investing in Alexandrina’s Future Goolwa Wharf Precinct Revitalisation Project: Project Business Plan

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Goolwa the New Orleans of Australia A History and Guidebook (1931) State Library Victoria

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Alan, A. Stempel, The Centenary of the Goolwa-Port Elliot Line
<https://steamranger.org.au/enthusiast/history/pdfs/b5405a.pdf>

Rail configurations Goolwa | https://www.steamranger.org.au/enthusiast/guides/gwa_map.htm |

The wharf shed in c. 1910 <https://www.alexandrina.sa.gov.au/live/projects/goolwa-wharf-precinct>

Maps and Plans

J. W. Pullen (1840); Survey of the environment of the project area |NLA Map Roberts Collection 2 <https://nla.gov.au/nla.obj-1898010071/view> with IHC additions)

Plan of the Township of Goolwa (c. 1840-1858) NLA MAP Roberts Collection 10

Undated plan of Goolwa (C 1854) <https://nla.gov.au/nla.obj-1898073936/view?searchTerm=goolwa#search/goolwa>.

Images

Alex C. Kelly Sketch of a landscape scene at Goolwa |State Library South Australia <https://collections.slsa.sa.gov.au/resource/B+5764/1> |

Alex C. Kelly (1844) Goolwa 1844 |SLSA B5764. |

M. J. Martin (1867) Early settlement at Goolwa |SLSA PR6550/1/17 |

|Huts and Boats at Goolwa South Australia December 1858 NLA P/C Drawer 8631#R11335/12 |

James Hazel Adamson (1854); View of Goolwa with the Lady Augusta Approaching the Wharf AGSA [gsa.sa.gov.au/collection-publications/collection/works/view-of-goolwa-with-the-lady-augusta-approaching-the-jetty/23410/](https://collections.slsa.sa.gov.au/collection-publications/collection/works/view-of-goolwa-with-the-lady-augusta-approaching-the-jetty/23410/) |

Government Bond Store |SLSA B25772

View of the railway cutting through the town from the signal tower on Goolwa Wharf c. 1910 |SLSA PRG 1258/2/426 |

Goolwa wharf c. 1900 |SLSA B100004 |

Goolwa Wharf c. 1900 (SLSA B10002 |

Goolwa Wharf c. 1919 |SLSA PRG 280/1/18/206 |

View of the wharf shed 1910 (SL SA B 17516 |

Goolwa Wharf and Shed c. 1920 |SLSA PRG 1258/2/474

Aerial view of the waterfront of Goolwa in 1936 |SLSA B 7068 |

Railway Superintendents Cottage undated c. 1860s? (SLSA B5681)

A vessel under repair on Goolwa Slip in c. 1900 (SLSA B16671)

Newspapers

Adelaide Observer

South Australian Register

Southern Argus

Victor Harbour Times



Independent Heritage Consultants
PO Box 60, Unley SA 5061
e: info@ihconsultants.com.au
w: www.ihconsultants.com.au



Attachment 5

Goolwa Wharf Precinct Project Master Plan Options Report

Working Notes from Stakeholder Meetings

GOOLWA WHARF PRECINCT PROJECT - SUMMARY NOTES FROM REACTIVATION PHASE - MEETINGS WITH STAKEHOLDERS – 6 MAY 2021

Name	Business/ organisation	Comments/ Feedback
Natalie and Chris - Managers	Wharf Barrel Shed	<p>Meeting held with Chris (manger) and Steve (owner).</p> <p>Operate 7 days a week, 12pm to 7pm or later on weekends.</p> <p>Best time to meet is before 10am weekdays.</p> <p>Has a business database of 1500 and happy to push messaging out as needed.</p> <p>Very supportive of project and wants to see it go ahead.</p> <p>There is a legacy of previous wharf deck upgrade and extended timeframe it took. Were relocated to Signal Point and lost business during this time as does not provide the same experience as shed.</p> <p>Hold events and use marquee to side of shed.</p> <p>Want more space to accommodate customers - there is demand but can fit presently. Welcome building refurbishment - e.g. roof leaks.</p> <p>Experiences some issues with Wharf Barrel Shed regarding loud music and hours of operation – advised that there is a tribunal hearing pending regarding this.</p>
Michael Veenstra	Coorong Cruises	<p>Family operating in area for over 50 years.</p> <p>Family owns Cruises building and Hectors building and lease land from Council</p> <p>Quietest period is June to August when reduce operations to 3 days a week.</p> <p>Did decked area in front of building 30 years ago.</p> <p>Need toilets at Amelia playground.</p> <p>Opportunity for interpretive centre at Chart Room e.g. Oscar W etc.</p> <p>Would like to see rail turn table-would be a key attraction.</p> <p>Could use old railway cars as food vans</p> <p>Direction of wharf deck timbers needs to be perpendicular to buildings so bike tyres don't fall in 'cracks'.</p> <p>Wants wharf deck all one level.</p>

Name	Business/ organisation	Comments/ Feedback
		<p>Water levels change at wharf. Height level of wharf is critical for boats-different needs depending on size.</p> <p>Would like pump out facilities for boats.</p> <p>Wants railway gates over rail line on Cutting Road so can remove signage.</p> <p>Questions the appropriateness of some businesses at the Precinct which may be better located elsewhere</p>
Daphne Neville	Treasures and Trains-craft shop	<p>Operate 10am to 4pm when trains are running, 11am-3pm when not running, 7 days a week except winter (April to October) when closed Mondays.</p> <p>Very supportive of project-has provided 2 sets of written ideas.</p> <p>Murals on shed wall of distillery and wall of craft shop.</p> <p>Resurface platform.</p> <p>Parking for buses, trailers and caravans.</p> <p>More disability parking.</p> <p>Parks close to craft shop to receive deliveries-staff by older volunteers.</p> <p>Directional signage to parking areas.</p> <p>Goolwa has at least 4 layers of history, aboriginal occupation, river life and transport, railways for freight & travel, modern tourism and hospitality. It would be good to see aspects of these in visual items as you wander through the area, each with a short written description.</p> <p>An area of paved walkway depicting the aboriginal tribal areas as a map showing the areas in different paved treatments. Why not go the whole way and have the entire area as a map of the River Murray with the river as a walkway and the towns etc marked in engraved plates.</p> <p>A cockle midden (enclosed in a fence) with a description of aboriginal food, "Cockle Train" and the cockle itself.</p> <p>A canoe tree(relocated) and possibly a young E. Camaldulensis planted alongside which in time could have a Coolamon cut from it).</p> <p>Original train order signal be restored on the SR platform along with a description. SR already has the signal and the concrete block exists on the platform that may be replaced with a new one.</p>

Name	Business/ organisation	Comments/ Feedback
		<p>Part of the brewery shed wall could have a mural depicting the original use of the shed as a takeoff area for freight.</p> <p>A willow tree (with a seat around the trunk --imagine going under the 'curtain' on a hot day) Description of being planted along the river in the 1860s to guide the river boats along the river and to stabilize the banks.</p> <p>Small fenced areas of native food plants (with descriptions).</p> <p>Groups of local trees with seating underneath.</p> <p>Permanent working shops. Tom a local who is setting up his own blacksmithing project would be big asset working on the wharf area. One of his specialities is repurposing railway dog spikes to make an oyster shucking tool or bottle opener etc.</p> <p>Directional signs at the boundary of the wharf to other historical or commercial areas.</p>
Grantly and Monty	Hectors on the Wharf	<p>Owners of Hectors, previously involved in Goolwa Wharf Precinct Board.</p> <p>Generally operate 6 or 7 days a week, 9am to 4pm, hold Winter themed dinners once a month and Tapas evening once a month, also functions on demand.</p> <p>Quietest time is April/May to end of August.</p> <p>Busiest times are Boxing Day to end of April.</p> <p>Does not like emails, prefers to phone-need to arrange message taking via Council.</p> <p>Support project but does not want disruption to business during construction.</p> <p>Considers Steam Ranger is biggest attractor to the area. Would like to see rail turn table-would be a key attraction.</p> <p>Parking close to businesses is important-have a lot of older clientele.</p> <p>Desire for lower wharf area for small boats to tie up.</p> <p>Will there be compensation for businesses impacted by the works?</p> <p>Key part is people come and sit and view water-want to retain atmosphere during construction.</p> <p>Are now only "clawing back losses from COVID" and still operating under restrictions -business is hard and construction will have impact too as will deter people from coming to wharf area.</p> <p>Want support from Council re for marketing/business campaigning.</p> <p>Canopy is retractable.</p>

Name	Business/ organisation	Comments/ Feedback
		Structure is bolted to concrete plinth and is free standing and does not connect to main building - may have plans for structure we can view.
Angela and Gareth	Fleurieu Distillery	<p>Have been in building 16 years.</p> <p>Operates 7 days a week but closed to customers Monday and Tuesday.</p> <p>Supportive of project.</p> <p>Would like to see rail turn table-would be a key attraction.</p> <p>Wants car parking nearby for “aged”.</p> <p>Use forklifts and area around building for loading/unloading-mostly via sliding doors waterside e.g. grain, water delivery whereby a tanker pulls up.</p> <p>Gravel surface of existing car parks blows up in southerly winds and damages exterior of building.</p> <p>Gareth previously involved in Goolwa Wharf Precinct Board.</p> <p>Caravans/coaches cannot get around the roundabout.</p> <p>Safety issues re location of toilet entry/exit straight onto roadway.</p> <p>Wants Council to challenge the assumption that need to drive into area to access wharf e.g. put car parking on edges, but want ability for patrons to pull in and pick up product e.g. 15 minute timed parking.</p> <p>People currently park anywhere on weekends including on grass.</p> <p>Desire for cyclist facilities, walking paths.</p> <p>Drop off zone for coaches is needed.</p> <p>Distillery is a drawcard for precinct-the business is a destination not reliant on passing trade/locals.</p> <p>Attracts interstate tourists.</p>
Kevin Wallace, Chairman and Janet, Treasurer	Alex FM-Radio Goolwa	<p>Comprised of 7 Board members, 70 station members and 30 presenters.</p> <p>7 days a week, usually 7am to 9pm.</p> <p>Self-funded via grants, fundraising, sponsorship etc and staffed only by volunteers.</p>

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<p>Leah Grace, Council's Arts and Cultural Development Officer- contact for Signal Point</p>	<p>Signal Point</p>	<p>Supports relocation of Visitor Information Centre to Signal Point as will enhance first impression of visitors to the area, generate activity and add to the use of the building.</p> <p>If wall removed internally to install stairs at entry will lose wall hanging space.</p> <p>Currently hold a range of events at Signal Point including pop up events e.g. wine tasting, catered dinners, exhibitions, Textile Exhibition from Brisbane, Fringe event, Jazz Festival-Leah to provide program of events and photos.</p> <p>There is a lack of storytelling at the Goolwa Wharf - European and Ngarrindjeri.</p> <p>Opportunity to integrate technology to activate the area e.g. technology that alerts visitors via mobile phone and "an Elder's voice tells a story about the area", projections onto buildings-consider where to house equipment to enable this.</p> <p>The area needs to be walkable given older age bracket of many visitors and volunteers.</p> <p>Volunteers are critical to Signal Point and need to be engaged in the project (will be done via Leah).</p> <p>Consider relation of Treasure and Trains to a more appropriate location.</p> <p>Need to consider bump in space in design.</p>

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Mark and Paul	PS Oscar W	<p>Meeting rescheduled for 6 May 2021 (did not show for original meeting).</p> <p>Supportive of project and looking forward to it.</p> <p>Understood that construction will impact their operations – pleased that we will be working together to find a balanced solution.</p> <p>Generally operates on Wednesdays, Saturdays and Sundays.</p> <p>Riverboat centre opens on same days (all day).</p>

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		<p>Discussed wharf deterioration and how bad it is when docking the boat.</p> <p>There is a legacy of previous wharf deck upgrade and extended timeframe it took.</p> <p>A lot of boat servicing is done from the Wharf Shed (cables, hoses, maintenance across the wharf making it hazardous for pedestrians). From the Volunteers area.</p> <p>North end of wharf shed has the conveyor to stock the boat with wood. This is dragged out onto the wharf itself with the truck delivery occurring from the road near the wharf shed. Conflicts with pedestrians.</p> <p>Wood stocking on the boat occurs every 2 to 3 weeks in summer (less in winter)</p> <p>Tour of Riverboat Centre – a lot happening in a very small space. It is very crowded and would like more room.</p> <p>Volunteering has dropped off significantly due to Covid. This impacts ability to operate Riverboat Centre.</p> <div data-bbox="752 799 1939 1150" style="text-align: center; border: 1px solid black; padding: 10px;"> </div>
	Steam Ranger	<p>Board meeting to be held 3 May 2021 at which this project will be discussed and a key contact to be identified for the project to work with moving forward.</p> <p>Once advised, meeting to be undertaken.</p>

Name	Business/ organisation	Comments/ Feedback
	Goolwa Markets	Contacted via phone - messages left and emailed with project overview and contact details and seeking a time to meet. No response as of 3.5.21
	Riverport Dental	Emailed project overview and contact details and offered a meeting if desired. No response as of 3.5.21
	Swamp Fox	Emailed project overview and contact details and offered a meeting if desired. No response as of 3.5.21
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GOOLWA WHARF PRECINCT PROJECT - SUMMARY NOTES FROM REACTIVATION PHASE - MEETINGS WITH STAKEHOLDERS AS AT 25 MAY 2021

Name	Business/ organisation	Comments/ Feedback
Natalie and Chris - Managers	Wharf Barrel Shed	<p>Meeting held with Chris (manger) and Steve (owner).</p> <p>Operate 7 days a week, 12pm to 7pm or later on weekends.</p> <p>Best time to meet is before 10am weekdays.</p> <p>Has a business database of 1500 and happy to push messaging out as needed.</p> <p>Very supportive of project and wants to see it go ahead.</p> <p>There is a legacy of previous wharf deck upgrade and extended timeframe it took. Were relocated to Signal Point and lost business during this time as does not provide the same experience as shed.</p> <p>Hold events and use marquee to side of shed.</p> <p>Want more space to accommodate customers - there is demand but can fit presently. Welcome building refurbishment - e.g. roof leaks.</p> <p>Experiences some issues with Wharf Barrel Shed regarding loud music and hours of operation – advised that there is a tribunal hearing pending regarding this.</p>
Michael Veenstra	Coorong Cruises	<p>Family operating in area for over 50 years.</p> <p>Family owns Cruises building and Hectors building and lease land from Council</p> <p>Quietest period is June to August when reduce operations to 3 days a week.</p> <p>Did decked area in front of building 30 years ago.</p> <p>Need toilets at Amelia playground.</p> <p>Opportunity for interpretive centre at Chart Room e.g. Oscar W etc.</p> <p>Would like to see rail turn table-would be a key attraction.</p> <p>Could use old railway cars as food vans</p> <p>Direction of wharf deck timbers needs to be perpendicular to buildings so bike tyres don't fall in 'cracks'.</p> <p>Wants wharf deck all one level.</p>

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		<p>Water levels change at wharf. Height level of wharf is critical for boats-different needs depending on size.</p> <p>Would like pump out facilities for boats.</p> <p>Wants railway gates over rail line on Cutting Road so can remove signage.</p> <p>Questions the appropriateness of some businesses at the Precinct which may be better located elsewhere</p>
Daphne Neville	Treasures and Trains-craft shop	<p>Operate 10am to 4pm when trains are running, 11am-3pm when not running, 7 days a week except winter (April to October) when closed Mondays.</p> <p>Very supportive of project-has provided 2 sets of written ideas.</p> <p>Murals on shed wall of distillery and wall of craft shop.</p> <p>Resurface platform.</p> <p>Parking for buses, trailers and caravans.</p> <p>More disability parking.</p> <p>Parks close to craft shop to receive deliveries-staff by older volunteers.</p> <p>Directional signage to parking areas.</p> <p>Goolwa has at least 4 layers of history, aboriginal occupation, river life and transport, railways for freight & travel, modern tourism and hospitality. It would be good to see aspects of these in visual items as you wander through the area, each with a short written description.</p> <p>An area of paved walkway depicting the aboriginal tribal areas as a map showing the areas in different paved treatments. Why not go the whole way and have the entire area as a map of the River Murray with the river as a walkway and the towns etc marked in engraved plates.</p> <p>A cockle midden (enclosed in a fence) with a description of aboriginal food, "Cockle Train" and the cockle itself.</p> <p>A canoe tree(relocated) and possibly a young E. Camaldulensis planted alongside which in time could have a Coolamon cut from it).</p> <p>Original train order signal be restored on the SR platform along with a description. SR already has the signal and the concrete block exists on the platform that may be replaced with a new one.</p>

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	Steam Ranger	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>Made the point that people get off the train and have nothing to do / see in the area, and it's too far to walk top main street.</p>

Name	Business/ organisation	Comments/ Feedback
		<p>Concerns raised about interface between rail and public areas. These will need to be worked through as part of the design.</p> <p>Disappointed that turn-table is not part of the project. Previously discussed with Council that this may be looked at as part of a future stage.</p> <p>Small shed in front of signal point is part of rail corridor and significantly deteriorated. Being used by Oscar W for storage. They need to preserve some storage capacity in the area but are not wedded to its location. They were open to a substitute or equivalent placed nearby... closer to the bridge maybe.</p> <p>Boundary issues need to be addressed - some public space and road is on rail land. They are open to working through this.</p> <p>Poor and unsafe access from platform to public areas – needs to be addressed as part of precinct design</p> <p>Condition of platform could be significantly improved, particularly as the steamranger is a major draw-card of area e.g. platform surface, some remediation to platform buildings (clean-up, painting, replace deteriorated parts)</p> <p>Recognised that arriving by train and disembarking on a platform that is run-down would not look good for the precinct area.</p> <p>Discussed need for steamranger to leverage from the project and look at what investment they can make to the rail part. Think about potential cost savings as the Council will already have a contractor on site for the works and they could realise savings by using the same contractor.</p>
	RAA	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>RAA have taken an active interest in the project given its tourism potential.</p> <p>They also identified similar issues with respect to the lack of connectivity and functionality within the precinct area.</p> <p>They have undertaken a broader audit of the Fleurieu and identified Goolwa Precinct as a candidate for being a major tourism draw-card.</p> <p>It was suggested that further discussions occur with RAA to better understand their advocacy of the precinct area.</p>
	Goolwa Markets	<p>Contacted via phone - messages left and emailed with project overview and contact details and seeking a time to meet.</p> <p>No response as of 3.5.21</p>
	Riverport Dental	<p>Emailed project overview and contact details and offered a meeting if desired.</p>

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		No response as of 3.5.21
	Swamp Fox	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p>
	Friends of groups	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p> <p>Groups contacted:</p> <ul style="list-style-type: none"> • Armfield Wooden Boat Association • Friends of the Brigand • SA Wooden Boat Festival Committee

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		<p>Council owns the building, and station makes peppercorn payment.</p> <p>Is a very historical area with lots of stories to tell - Ghost walking tours are held in area, empty morgue building to rear of station, tunnels to pub from wharf.</p> <p>Path next to station is well used, particularly by locals and would be good to formalise it.</p> <p>Need to better connect uses on outskirts of Precinct to the Goolwa Wharf.</p> <p>The Goolwa Wharf gets lots of early morning walkers and photographers to view sunrise.</p> <p>Radio station is happy to help project by promoting events, doing interviews, getting messages out to the community.</p> <p>Would like to see cafe/live music at Signal Point.</p> <p>Would like to have glass front to radio station so people can view broadcast in action - is there an opportunity to relocate to Signal Point?</p> <p>Have approximately 1500 listeners in Goolwa, mostly 40 plus age group, have process to work with local schools</p> <p>Provided e-copy of postcard to Kevin to distribute.</p>
Leah Grace, Council's Arts and Cultural Development Officer- contact for Signal Point	Signal Point	<p>Supports relocation of Visitor Information Centre to Signal Point as will enhance first impression of visitors to the area, generate activity and add to the use of the building.</p> <p>If wall removed internally to install stairs at entry will lose wall hanging space.</p> <p>Currently hold a range of events at Signal Point including pop up events e.g. wine tasting, catered dinners, exhibitions, Textile Exhibition from Brisbane, Fringe event, Jazz Festival-Leah to provide program of events and photos.</p> <p>There is a lack of storytelling at the Goolwa Wharf - European and Ngarrindjeri.</p> <p>Opportunity to integrate technology to activate the area e.g. technology that alerts visitors via mobile phone and "an Elder's voice tells a story about the area", projections onto buildings-consider where to house equipment to enable this.</p> <p>The area needs to be walkable given older age bracket of many visitors and volunteers.</p> <p>Volunteers are critical to Signal Point and need to be engaged in the project (will be done via Leah).</p> <p>Consider relation of Treasure and Trains to a more appropriate location.</p> <p>Need to consider bump in space in design.</p>

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		<p>Public artwork to be provided by the Helpman Gallery. Need to integrate with broader project planning, design and construction.</p> <p>Have a monthly database that can send out project information - provided e-copy of postcard to Leah to distribute.</p>
Howden, Paul, Darryl	RSL Club	<p>Goolwa RSL has over 240 members</p> <p>Open Friday from 4.30pm and Sunday from midday</p> <p>Building is heritage listed</p> <p>Holds functions, events, funerals, parties. Key events include Remembrance Day, ANZAC day, Melbourne Cup</p> <p>Have over 2,000 people at annual ANZAC day dawn service</p> <p>Support local sporting clubs with donations and awards</p> <p>Would like solar panels but have been told can't due to tree coverage</p> <p>Do not support alignment of path to be formalised across lawn area from Cutting Road past radio station.</p> <p>Have plans to enhance memorial gardens with glass wall with mural etching, water feature, statues etc-want to work with Goolwa Wharf project to ensure integration between project and RSL plans</p> <p>Would like to see a paying tenant at Signal point e.g. café</p> <p>Signal Point needs to be more multi-use</p> <p>Priority of the project should be to improve visitor experience of the trains and boating history and Ngarrindjeri stories</p> <p>Strong desire for project to use local trades during construction-have local knowledge, skills and equipment</p>
Mark and Paul	PS Oscar W	<p>Meeting rescheduled for 6 May 2021 (did not show for original meeting).</p> <p>Supportive of project and looking forward to it.</p> <p>Understood that construction will impact their operations – pleased that we will be working together to find a balanced solution.</p> <p>Generally operates on Wednesdays, Saturdays and Sundays.</p> <p>Riverboat centre opens on same days (all day).</p>

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		<p>Discussed wharf deterioration and how bad it is when docking the boat.</p> <p>There is a legacy of previous wharf deck upgrade and extended timeframe it took.</p> <p>A lot of boat servicing is done from the Wharf Shed (cables, hoses, maintenance across the wharf making it hazardous for pedestrians). From the Volunteers area.</p> <p>North end of wharf shed has the conveyor to stock the boat with wood. This is dragged out onto the wharf itself with the truck delivery occurring from the road near the wharf shed. Conflicts with pedestrians.</p> <p>Wood stocking on the boat occurs every 2 to 3 weeks in summer (less in winter)</p> <p>Tour of Riverboat Centre – a lot happening in a very small space. It is very crowded and would like more room.</p> <p>Volunteering has dropped off significantly due to Covid. This impacts ability to operate Riverboat Centre.</p> <div data-bbox="752 799 1939 1150" style="text-align: center; border: 1px solid black; padding: 10px;"> </div>
	Steam Ranger	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>Made the point that people get off the train and have nothing to do / see in the area, and it's too far to walk top main street.</p>

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		<p>Concerns raised about interface between rail and public areas. These will need to be worked through as part of the design.</p> <p>Disappointed that turn-table is not part of the project. Previously discussed with Council that this may be looked at as part of a future stage.</p> <p>Small shed in front of signal point is part of rail corridor and significantly deteriorated. Being used by Oscar W for storage. They need to preserve some storage capacity in the area but are not wedded to its location. They were open to a substitute or equivalent placed nearby... closer to the bridge maybe.</p> <p>Boundary issues need to be addressed - some public space and road is on rail land. They are open to working through this.</p> <p>Poor and unsafe access from platform to public areas – needs to be addressed as part of precinct design</p> <p>Condition of platform could be significantly improved, particularly as the steamranger is a major draw-card of area e.g. platform surface, some remediation to platform buildings (clean-up, painting, replace deteriorated parts)</p> <p>Recognised that arriving by train and disembarking on a platform that is run-down would not look good for the precinct area.</p> <p>Discussed need for steamranger to leverage from the project and look at what investment they can make to the rail part. Think about potential cost savings as the Council will already have a contractor on site for the works and they could realise savings by using the same contractor.</p>
	RAA	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>RAA have taken an active interest in the project given its tourism potential.</p> <p>They also identified similar issues with respect to the lack of connectivity and functionality within the precinct area.</p> <p>They have undertaken a broader audit of the Fleurieu and identified Goolwa Precinct as a candidate for being a major tourism draw-card.</p> <p>It was suggested that further discussions occur with RAA to better understand their advocacy of the precinct area.</p>

Name	Business/ organisation	Comments/ Feedback
	Goolwa Markets & Cittaslow Markets	<p>Meeting 17 June 2020</p> <p>Introduction to the Goolwa Wharf Precinct project.</p> <p><u>Goolwa Wharf Markets:</u></p> <ul style="list-style-type: none"> • 80 Stalls • Operate 1st and 3rd Sunday of month and every weekend in January • Start setting up at 5am • Officially open from 9am to 3pm (2pm in winter). • Public start arriving arrive at 7:30am • Vehicles park on the park next to stalls. <p><u>Cittaslow Markets:</u></p> <ul style="list-style-type: none"> • 23 Stalls • Operate 2nd and 4th Sunday of month (at any 5th Sunday) • Start setting up at 5am • Officially open from 9am to 1pm (some stalls may operate beyond this time – coffee and cakes stalls to service the train arrivals). • Public start arriving arrive at 7:30am • Vehicles park on the park next to stalls. <p><u>Key issues raised:</u></p> <ul style="list-style-type: none"> - emphasised that Jarelde Park is suitable for their market operations (good size, dedicated paths, well protected from weather). - vehicles need to be able to continue to park on the park next to their stalls as it helps with loading/unloading, and some vehicles form part of the stall (i.e. connected). - existing asphalt paths are good for the market set up as it aligns the market stalls and provides the public for something walk on. Also used for vehicle access when setting up. - would like to see better maintenance of the reserve – tables dirty and lots of shedding from the pine trees (would like to see better ongoing cleaning of the area). - don't like the permanent sleeper table/chairs as they don't get used. Would like to see new tables/chairs. Could have more stalls if they were not at that location.

Name	Business/ organisation	Comments/ Feedback
		<ul style="list-style-type: none"> - raised safety concerns regarding access, pedestrians crossings the road, and cars primary movement around Cutting, Dunbar and Port Streets (i.e. permitter of markets). - always asked by public about location of toilets (direct them to wharf shed toilets). - don't like the wharf shed toilets (wrong location and too exposed).
	Riverport Dental	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p>
	Swamp Fox	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p>
	Friends of groups	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p> <p>Groups contacted:</p> <ul style="list-style-type: none"> • Armfield Wooden Boat Association • Friends of the Brigand • SA Wooden Boat Festival Committee

GOOLWA WHARF PRECINCT PROJECT - SUMMARY NOTES FROM REACTIVATION PHASE - MEETINGS WITH STAKEHOLDERS AS AT 26 JUNE 2021

Name	Business/ organisation	Comments/ Feedback
Natalie and Chris - Managers	Wharf Barrel Shed	<p>Meeting held with Chris (manger) and Steve (owner).</p> <p>Operate 7 days a week, 12pm to 7pm or later on weekends.</p> <p>Best time to meet is before 10am weekdays.</p> <p>Has a business database of 1500 and happy to push messaging out as needed.</p> <p>Very supportive of project and wants to see it go ahead.</p> <p>There is a legacy of previous wharf deck upgrade and extended timeframe it took. Were relocated to Signal Point and lost business during this time as does not provide the same experience as shed.</p> <p>Hold events and use marquee to side of shed.</p> <p>Want more space to accommodate customers - there is demand but can fit presently. Welcome building refurbishment - e.g. roof leaks.</p> <p>Experiences some issues with Distillery regarding loud music and hours of operation – advised that there is a tribunal hearing pending regarding this.</p> <p>Weather protection to the southwest and north is required.</p> <p>Develop additional screens or enclosure to the wharf frontage. Best views.</p> <p>Keen to maintain rustic look and feel.</p> <p>Need to develop a kitchen to increase capacity and food offering.</p> <p>Potential to develop additional shelter under the verandah. Potential to develop mezzanine level under the verandah.</p> <p>Focus development towards the river.</p> <p>Demand for food and platters are growing.</p> <p>Licensed for 100 people.</p> <p>Need to provide comfort all year round.</p>

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		<p>Potential to increase footprint of the business to both the east and west (occupy the space currently taken up by the toilet – need to consider new location for the toilet).</p> <p>Explore the potential swap the location of the Riverboat Centre with the Wharf Barrel Shed to increase activation of the precinct to the north. Opportunity to create an attractor in the centre of the precinct.</p> <p>Deliveries are difficult due to size and location of business – have to be made through side and front doors.</p> <p>Consider space for live music (both inside and outside).</p> <p>Consider safety of pedestrian and circulation to front of Wharf Barrel Shed (Oscar W operations and Volunteer works) i.e. wood loading).</p> <p>Oscar W best located further south to open up views along Wharf.</p>
Michael Veenstra	Coorong Cruises	<p>Family operating in area for over 50 years.</p> <p>Family owns Cruises building and Hectors building and lease land from Council</p> <p>Quietest period is June to August when reduce operations to 3 days a week.</p> <p>Did decked area in front of building 30 years ago.</p> <p>Need toilets at Amelia playground.</p> <p>Opportunity for interpretive centre at Chart Room e.g. Oscar W etc.</p> <p>Would like to see rail turn table-would be a key attraction.</p> <p>Could use old railway cars as food vans</p> <p>Direction of wharf deck timbers needs to be perpendicular to buildings so bike tyres don't fall in 'cracks'.</p> <p>Wants wharf deck all one level.</p> <p>Water levels change at wharf. Height level of wharf is critical for boats-different needs depending on size.</p> <p>Would like pump out facilities for boats.</p> <p>Wants railway gates over rail line on Cutting Road so can remove signage.</p> <p>Questions the appropriateness of some businesses at the Precinct which may be better located elsewhere</p>

Name	Business/ organisation	Comments/ Feedback
Daphne Neville	Treasures and Trains-craft shop	<p>Operate 10am to 4pm when trains are running, 11am-3pm when not running, 7 days a week except winter (April to October) when closed Mondays.</p> <p>Very supportive of project-has provided 2 sets of written ideas.</p> <p>Murals on shed wall of distillery and wall of craft shop.</p> <p>Resurface platform.</p> <p>Parking for buses, trailers and caravans.</p> <p>More disability parking.</p> <p>Parks close to craft shop to receive deliveries-staff by older volunteers.</p> <p>Directional signage to parking areas.</p> <p>Goolwa has at least 4 layers of history, aboriginal occupation, river life and transport, railways for freight & travel, modern tourism and hospitality. It would be good to see aspects of these in visual items as you wander through the area, each with a short written description.</p> <p>An area of paved walkway depicting the aboriginal tribal areas as a map showing the areas in different paved treatments. Why not go the whole way and have the entire area as a map of the River Murray with the river as a walkway and the towns etc marked in engraved plates.</p> <p>A cockle midden (enclosed in a fence) with a description of aboriginal food, "Cockle Train" and the cockle itself.</p> <p>A canoe tree(relocated) and possibly a young E. Camaldulensis planted alongside which in time could have a Coolamon cut from it).</p> <p>Original train order signal be restored on the SR platform along with a description. SR already has the signal and the concrete block exists on the platform that may be replaced with a new one.</p> <p>Part of the brewery shed wall could have a mural depicting the original use of the shed as a takeoff area for freight.</p> <p>A willow tree (with a seat around the trunk --imagine going under the 'curtain' on a hot day) Description of being planted along the river in the 1860s to guide the river boats along the river and to stabilize the banks.</p> <p>Small fenced areas of native food plants (with descriptions).</p> <p>Groups of local trees with seating underneath.</p>

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		<p>Permanent working shops. Tom a local who is setting up his own blacksmithing project would be big asset working on the wharf area. One of his specialities is repurposing railway dog spikes to make an oyster shucking tool or bottle opener etc.</p> <p>Directional signs at the boundary of the wharf to other historical or commercial areas.</p>
Grantly and Monty	Hectors on the Wharf	<p>Owners of Hectors, previously involved in Goolwa Wharf Precinct Board.</p> <p>Generally operate 6 or 7 days a week, 9am to 4pm, hold Winter themed dinners once a month and Tapas evening once a month, also functions on demand.</p> <p>Quietest time is April/May to end of August.</p> <p>Busiest times are Boxing Day to end of April.</p> <p>Does not like emails, prefers to phone-need to arrange message taking via Council.</p> <p>Support project but does not want disruption to business during construction.</p> <p>Considers Steam Ranger is biggest attractor to the area. Would like to see rail turn table-would be a key attraction.</p> <p>Parking close to businesses is important-have a lot of older clientele.</p> <p>Desire for lower wharf area for small boats to tie up.</p> <p>Will there be compensation for businesses impacted by the works?</p> <p>Key part is people come and sit and view water-want to retain atmosphere during construction.</p> <p>Are now only "clawing back losses from COVID" and still operating under restrictions -business is hard and construction will have impact too as will deter people from coming to wharf area.</p> <p>Want support from Council re for marketing/business campaigning.</p> <p>Canopy is retractable.</p> <p>Structure is bolted to concrete plinth and is free standing and does not connect to main building - may have plans for structure we can view.</p>

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Angela and Gareth	Fleurieu Distillery	<p>Have been in building 16 years.</p> <p>Operates 7 days a week but closed to customers Monday and Tuesday.</p> <p>Supportive of project.</p> <p>Would like to see rail turn table-would be a key attraction.</p> <p>Wants car parking nearby for “aged”.</p> <p>Use forklifts and area around building for loading/unloading-mostly via sliding doors waterside e.g. grain, water delivery whereby a tanker pulls up.</p> <p>Gravel surface of existing car parks blows up in southerly winds and damages exterior of building.</p> <p>Gareth previously involved in Goolwa Wharf Precinct Board.</p> <p>Caravans/coaches cannot get around the roundabout.</p> <p>Safety issues re location of toilet entry/exit straight onto roadway.</p> <p>Wants Council to challenge the assumption that need to drive into area to access wharf e.g. put car parking on edges, but want ability for patrons to pull in and pick up product e.g. 15 minute timed parking.</p> <p>People currently park anywhere on weekends including on grass.</p> <p>Desire for cyclist facilities, walking paths.</p> <p>Drop off zone for coaches is needed.</p> <p>Distillery is a drawcard for precinct-the business is a destination not reliant on passing trade/locals.</p> <p>Attracts interstate tourists.</p> <p>Need for weather protection (southwest)</p> <p>Large vehicle deliveries to the existing roller doors (semi-trailers and forklift trucks). Need to maintain access for large vehicles through the centre of the precinct</p> <p>Views east over the water from the distillery are important (i.e. through large doors). Some impacts experienced from adjacent venues and businesses.</p>

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	Steam Ranger	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>Made the point that people get off the train and have nothing to do / see in the area, and it's too far to walk to main street.</p> <p>Concerns raised about interface between rail and public areas. These will need to be worked through as part of the design.</p> <p>Disappointed that turn-table is not part of the project. Previously discussed with Council that this may be looked at as part of a future stage.</p> <p>Small shed in front of signal point is part of rail corridor and significantly deteriorated. Being used by Oscar W for storage. They need to preserve some storage capacity in the area but are not wedded to its location. They were open to a substitute or equivalent placed nearby... closer to the bridge maybe.</p> <p>Boundary issues need to be addressed - some public space and road is on rail land. They are open to working through this.</p> <p>Poor and unsafe access from platform to public areas – needs to be addressed as part of precinct design</p> <p>Condition of platform could be significantly improved, particularly as the steamranger is a major draw-card of area e.g. platform surface, some remediation to platform buildings (clean-up, painting, replace deteriorated parts)</p> <p>Recognised that arriving by train and disembarking on a platform that is run-down would not look good for the precinct area.</p> <p>Discussed need for steamranger to leverage from the project and look at what investment they can make to the rail part. Think about potential cost savings as the Council will already have a contractor on site for the works and they could realise savings by using the same contractor.</p> <p>Typical operating speed of 25 KPH shunting yard.</p> <p>Vegetation and landscape treatments within the track envelope is an issue. Specific vegetation maintenance required.</p> <p>Explore opportunities to replace wooden sleeper and road crossing (what opportunities exist as part of the Wharf Upgrade project).</p> <p>Turntable part of a long-term vision for the Steamranger. Located in the low lying land to the south end of the precinct.</p> <p>Need to be considered as a tourist destination. Not simply a heritage railway.</p>

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		<p>Has explored an island platform arrangement with a new spur line to the west of the existing platform. This would increase passenger transfer and alternative shunting options. Seen as a long-term opportunity.</p> <p>Opportunities to develop water point using 6" main to reduce the need to take on water at the main shunting yard.</p> <p>The northern Goods Shed turnout is occasionally used and could be used as a transfer point for train trips to Finnis River, Strathalbyn and Mount Barker.</p> <p>The southern Good Shed turnout is redundant.</p> <p>Need for additional access to the southern end of the platform. Improve access for guardsman (person) and increase access and activation to the south end of the precinct via the station platform.</p> <p>Need to maintain and increase parking for visitors to Steamranger.</p> <p>Removal of Navy Shed and surrounding vegetation will improve sightlines into the northern cutting.</p> <p>Generally, a 2m safety zone needs to be considered along the rail corridor.</p> <p>Consider boundary treatment and new ballast to rail edge to increase differentiation of the rail corridor.</p>
	RAA	<p>Introduction to the Goolwa Wharf Precinct project.</p> <p>RAA have taken an active interest in the project given its tourism potential.</p> <p>They also identified similar issues with respect to the lack of connectivity and functionality within the precinct area.</p> <p>They have undertaken a broader audit of the Fleurieu and identified Goolwa Precinct as a candidate for being a major tourism draw-card.</p> <p>It was suggested that further discussions occur with RAA to better understand their advocacy of the precinct area.</p>
	Goolwa Markets & Cittaslow Markets	<p>Meeting 17 June 2020</p> <p>Introduction to the Goolwa Wharf Precinct project.</p> <p><u>Goolwa Wharf Markets:</u></p> <ul style="list-style-type: none"> • 80 Stalls • Operate 1st and 3rd Sunday of month and every weekend in January • Start setting up at 5am

Name	Business/ organisation	Comments/ Feedback
		<ul style="list-style-type: none"> • Officially open from 9am to 3pm (2pm in winter). • Public start arriving arrive at 7:30am • Vehicles park on the park next to stalls. <p><u>Cittaslow Markets:</u></p> <ul style="list-style-type: none"> • 23 Stalls • Operate 2nd and 4th Sunday of month (at any 5th Sunday) • Start setting up at 5am • Officially open from 9am to 1pm (some stalls may operate beyond this time – coffee and cakes stalls to service the train arrivals). • Public start arriving arrive at 7:30am • Vehicles park on the park next to stalls. <p><u>Key issues raised:</u></p> <ul style="list-style-type: none"> - emphasised that Jarelde Park is suitable for their market operations (good size, dedicated paths, well protected from weather). - vehicles need to be able to continue to park on the park next to their stalls as it helps with loading/unloading, and some vehicles form part of the stall (i.e. connected). - existing asphalt paths are good for the market set up as it aligns the market stalls and provides the public for something walk on. Also used for vehicle access when setting up. - would like to see better maintenance of the reserve – tables dirty and lots of shedding from the pine trees (would like to see better ongoing cleaning of the area). - don't like the permanent sleeper table/chairs as they don't get used. Would like to see new tables/chairs. Could have more stalls if they were not at that location. - raised safety concerns regarding access, pedestrians crossings the road, and cars primary movement around Cutting, Dunbar and Port Streets (i.e. permitter of markets). - always asked by public about location of toilets (direct them to wharf shed toilets). - don't like the wharf shed toilets (wrong location and too exposed).
	Riverport Dental	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p>

Name	Business/ organisation	Comments/ Feedback
	Swamp Fox	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p>
	Friends of groups	<p>Emailed project overview and contact details and offered a meeting if desired.</p> <p>No response as of 3.5.21</p> <p>Groups contacted:</p> <ul style="list-style-type: none"> • Armfield Wooden Boat Association • Friends of the Brigand • SA Wooden Boat Festival Committee

SUMMARY OF PRE-MEETINGS WITH STAKEHOLDERS REGARDING DRAFT MASTER PLAN FOR GOOLWA WHARF PRECINCT AS OF 13 SEPTEMBER 2021

Stakeholder	Comments
Sprit of the Coorong, Michael Veenstra	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Agreed that no need to have cars ‘in and around buildings’ except for deliveries. - Identified that change of Jarelde Park to car parking will be “controversial”. - Likes that flag pole is being kept as boats use it as a wind indicator. - Desire for increased outdoor seating-Spirit of Coorong can have up to 80 people on wharf waiting for a boat cruise. - Noted relocation of markets to wharf area as marquees will be more exposed to wind. - Possible relocation of The Dart - supports its relocation, noted unlikely to be able to be restored. - Desire for coherent signage throughout the Precinct. - Supports additional toilets in the Precinct. - Identified the need for pumping points on the wharf especially for the Oscar W and bigger boats that use the area such as during the wooden boat festival.
PS Oscar W, George Kaiser, Mark Commane and Paul Hannagan	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Mooring position of Oscar W needs to make sure wharf can accommodate its mooring needs. The wharf structure at the southern end is different to current location, where it has purpose built mooring. - Would prefer having boat moored off the wharf and connected via a purpose built walkway-more secure and easier to berth. Have plans of this approach which can provide to project team. - Support relocation of The Dart which is a valuable piece of heritage and has relationship with the Oscar W. Is beyond restoration and can’t go back int the water but could interpret it in some form on land. Have ‘ribs’ from The Draft in Oscar W workshop. - Maybe look at car parking to “up near dentist” instead of Jarelde Park. - New building facility for Oscar W needs space for a ticket office, need space for storage of archives. - Supports relocation at end of wharf as increased activation of space, makes boat more visible, but may be more exposed to weather as not as protected by building.

Stakeholder	Comments
Wharf Barrel Shed Wine Bar, Chris, Natalie and Steve Ramsey	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Liked the car parking approach, plaza area for station, market being integrated with businesses, opportunity to close of shared use road for festivals/events. - Suggested that Steam Ranger change scheduling to enable visitors to stay longer. - Identified need for staff car parking nearby wharf barrel shed for use at night for safety. - Identified potential liquor licensing issues with shared outdoor dining spaces-who is legally responsible? Also suggested needed some form of barrier so people don't wander between businesses with alcoholic drinks. - Identified want larger space in Wharf Barrel Shed building, potentially all of it to expand. To have live music, need bigger space. Also want to expand food offering so need more kitchen space. - Like proposed relocation to other end of shed, particularly as provides access to outdoor space. - If retail to occupy part of shed, won't need half as currently shown by draft plans. - Like permeability of building design. - Identified desire for boats to be able to tie up and access businesses from water.
Hectors on the Wharf, Grantly and Monty	<ul style="list-style-type: none"> - Noted the loss of car parking near Hectors. - Not sure about "breaking up the markets" and integrating with businesses - Want larger paved 'apron' around Hectors so can have outdoor dining on land side. - Can see potential to open up Hector's building to grassed area. - Questioned whether rail turntable part of Master Plan (out of area's scope). - Identified desire for boats to be able to tie up and access businesses from water. - Identified desire for a lower wharf deck at some points along wharf to enable smaller boats to access wharf. - Identified that want to plan for construction next year and need more details. Identified it will be difficult to operate during construction and that want to be able to operate until end of Easter long weekend, then may shut for 2 to 3 months to "reinvent" itself. Want shortest period of time shut as possible to complete construction near Hectors. - Prefer no construction impacts until April.

Stakeholder	Comments
	<ul style="list-style-type: none"> - Identified have left 5 phone messages at the Council for project team but no response.
Fleurieu Distillery, Garth and Angela	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Need to ensure shared roadway can take heavy vehicles e.g. 40 tonne truck plus load and 5 tonne fork lift. - New road alignment means tankers won't have to reverse to get out, but may have issue re left and right turn at top of Porter Road. - Lots of open space to car park will be of concern to the community. - Identified alternative area for car parking further up slope and suggested Jarelde Park be used for future car parking location if needed, and once Precinct takes off. Noted Jarelde also used for events and wooden boat festival etc. - Need 'adjacent' access to toilets to maintain its liquor licence. - Identified potential liquor licensing issues with shared outdoor dining spaces-who is legally responsible? - Like proposed paving which will reduce issues with dust. - Identified desire to understand how construction will be managed e.g. compensation for businesses, transition of toilets (due to link with liquor licensing conditions), storage of materials and equipment on site etc.
Alex FM, Kevin and Janet	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Noted opportunity for markets to also be located on lawns in front of Signal Point. - Identified need for additional toilets in the Precinct as don't have enough. - Like one way of Cutting Road and focus on waterfront. - Support the relocation of The Dart. - Opportunity for creating a 'trail' to follow through the Precinct and learn about its cultural heritage.
Goolwa Markets Encounter Bay Rotary Markets, Mary-Anne	<ul style="list-style-type: none"> - Supports the integration of the Precinct that Draft Master Plan proposes and focus on people. - Not sure about mixing the market stalls in with business areas and how this would work. Need sufficient buffer. - Noted that currently bus drops are difficult.

Stakeholder	Comments
Steam Ranger, Peter Schneider	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Really pleased to see the new carpark and platform station connection. This is a big plus for them. - What happens on Market day? – explained new location at wharf-front and how it will operate - Toilets on platform are a real problem – as discussed last time round. Option to completely remove to open up platform (visibility). Look at different location nearby to service both car parking patrons and station. - Can we get steps to work at the south end? – the design philosophy is to not corral people north-south along the platform but flow in/out of platform - Opportunity to put water tower at south end of platform – provided by Steamranger and installed by project team - Small shed – discussed last time that it needs to be moved due to line-of-sight issues. Difficult to maintain near bridge and would require extra earthworks to set back (very costly). Project team is committed to providing a small similar looking shed but at new location. Steamranger advised that they may not need it and will advised. Project team to investigate heritage association - Keen to see surface improvement to rail corridor to improve amenity. Can't lift rail line (via tamper) due to match-in with platform. Agreed that both Project Team and Steamranger to investigate cost-effective treatments - What opportunities to revitalise the platform and promote an active rail line i.e. '50 miles of track' video display. - This feedback is from Peter and John (only) and Look at a presentation to Board and/or Volunteer Membership (during consultation period) for wider corporate feedback – Nicole will contact Peter to coordinate.`
Signal Point, Leah Grace and Penny Worland	<ul style="list-style-type: none"> - Supports Draft Master Plan and focus on people. - Can provide links to Ngarrindjeri people talking about the Goolwa Wharf area in language. - Identified that Goolwa Wharf “doesn't tell its own story” and the implementation of Master Plan will rectify this Redecking of wharf will significantly improve access for all. - Desire for DDA compliant toilets.
RSL	<ul style="list-style-type: none"> - Awaiting date/time for meeting – looking at 16 September
Cittaslow Market	<ul style="list-style-type: none"> - Awaiting date/time for meeting – looking at 16 September

SUMMARY OF PRE-MEETINGS WITH STAKEHOLDERS REGARDING DRAFT MASTER PLAN FOR GOOLWA WHARF PRECINCT AS OF 16 SEPTEMBER & 7 October 2021

Stakeholder	Comments
Sprit of the Coorong, Michael Veenstra	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Agreed that no need to have cars 'in and around buildings' except for deliveries. - Identified that change of Jarelde Park to car parking will be "controversial". - Likes that flag pole is being kept as boats use it as a wind indicator. - Desire for increased outdoor seating-Spirit of Coorong can have up to 80 people on wharf waiting for a boat cruise. - Noted relocation of markets to wharf area as marquees will be more exposed to wind. - Possible relocation of The Dart - supports its relocation, noted unlikely to be able to be restored. - Desire for coherent signage throughout the Precinct. - Supports additional toilets in the Precinct. - Identified the need for pumping points on the wharf especially for the Oscar W and bigger boats that use the area such as during the wooden boat festival.
PS Oscar W, George Kaiser, Mark Commene and Paul Hannagan	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Mooring position of Oscar W needs to make sure wharf can accommodate its mooring needs. The wharf structure at the southern end is different to current location, where it has purpose built mooring. - Would prefer having boat moored off the wharf and connected via a purpose built walkway-more secure and easier to berth. Have plans of this approach which can provide to project team. - Support relocation of The Dart which is a valuable piece of heritage and has relationship with the Oscar W. Is beyond restoration and can't go back into the water but could interpret it in some form on land. Have 'ribs' from The Draft in Oscar W workshop. - Maybe look at car parking to "up near dentist" instead of Jarelde Park. - New building facility for Oscar W needs space for a ticket office, need space for storage of archives.

Stakeholder	Comments
	<ul style="list-style-type: none"> - Supports relocation at end of wharf as increased activation of space, makes boat more visible, but may be more exposed to weather as not as protected by building.
<p>Wharf Barrel Shed Wine Bar, Chris, Natalie and Steve Ramsey</p>	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Liked the car parking approach, plaza area for station, market being integrated with businesses, opportunity to close of shared use road for festivals/events. - Suggested that Steam Ranger change scheduling to enable visitors to stay longer. - Identified need for staff car parking nearby wharf barrel shed for use at night for safety. - Identified potential liquor licensing issues with shared outdoor dining spaces-who is legally responsible? Also suggested needed some form of barrier so people don't wander between businesses with alcoholic drinks. - Identified want larger space in Wharf Barrel Shed building, potentially all of it to expand. To have live music, need bigger space. Also want to expand food offering so need more kitchen space. - Like proposed relocation to other end of shed, particularly as provides access to outdoor space. - If retail to occupy part of shed, won't need half as currently shown by draft plans. - Like permeability of building design. - Identified desire for boats to be able to tie up and access businesses from water.
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Stakeholder	Comments
	<ul style="list-style-type: none"> - Identified that want to plan for construction next year and need more details. Identified it will be difficult to operate during construction and that want to be able to operate until end of Easter long weekend, then may shut for 2 to 3 months to “reinvent” itself. Want shortest period of time shut as possible to complete construction near Hectors. - Prefer no construction impacts until April. - Identified have left 5 phone messages at the Council for project team but no response.
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Goolwa Markets	<ul style="list-style-type: none"> - Supports the integration of the Precinct that Draft Master Plan proposes and focus on people.

Stakeholder	Comments
Encounter Bay Rotary Markets, Mary-Anne	<ul style="list-style-type: none"> - Not sure about mixing the market stalls in with business areas and how this would work. Need sufficient buffer. - Noted that currently bus drops are difficult.
Steam Ranger, Peter Schneider	<ul style="list-style-type: none"> - Expressed support for Draft Master Plan. - Really pleased to see the new carpark and platform station connection. This is a big plus for them. - What happens on Market day? – explained new location at wharf-front and how it will operate - Toilets on platform are a real problem – as discussed last time round. Option to completely remove to open up platform (visibility). Look at different location nearby to service both car parking patrons and station. - Can we get steps to work at the south end? – the design philosophy is to not corral people north-south along the platform but flow in/out of platform - Opportunity to put water tower at south end of platform – provided by Steamranger and installed by project team - Small shed – discussed last time that it needs to be moved due to line-of-sight issues. Difficult to maintain near bridge and would require extra earthworks to set back (very costly). Project team is committed to providing a small similar looking shed but at new location. Steamranger advised that they may not need it and will advised. Project team to investigate heritage association - Keen to see surface improvement to rail corridor to improve amenity. Can't lift rail line (via tamper) due to match-in with platform. Agreed that both Project Team and Steamranger to investigate cost-effective treatments - What opportunities to revitalise the platform and promote an active rail line i.e. '50 miles of track' video display. - This feedback is from Peter and John (only) and Look at a presentation to Board and/or Volunteer Membership (during consultation period) for wider corporate feedback – Nicole will contact Peter to coordinate.`
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RSL	<p>— Awaiting date/time for meeting — looking at 16 September</p>

Stakeholder	Comments
	<ul style="list-style-type: none"> - Meeting on 16 September - Expressed support for Draft Master Plan. - Appreciated 2-way operations at top of Cutting Road to enable access to/from RSL - Appreciated recognition and respect for commemorative lawns outside of RSL (behind signal point), and hence removal of the proposed pathway that was to cut through the lawns from the Radio Station building to Cutting Road. - Discussed large mast pole with beacon light adjacent Signal Point. No issues, ensure that it is placed immediately south of signal point building, outside grassed area (triangular quadrant in far corner). - Keen to see local industry and workforce participation opportunities.
Cittaslow Market	<p>— Awaiting date/time for meeting — looking at 16 September</p> <ul style="list-style-type: none"> - Meeting with Jane and Christine 16 September - Expressed support for Draft Master Plan. - Can see the logic of bringing Markets to Waterfront - Weather will be an issue (can get very windy along wharf front) - Would like project team to present/discuss the master plan at next committee meeting (TBC)
Train and Treasures	<ul style="list-style-type: none"> - Meeting with Daphne and Committee members on 7 October - Some concerns re: car park in Jarelde Park. Once rationale and design philosophy of precinct layout explained, they understood and supported approach. - Expressed great support for Draft Master Plan. - Would like to see a Mural on the Goods Shed opposite train station. Will look into, as may not be possible due to Heritage Building. - Platform surface is uneven, has many pot-holes and unsafe. Re-surfacing opportunity to be investigated by Project Team. - Platform station buildings are in dire need of repairs (verandah sagging, gutters broken, rotting timber posts etc). Explained that this is not part of the project, but discussions have been had with Steamranger about opportunities to seek funding for restoration works and ability to leverage from GWP to undertake works at same time.

Goolwa Wharf Project – Stakeholder Notes (Various) – OCTOBER 2021

Stakeholder	Date	Notes
PS Oscar W (President - George)	7 October 2021	Attendees – Angelo and Elizabeth from Project Team. Site visit of existing Oscar W volunteers area within Wharf Shed. Discussion with George regarding layout of new PS Oscar W Building and feedback received: <ul style="list-style-type: none"> - don't need separate storage room for wood and conveyor. This can be accommodated within workshop area. - Toilets are a good idea. - Dedicated driveway for wood deliveries a good idea. - Would like to see an east-west entry/exit movement through building with ticketing booth. - Need to maintain memorabilia area (some of the items in the existing wharf shed can be removed). - Would be good to open up workshop with roller doors on all 3 sides.
Hectors on Wharf	7 October 2021	Attendees – Angelo, Matt and Mayor. Supports intent for Draft Master Plan. Does not support removal of car park adjacent their business. Concerns with no accessible parks nearby – explained that accessible parks and loading zones are being provided adjacent the restaurant on the shared zone road. Discussed idea of reinstating some timed parallel parking along new Amelia Park Road (say up to 10#). Discussed idea of creating a greater paved area for outdoor dining opportunities on west side of the restaurant building to activate when wind strong on other side and help indicate to arrivals on Cutting Rd and the train the business is open – idea was not embraced.
Steam Ranger (Board Meeting)	11 October 2021	Attendees – Angelo and Warwick from Project Team. Presentation of the Draft Master Plan. Expressed support for the Draft Master Plan. Feedback provided (copy attached)
Cittaslow Markets (Committee Meeting)	30 September	Attendees – Angelo, Matt and Warwick from Project Team. Presentation of the Draft Master Plan. No major concerns raised and expressed support for the Draft Master Plan. Can continue to use north side of Jaralde Park and possible grassed areas in front of Signal Point Gallery. Will need to work with Council re: operational logistics for Market set-up if in 'waterfront zone area'.
Encounter Bay Rotary Club (Goolwa Wharf Markets) (Committee Meeting)	14 October 2021	Attendees – Angelo, Matt and Warwick from Project Team. Presentation of the Draft Master Plan. Displayed a proposed layout of how the markets could be located within the 'waterfront zone area'. Expressed support for the Draft Master Plan. Some key concerns raised: <ul style="list-style-type: none"> - Size of stalls are larger than 3m x 3m.

Stakeholder	Date	Notes
		<ul style="list-style-type: none"> - Some stalls must have their vehicles as part of the stalls to operate. - Fixing details for stalls. - Stalls need to have numbers. - How will markets operate during construction - Need to work with Council re: operational logistics for Market set-up if in 'waterfront zone area' - Current location offers protection from poor weather.
PS Oscar W (representatives)	19 October 2021	<p>Attendees – Angelo, Matt and Mayor.</p> <p>Highlighted importance of PS Oscar W being an integral part of the Goolwa Wharf (Project) and the importance it plays as a tourism and historical attraction.</p> <p>Discussed Facebook article and negative campaigning about the project, and the level of disappointment felt by the Project Team and Council, particularly as there has been really good engagement and interaction to date.</p> <p>Extensive conversation around the project and getting into the detail about the rationale for the revitalisation and design.</p> <p>Discussion highlighted the benefits of the entire precinct revitalisation and how this would create more vibrancy, tourism, and valued opportunities for them and Council, how it creates their own identity within the wharf precinct, can be better seen (currently hidden behind wharf shed), provides them with a dedicated and custom-built facility, and creates a safer and more accessible area.</p> <p>Preference is to remain at the current location in front of the wharf shed, and would like to take over the entire Wharf Shed for their operations for the 50 or so volunteers.</p> <p>The new building facility and boat relocation would be considered as a 'plan b' if Council made the decision to move them. They presented their own floor layout of what the new building needs to cater for.</p> <p>Discussed the point about how they raised many concerns about the inadequacies of the wharf shed for their operations, and the project team listened, and this led to the development of a purpose built facility.</p>
Train and Treasures Craft Shop	15 November 2021	<p>Presentation by Angelo</p> <p>General support for Draft Master Plan</p> <p>Supports the removal of old 'tank' toilets on the platform and installation of new toilets nearby</p> <p>Likes the new car park nearby and connection to the Station.</p> <p>Likes the formalisation of the footpath to rear of platform (along Dunbar Road)</p> <p>Queried why Train Platform upgrade is not part of the Project – explained that it is owned by State Government and leased to Steam Ranger to operate and maintain. Council continuing to discuss with Steam Ranger opportunities to leverage from Project.</p> <p>Key comments/concerns raised:</p> <ul style="list-style-type: none"> - Level of building deterioration on the platform. - Platform needs to be re-surfaced (lots of holes).

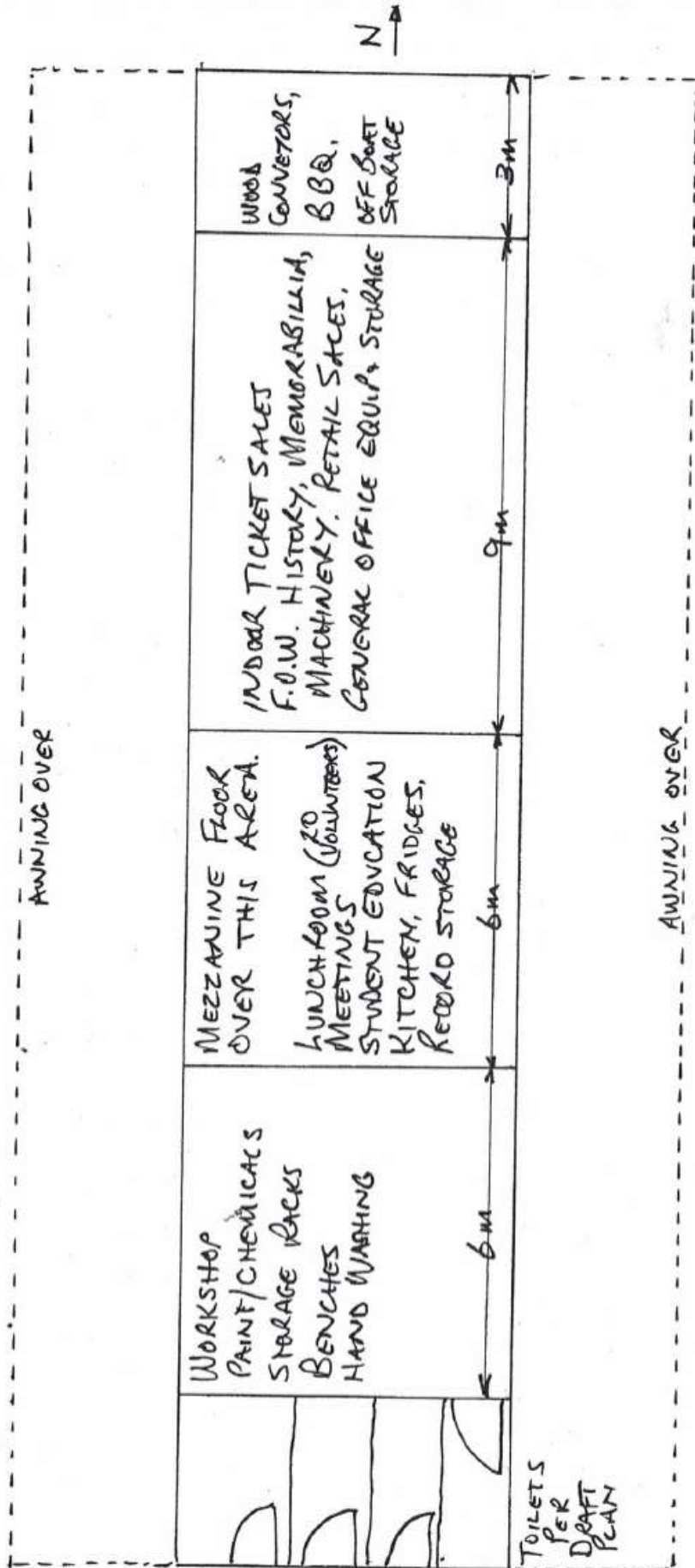
Stakeholder	Date	Notes
		<ul style="list-style-type: none"> - Some localised safety issues – steel bars protruding in platform area. - Would like to see mural on their building to promote shop.

Steam Ranger – Copy of Feedback:

Goolwa Wharf development comments – overall concept appears ok on paper

- **Water column VH end** - I agree with this proposal to install a "Web" era water column just off the VH end of the platform. I believe SR has one stored in a wagon at Strathalbyn. I suspect some research will be required as I imagine it would require at least a 6" main feed pipe and substantial water pressure. A drain pad and drain would need to be installed for the column overflow.
- **PedX risk** – the current Pedestrian crossing immediately on the MB end of the Goolwa platform poses an extremely high safety risk to pedestrians. Head end train of 5 cars or more are required to pull all the way down the platform requiring the loco cross or stop on the PedX. So often pedestrians stand on the track on this crossing to photograph the train arriving unaware of the requirement for the trains passage off the platform. Also, the same has occurred for trains not stopping in the Goolwa platform. **There is a high risk of a nasty incident at this PedX and it should be removed.** The PedX should remain adjacent to the Cutting Rd crossing per the proposal.
- **Cutting Rd PedX** - does not have a pedestrian maze. Based on the concept provided it appears foot traffic onto the wharf area is aimed to be increased. Pedestrian safety **MUST** be improved in this area.
- **Fencing** – current finding of the rail corridor and car parking areas is almost non-existent allowing motorists to drive along the railway tracks to gain entry to "double park". Fencing must be improved and provided to fence off ALL non PedX access. Particularly with increased foot traffic.
- **Sighting** – current sighting distance of the railway from Cutting Rd to the south is pathetic due to tree planted by council. All tree must be removed. Implementation of one-way traffic is a great idea.
- **Goolwa platform extension** - Whilst this would obviously be a SteamRanger expense, the removal of the current high risk PedX adjacent the north end of the platform, this would enable a future extension of the platform by another 2 car lengths. Train lengths have been increasing over recent years with the increased patronage. With the Marketing 5-year plan looking to increase services and patronage, the need to extend the platform will be paramount. We need to remember that during the last redevelopment of the area some 15 or more years ago, we lost those 2-car length off the VH end of the platform when the non-approved roadway was put across the track and platform demolished. By council.

OSCAR W SHED REQUIREMENT



NOTES.
 EXTERNAL DOORS TO BE SLIDING DUE TO HIGH WINDS.
 WINDOWS NOT SHOWN.
 HEATING/COOLING WOULD BE BENEFICIAL.
 INTERNAL DOORS NOT SHOWN



Attachment 6

Goolwa Wharf Precinct Project Master Plan Options Report

Draft Goolwa Wharf Master Plan Engagement Summary Report (December 2021)

ProcurePM (for Alexandrina Council)
20ADL-0687
14 December 2021

Draft Goolwa Wharf Master Plan

Engagement Summary Report

Engagement Summary Report

14 December 2021

Lead consultant URPS
Suite 12/154 Fullarton Road (cnr Alexandra Ave)
Rose Park, SA 5067
(08) 8333 7999
urps.com.au

Prepared for ProcurePM (for Alexandrina Council)

Consultant Project Manager Nicole Halsey, Director
nhalsey@urps.com.au

URPS Ref 21ADL-0687

Document history and status

Revision	Date	Author	Reviewed	Details
V1	01/11/21	N. Halsey	J. Wilson	Draft for client review
V2	08/11-21	N. Halsey	Client	Edits based on client and internal review
V3	30/11/21	N. Halsey	Client	Minor edits based on review
V4	13/12/21	N. Halsey	Client	Additions based on data

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Executive Summary

Alexandrina Council's vision is for the Goolwa Wharf Precinct to be

"a place to experience a vibrant riverfront township enriched with culture and history".

To support the achievement of this vision, the Draft Goolwa Wharf Precinct Master Plan (Draft Master Plan) has been prepared and was released for public consultation from Tuesday 21 September 2021 to Friday 22 October 2021.

There was strong response to the dedicated public consultation process, which followed comprehensive stakeholder engagement. 601 people completed the feedback form, about 250 people attended the community open day and 37 pieces of written feedback were received. In addition, numerous meetings and/or presentations with key stakeholders were held and phone calls and emails responded to.

Formal feedback during the public consultation phase was sought via the online feedback form through the mysay.alexandrina.sa.gov.au.

The purpose of the consultation was to provide the opportunity for individuals, businesses, organisations and communities interested in and/or affected by what is being proposed in the Draft Master Plan to provide feedback for consideration by the Council prior to the Draft Master Plan being finalised.

The public consultation was extensively promoted via a wide range of channels including social and print media, radio coverage, posters displayed at key locations throughout the Council area, direct invite to project stakeholders, email 'blasts' to the project database and registered participants of My Say, static displays and project postcard.

Participation in the consultation is summarised below.

Activity	Participation
mysay.alexandrina.sa.gov.au	Aware participants 1,930 Informed participants 1,385 Engaged participants 556
Feedback forms completed	601
Attendance at community open day	About 250 people
Meetings with stakeholders prior to public engagement	29
Meetings and presentations to key stakeholders during public consultation	3
Written feedback (via email or written hardcopy)	37
Telephone calls	2

Feedback form

Six hundred and one feedback form responses were received.

The majority of people who completed a feedback form were from the Alexandrina Council area (481 out of 601).

Overall, responses demonstrate that most features of the Draft Master Plan have **nearly two thirds or more support** including:

- 67% of people **somewhat support or strongly support** 'the creation of a premier waterfront destination that celebrates its unique cultural heritage'
- 63% of people **somewhat support or strongly support** 'improvements to traffic flow and accessibility for pedestrians and cyclists'
- 63% of people **somewhat support or strongly support** the 'refurbishment of the Wharf Shed to maintain its heritage values and provide additional business opportunities
- 71% of people **somewhat support or strongly support** 'improvements to Signal Point including heating/cooling and creation of useable flexible spaces'.

Fifty six per cent of people responded they **somewhat support or strongly support** the feature relating to 'the provision of new green and other open spaces that support outdoor dining, markets, festivals and events'. Thirty six per cent responded they strongly do not support or do not support this feature. Whilst the level of support is less than the other features described above, it still shows a strong level of support.

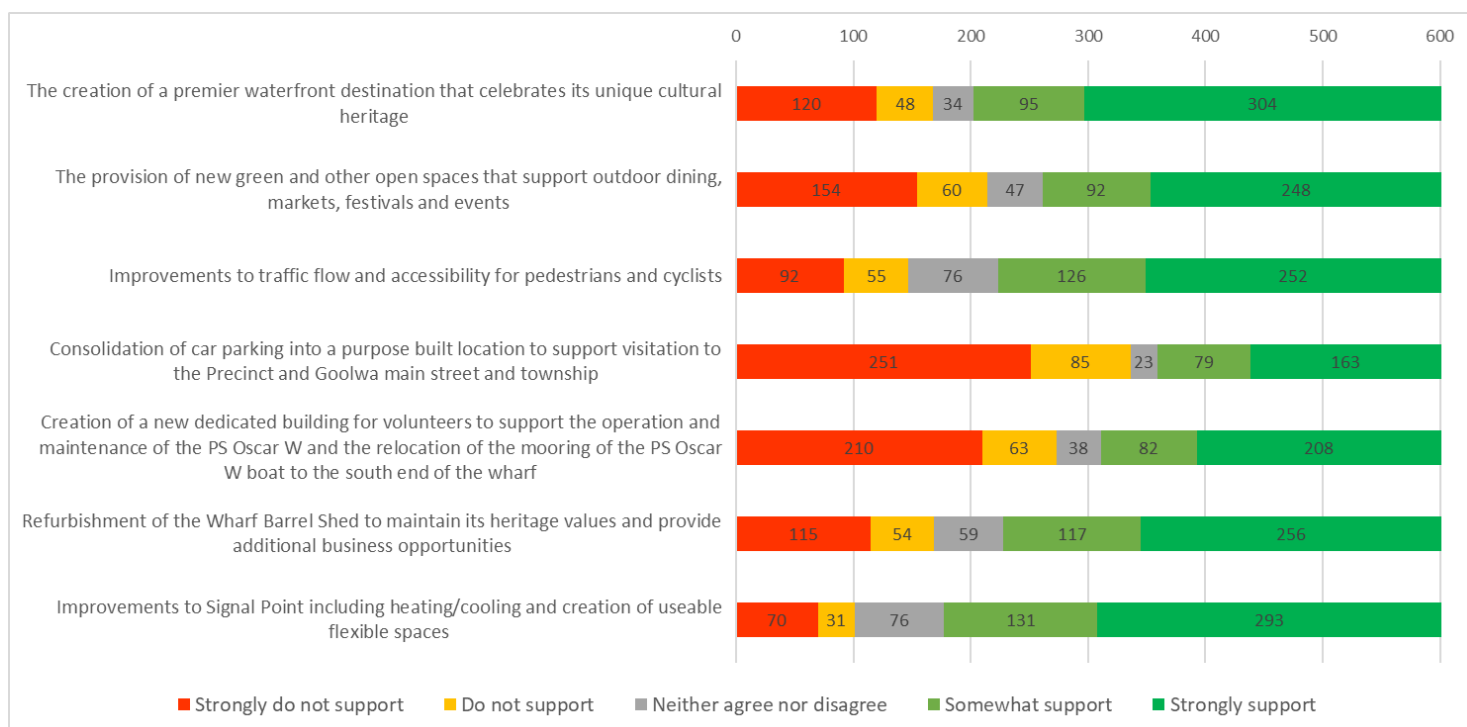
Views were divided about:

- The 'consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township, with 56% of people responding they **strongly do not support or do not support** and 40% of people responding somewhat support or strongly support
- The 'creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf, with **49% of people responding strongly support or somewhat support** and **46% of people responding strongly do not support or do not support**.

The divided response regarding the Oscar W and volunteer purpose built location appears to be linked primarily to the relocation of the boat and disconnection of the boat from the wharf shed.

The negative response regarding the consolidation of car parking appears to be linked to the perceived relocation of the markets and/or dispersal along the waterfront as well as a desire by some to see parking near Hector's maintained, some not wanting cars at all in the Precinct and/ or not at the expense of loss of open space.

Figure 1 Overall response to key features proposed by the Draft Master Plan



People were asked to indicate their level of support for the overall direction proposed by the Draft Master Plan.

Responses are equally divided with 48% indicating they strongly do not support or do not support and 47% indicating they somewhat support or strongly support the overall direction of the Draft Master Plan. 5% responded as neutral.

Further, cross tabbing and analysis of the feedback form data shows that overall sentiment about the Draft Master Plan is linked to two key areas of concern, namely:

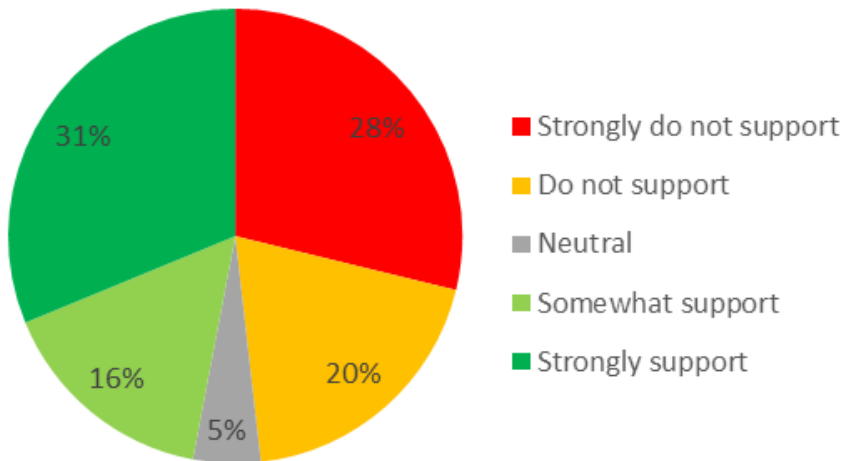
- Consolidation of car parking, including removal of car parking near Hector's, conversion of Jaralde Park to car parking and misperception that markets must move from Jaralde Park and take up the opportunity to utilise open space in the waterfront area (between the rail line and wharf)
- The relocation of the mooring of Oscar W and disconnection from the wharf shed.

486 feedback form respondents provided a free form text response in addition to the above feedback. This feedback comprised the following key themes:

- Relocation and dispersal of the markets
- Relocation of the mooring of the PS Oscar W
- Protection of heritage
- Green space
- Support for the Draft Master Plan

- Car parking and accessibility
- Wharf deck replacement
- Cost of the upgrade
- Roads and traffic management
- Signal Point.

Figure 2 Overall support for direction of the Draft Master Plan



Written feedback

In addition to the 601 feedback form responses, 37 people provided written feedback.

This written feedback provides detail about particular aspects relevant to the stakeholder providing the feedback. Written feedback is attached in Appendix A.

Key themes of this written feedback are largely consistent with those raised in feedback form free-form text responses and includes:

- The wharf deck should be improved for safety and accessibility
- Pedestrian and cycle linkages to and throughout the precinct and beyond will improve accessibility and connection
- Improvements to Signal Point Gallery will enhance the visitor experience and activate the space
- Consolidation of market stalls in one area is valued to maintain the community market feel
- Jaralde Park is preferred for the markets as it provides wind protection, easy and safe anchoring for marquees and is easily accessible for stall holders and their vehicles
- A preference for maintaining the location of the PS Oscar W to sustain connection with the Wharf Shed and provide wind protection for the boat
- Current Oscar W volunteer requirements need to be accounted for in the purpose built building

- Car parking close to existing businesses at the Precinct is valued and provides direct access for visitors
- Open space is highly valued in the Precinct for its amenity, cooling and recreation use and opportunities for events
- The introduction of one-way access may generate congestion and impact driver safety particularly at the intersection when exiting the Precinct
- Recognition of Ngarrindjeri culture at the Precinct
- Recognition of the unique and important rail and river steam heritage of the Precinct.

Overall sentiment of feedback

Participants in the engagement on the Draft Master Plan showed deep connection to and highly value the Goolwa Wharf Precinct and for some, are highly invested in its future. This has been conveyed passionately in feedback form responses and other written feedback.

For many, there is enthusiasm for the activation of the Precinct and creating a place for people at this unique location. Feedback form responses indicate support for the majority of features of the Draft Master Plan including creating a premier waterfront destination. Written feedback also supports the vision to enhance the Precinct and make it a great place to visit, spend time and attract people to the area.

That said, feedback form and written feedback also identify a range of issues to be considered in finalising the Draft Master Plan. For many, these issues are deeply felt and are perceived to impact the way they may value, operate in, use or interact with the Precinct in the future.

Key themes of feedback from stakeholders and the community received via the feedback form and written feedback focus on:

- Restoration of the wharf deck
- Maintenance of the wharf shed
- Improvements to the Signal Point building, activation of the space and celebrating Ngarrindjeri culture
- Pedestrian and cycling connectivity, legibility and safety throughout the Precinct
- Providing opportunities for businesses through changes to the wharf shed
- Approach to traffic management and car parking
- Enhancing and celebrating the unique cultural history of the Precinct (Ngarrindjeri and European)
- Providing for the needs of markets
- Provision of open space
- The relocation of the PS Oscar W and facilities for volunteers.

1. Introduction

Alexandrina Council's vision is for the Goolwa Wharf Precinct to be:

"a place to experience a vibrant riverfront township enriched with culture and history".

With the support of State and Federal Government funding, Alexandrina Council is investing in the Goolwa Wharf Precinct to make it a place that is vibrant, active and showcases its many unique features, cementing this distinct destination as a great place to visit and spend time, for locals and tourists alike.

This investment in the Goolwa Wharf Precinct reflects Council's strategic direction "To Thrive" and will establish the 'canvas' for innovative and diverse activities ranging from new business opportunities, outdoor dining, pop ups, festivals and community events.

New landscaping, shared use paths, signage, lighting, outdoor dining areas and upgraded car parking and open space will provide a new level of amenity for the area, creating places and spaces that are accessible, connected, inviting and attractive, and encourage the use and exploration of the waterfront area and wharf through to the Goolwa main street and township.

To further support the reinvigoration of the Precinct, the renewal of the wharf shed and wharf, and upgrade of the entry, roof and air conditioning and connections to Signal Point will also be undertaken.

To support the achievement of this vision, the Draft Goolwa Wharf Precinct Master Plan (Draft Master Plan) has been prepared and was released for public consultation.

This report summarises the consultation undertaken on the Draft Master Plan and the feedback received.

1.1 Purpose of the consultation

The purpose of the consultation was to provide the opportunity for individuals, businesses, organisations and communities interested in and/or affected by what is proposed in the Draft Master Plan to understand what is included and provide feedback for consideration by the Council prior to the Master Plan being finalised.

The consultation period ran for four weeks from Tuesday 21 September to Friday 22 October 2021.

Extending the required 21 day consultation period, enabled a display and project team attendance at the Goolwa, Hindmarsh Island and Currency Creek A2040Village Conversation Facilitated Event, as well as holding a Community Open Day to align with the popular monthly Goolwa Wharf market day.

The objectives of the consultation were to:

- Continue to communicate with stakeholders and the community about Council's vision for the Goolwa Wharf Precinct (noting that targeted engagement has been underway since April 2021 with key stakeholders who own or operate a business or undertake other activities in the Precinct)
- Present and communicate about the Draft Master Plan in helping to achieve this vision, the Plan's key features and the rationale for the Precinct's proposed function and layout
- Promote the availability of the Draft Master Plan for viewing and invite comment

- Provide opportunities for stakeholders and the community to ask questions and seek clarification about the Draft Master Plan and provide feedback
- Continue to build relationships and a community of interest to support future activities (i.e. construction) at the Goolwa Wharf Precinct.

1.2 Consultation activities

The following consultation activities were undertaken.

1.2.1 Pre-engagement

Up to two weeks prior to the Draft Master Plan being formally released for public consultation meetings were held with key stakeholders who own or operate a business or undertake other activities in the Precinct. This provided a 'sneak peak' of the Draft Master Plan and opportunity for early discussion and feedback.

This pre-engagement was in addition to targeted discussions with key stakeholders since April 2021 about the future development of the Goolwa Wharf Precinct.

In total 29 meetings were held with stakeholders prior to the formal consultation on the Draft Master Plan.

Meetings were held with the following stakeholders:

- Ngarrindjeri Aboriginal Corporation
- Spirit of the Coorong
- PS Oscar W
- Wharf Barrel Shed Wine Bar
- Hectors on the Wharf
- Fleurieu Distillery
- Alex FM
- Encounter Bay Rotary Markets
- Cittaslow Markets
- Steam Ranger
- Signal Point
- RSL Goolwa
- RAA
- Trains Craft Shop

1.2.2 Formal public consultation

The formal public consultation on the Draft Master Plan comprised the following activities as summarised by Table 1.

Table 1 Public consultation activities

Activity	Description/objectives	Level of engagement
Static displays of Draft Master Plan	Static displays of the Draft Master Plan were located at the Council Chambers (11 Cadell Street, Goolwa) and Goolwa Village Shopping Centre (corner of Hutchinson Street and Beach Road, Goolwa)	Inform
Project webpage	Information relevant to Goolwa Wharf Precinct project including the preparation of the Draft Master Plan and promotion of consultation on the Draft Master Plan and link to mysay.alexandrina.sa.gov.au	Inform
mysay.alexandrina.sa.gov.au	Council's online engagement platform. Provided all relevant information about the Draft Master Plan including Frequently Asked Questions, information brochure, artists impressions, how to participate in the consultation and contact details for more information	Inform
Frequently Asked Questions (FAQs)	Long list of FAQs in plain English that explain key aspects of the Draft Master Plan Available for viewing on mysay.alexandrina.sa.gov.au	Inform
Consultation poster	Key messages about the Draft Master Plan, closing date of consultation, QR code to link with online feedback form and clearly detailing options to Have Your Say during the consultation period, online, in-person and by mail Poster also promoted the Community Open Day on 17 October welcoming all to attend Posters displayed on all public noticeboards throughout Goolwa, and all Alexandrina libraries – Mount Compass, Milang, Port Elliot, Goolwa, Strathalbyn. Visitor Information Centre – notice boards Goolwa and Strathalbyn. Council staff distributed A4 posters and/or other promotional materials to businesses in Cadell St and at the Wharf to display	Inform
QR Code	Linking directly to Project Page and /or My Say project page for feedback	Inform
Information brochure	Plain English summary information explaining key aspects of the Draft Master Plan and annotated image of overall concept plan, available for viewing and downloading from mysay.alexandrina.sa.gov.au and in hard copy at Council offices and other facilities	Inform
Feedback form/ written feedback	Feedback could be provided via the online feedback form or written feedback function on mysay.alexandrina.sa.gov.au	Consult

Activity	Description/objectives	Level of engagement
	The feedback form was also available for completion in hard copy	
Dedicated project email address (info@goolwa wharf.com.au)	Dedicated project email address for questions/ clarification and providing written comment Promoted on all communication materials	Inform/consult
Contact number at Council	Telephone contact point at Council Message taken by Council staff and redirected to project team for direct response	Inform/consult
Project database	Database of contacts of people who expressed interested in the Goolwa Wharf Precinct and ongoing activities there Interested people can subscribe to be kept updated Opportunity to subscribe promoted on information materials	Inform
Email 'blast' to project database	Direct email message to all database contacts alerting them about the consultation on the Draft Master Plan, describing where to find more information and how to provide feedback (81 contacts as of 23 September 2021)	Inform
My Say email	Registered participants of My Say (1,121), direct email alerting them about the consultation on the Draft Master Plan, describing where to find more information and how to provide feedback. High email open rate of 41%	Inform
Direct message to key Precinct stakeholders and invitation to provide comment	Direct email message to key Precinct stakeholders inviting formal comment on the Draft Master Plan and offering a meeting to further explain and discuss the Plan	Consult
Project postcard	The project postcard provided summary information about the Draft Master Plan and how to participate in the consultation Postcard was available at Council facilities and other localities such as local businesses	Inform
Media coverage	The Advertiser, Argus and Times	Inform

Activity	Description/objectives	Level of engagement
Corporate email signature	Throughout consultation period, all staff email footers linked directly to My Say website for feedback/ further details	Inform
Council website, home page	Priority home page focus, Latest News article linking directly to the My Say website for feedback/ further details	
Digital Media promotion	Social media promotion during consultation period on corporate Social Media accounts	
Radio coverage	Mayoral local radio interviews on 5MU, AlexFM, Fleurieu FM and Happy FM promoting consultation and key messages about the Draft Master Plan	Inform
Advertising in Coast Lines Community Magazine	Promotion of consultation on Draft Master Plan, how to participate, key messages about the Draft Mater Plan, linking back to the My Say website for feedback/ further details	Inform
A2040 Goolwa, Hindmarsh Island and Currency Creek Village Conversation	Display of content from Draft Master Plan including concept plan at the Goolwa, Hindmarsh Island and Currency Creek Village Conversation - Facilitated Event held at the Signal Point building, on commencement of consultation period 22 September 2021. Members of project team on hand to answer questions and explain Draft Master Plan Consultation poster directed feedback to online platform via QR Code	Inform
Meetings/ presentations	Meetings with key stakeholders and presentations were offered to key Precinct stakeholders and their Boards/Committees. The following took up this offer: <ul style="list-style-type: none"> • Rotary Club of Encounter Bay, 14 October 2021 • Steamranger Board, 11 October 2021 • Goolwa Community Arts & Crafts 	Consult
Community open day	A community open day event was held to coincide with the Rotary Markets at the Goolwa Wharf Precinct on Sunday 17 October 2021 from 9am to 3pm The Draft Master Plan was on display and members of the project team were available to answer questions and clarify aspects of the Draft Master Plan	Inform

Activity	Description/objectives	Level of engagement
	A QR code was on display which took people directly to the online feedback form via their smart device, and postcards were distributed/made available with this information to enable people to directly access the feedback form	
Presentation to Council's Senior Leadership team.	Engage with Council's senior management to present and discuss the project	Consult
Drop-in session for Council staff	Opportunity for interested Council staff to view Draft Master Plan and speak with the Project Manager about the project	Consult

1.3 Participation in the public consultation

Table 2 shows the participation rates in the public consultation.

Table 2 Participation in the public consultation

Activity	Participation	Comments
mysay.alexandrina.sa.gov.au	Aware participants 1,930 Informed participants 1,385 Engaged participants 556	
Feedback forms completed	601	Online and hardcopy
Attendance at community open day	About 250 people	
Meetings with stakeholders prior to formal public consultation	29 meetings in total held prior to formal public consultation commencing (note meeting with Goolwa Community Arts & Crafts held on 15 November 2021)	Ngarrindjeri Aboriginal Corporation Spirit of the Coorong PS Oscar W Wharf Barrel Shed Wine Bar Hectors on the Wharf Fleurieu Distillery Alex FM Encounter Bay Rotary Markets Cittaslow Markets

Activity	Participation	Comments
		Steam Ranger Signal Point RSL Goolwa
Meetings and presentations to key stakeholders during public consultation	3	Rotary Club of Encounter Bay Steam Ranger Board Cittaslow Committee
Written feedback (received via email, hardcopy or mysay.aalexandrina.sa.gov.au)	37	Refer Appendix A
Telephone calls from individuals in the community to project team	2	Notes were taken

1.4 Self-nomination to participate

It should be noted that participation in the public consultation process is self-nominated and therefore the feedback received should not be considered statistically representative of all views. Rather, the consultation illuminates key themes regarding issues and opportunities and provides insight regarding stakeholder and community views about the Draft Master Plan to be used as one input to the decision making process.

1.5 Update of consultation feedback

It should be noted that the information documented in this report has been updated since the Alexandrina Council Elected Member briefing held on 22 November 2021 after which time additional feedback received during the public consultation period was provided to URPS.

2. Feedback form

The feedback form was designed to understand sentiment about key features of the Draft Master Plan as well as overall support, or otherwise, for the direction it proposed. Opportunity was also provided for respondents to make other comments via free form text to explain responses or provide additional information.

2.1 Feedback form respondents

The majority of people who completed a feedback form were from the Alexandrina Council area (481 out of 601) (refer Figure 3 and Figure 4).

Figure 3 Respondents by location

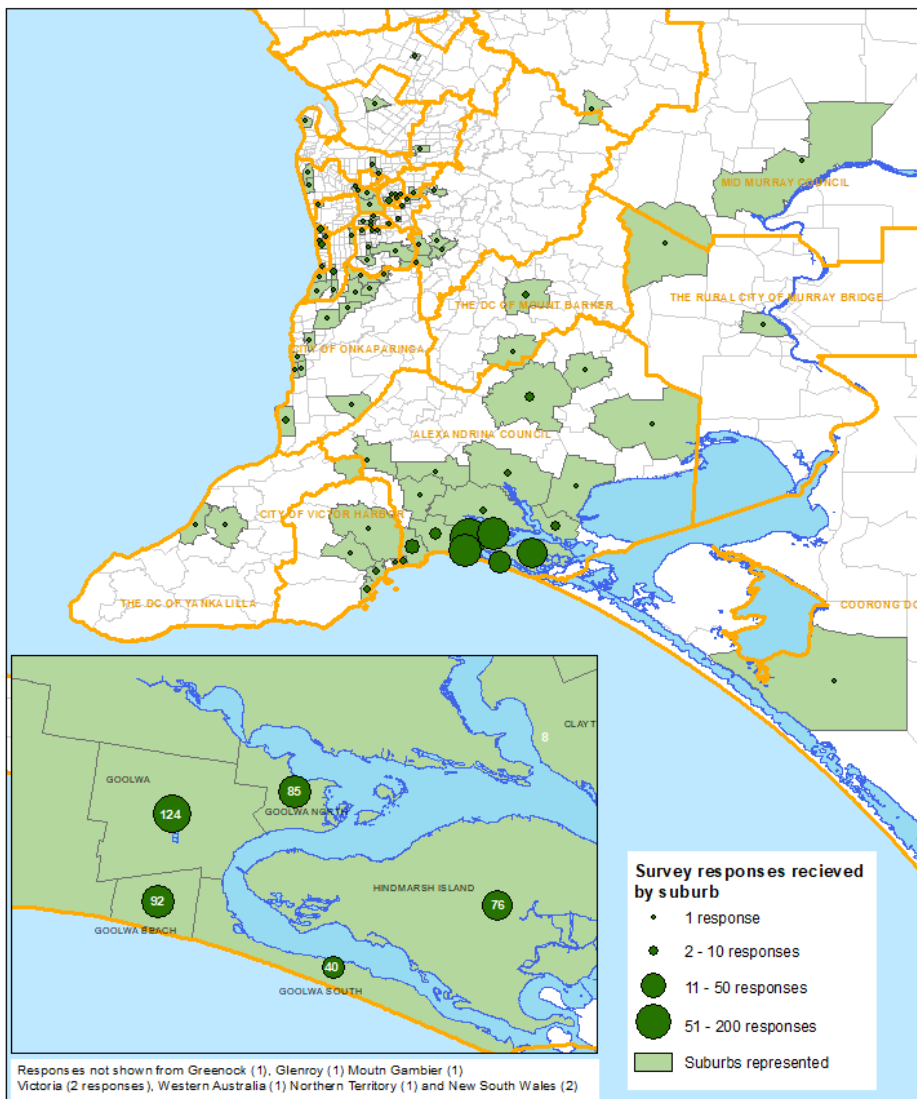
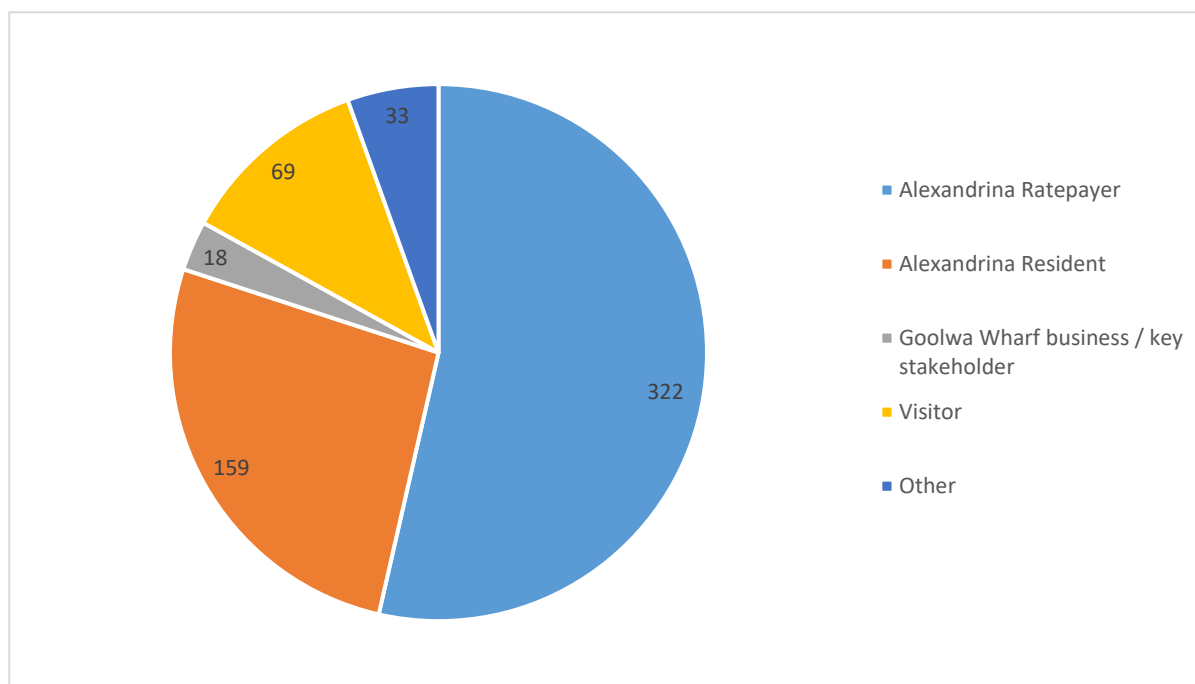


Figure 4 Respondent types



2.2 Overall response to key features proposed by the Draft Master Plan

Respondents were asked to use a Likert scale from 'strongly do not support', 'do not support', 'neither agree/disagree', 'somewhat support', or 'strongly support' to indicate their level of support for key features proposed by the Draft Master Plan (refer Figure 5).

Overall, responses demonstrate that most features of the Draft Master Plan have **nearly two thirds or more support** including:

- 67% of people **somewhat support or strongly support** 'the creation of a premier waterfront destination that celebrates its unique cultural heritage'
- 63% of people **somewhat support or strongly support** 'improvements to traffic flow and accessibility for pedestrians and cyclists'
- 63% of people **somewhat support or strongly support** the 'refurbishment of the Wharf Shed to maintain its heritage values and provide additional business opportunities'
- 71% of people **somewhat support or strongly support** 'improvements to Signal Point including heating/cooling and creation of useable flexible spaces'.

Fifty six per cent of people responded they **somewhat support or strongly support** the feature relating to 'the provision of new green and other open spaces that support outdoor dining, markets, festivals and events'. Thirty six per cent responded they strongly do not support or do not support this feature. Whilst the level of support is less than the other features described above, it still shows a strong level of support.

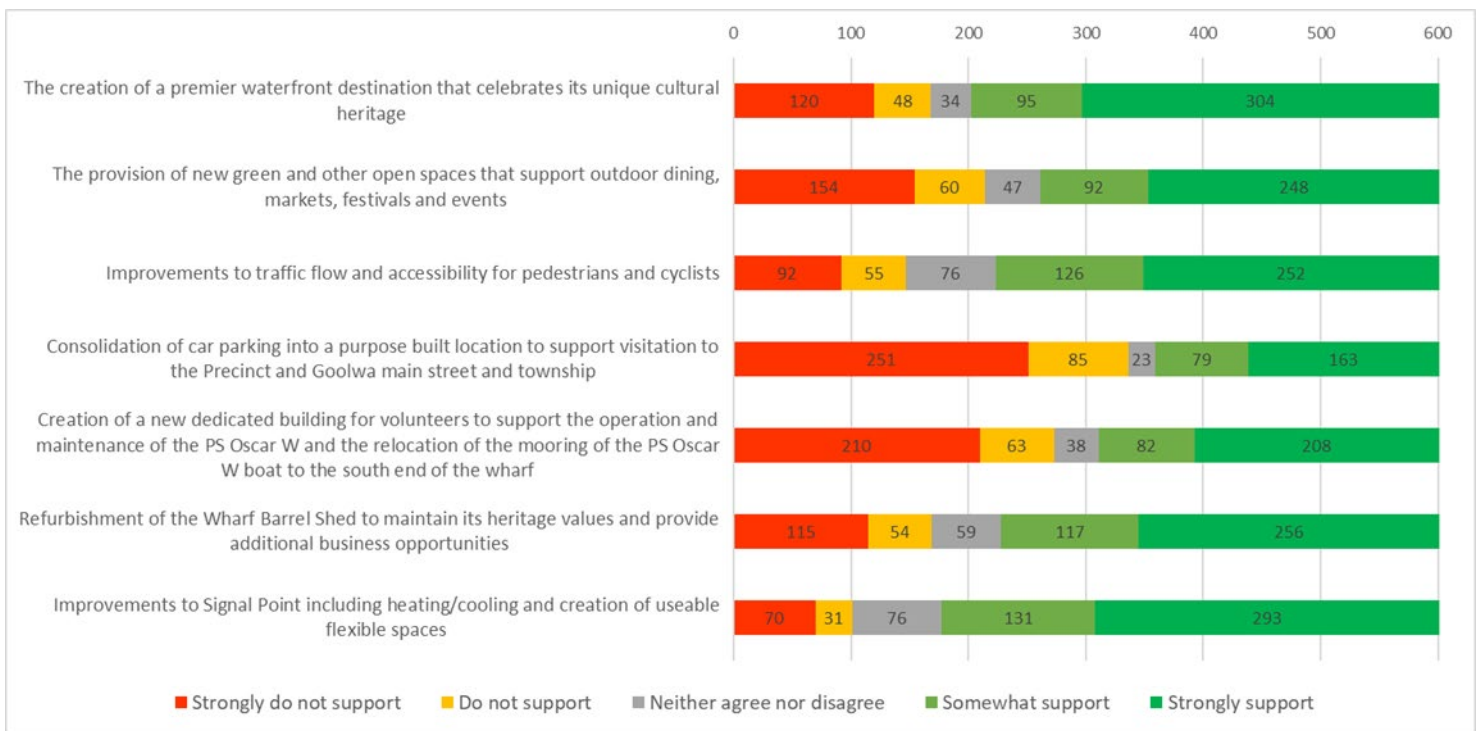
Views were divided about:

- The 'consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township, with 56% of people responding they **strongly do not support or do not support** and 40% of people responding somewhat support or strongly support
- 'The 'creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf, with **49% of people responding strongly support or somewhat support** and **46% of people responding strongly do not support or do not support**.

The divided response regarding the Oscar W and volunteer purpose built location appears to be linked primarily to the relocation of the boat and disconnection of boat from wharf shed.

The negative response regarding the consolidation of car parking appears to be linked to the perceived relocation of the markets and/or dispersal along the waterfront as well as a desire by some to see parking near Hector's maintained, some not wanting cars at all in the Precinct and/ or not at the expense of loss of open space.

Figure 5 Overall response to key features proposed by the Draft Master Plan



2.3 Free from comments

Free form comments provided in response to 'do you have any other comments about the draft Goolwa Wharf Master Plan' also provide insight into why people responded in this way.

Out of the 601 responses, 486 respondents provided a free form comment.

Of the 486 comments provided, the following aspects were most commonly raised.

2.3.1 Relocation and dispersal of markets

- 177 respondents commented on the proposed relocation and dispersal of the markets. Of these comments, 176 were negative toward this proposal and one was supportive. Comments included:

'I do not agree with removing any of the "village green" i.e. the market place. This space works well and offers some shelter against the strong winds and weather. The trees are especially important for shade for stall holders and visitors. If the market is split up the sense of festivity will be lost. The camaraderie between stall holders might also be lost. This little village green has history and atmosphere that cannot be duplicated somewhere else. Work around it but don't reduce it'.

'The use of Jaralde Park for car parking by moving events to waterfront including markets is a very bad idea. The current open lawned area has some protection from the elements and provides a good space for events. My preference is to make it larger not smaller'.

'We need to keep the market where the market is - a massive drawcard for visitors and for our community to engage and enjoy'.

'PLEASE re-think the Plan. The current situation of the Wharf Markets is ideal, not only for the markets but as a sheltered, green picnic area for families to enjoy at all times'.

'To transfer the market to interweave with the commercial businesses at the wharf is a disaster waiting to happen. We have strong winds at Goolwa and the market vendors will get blown away - these strong winds will need more than a sand-bag to hold down their guy ropes, and we can expect their stock to get blown away'.

2.3.2 Relocation of mooring of PS Oscar W

- 149 respondents commented about the importance of the PS Oscar W to the Precinct, its proposed relocation and/or the disconnect of the boat from the wharf shed. Of these comments, 142 were negative and 7 were positive. Comments included:

'Having Oscar W by the 'historic' wharf shed, with their displays of the area, paddleboat history, and river history -all of which have been set up and maintained by the Oscar W volunteers- ties in far more than having Oscar W shunted further away down the wharf, tied up by a modern building'.

'The Oscar W is focal point of Wharf precinct and what Goolwa heritage is about. It is why Goolwa is so unique'.

'The wharf shed will be in danger of losing its heritage if it becomes a glassed all round cafe and not a working shed to support the Oscar W and other boating activities'.

The Oscar W should be moved to free up the wharf and shed.

'If more business opportunities are to be provided then put them where the suggested volunteer building is to be placed. The Oscar W MUST have a deck level mooring for ease and safety of boarding passengers NOT a low level deck that requires a ramp to deck level. The indicated location of the Oscar W is also the most exposed part of the wharf during inclement weather and also the shallowest part of the water. In an exposed site offshore wind makes the Oscar W very difficult to moor, the wharf shed provides that shelter from those winds'.

'Moving the Oscar is well overdue. Currently where it is moored is very congested and at times unsafe. Also when sitting at the barrel shed for drinks or nibbles all you can see is the Oscar. By moving it there will be a far better view. A new dedicated centre for the Oscar and its own workshop will be a great improvement. And have other shops located on the wharf will create employment for the younger generation giving the skills and a sense of community belonging.'

'Having a maintenance building is great for the Oscar people but NOT on the actual wharf, that would not be visually appealing or useful for locals and visitors to the area. Surely when the Oscar needs maintenance it could be relocated somewhere else that's not in the thick of things?'

- 17 comments were made about the PS Oscar W volunteer space, 15 were negative and 2 were positive. Comments included:

'While the Oscar w volunteers will gain a new shed, it does not fulfill all the needs that the current wharf shed does. There is no provision for the current Oscar W museum.'

'Upgrading some facilities for volunteers or to preserve historical buildings is a worthy goal but not at the expense of the open and natural vibe of the area.'

2.3.3 Protection of heritage

- 121 comments were made about heritage protection and preservation, with 112 negative and 9 positive. Comments included:

'The project is long overdue and will support the vitality of the Wharf while respecting and celebrating its heritage and improving the cultural and community aspects of Goolwa.'

'Well thought out plan to retain the local heritage moving forward to create modern facilities for the growing population and to accommodate tourism.'

'This modernises the area instead of embracing its history. There are ways to update without losing the atmosphere... why build a new shed for a historic Steamboat when it belongs with a historic shed?'

'I agree with and support the restoration and improvement of this significant South Australian Heritage precinct.'

'Don't mess with the 'heritage' that makes Goolwa unique. Totally a waste of ratepayers money.'

'One of Goolwa's main attractions now is that it retains some authenticity - e.g. the railway station and barrel shed have not been modernised, and therefore retain genuine character. Too much 'development' will lead to the wharf precinct becoming like so many other 'destinations' - lacking a true individuality which attracts many people.'

'Goolwa is one of only two places in the WORLD where you can travel on both a paddle steamer and a steam train.'

'I'm concerned the proposal risks stripping away some of the essential character of the wharf. There seems to be a lot of focus on creating commercial opportunity areas and access to the water's edge etc, but we risk this being just another waterside venue like all the others.'

2.3.4 Green space

- 116 respondents made a negative comment about the approach to green space including the proposed consolidation of car parking and conversion of part of Jaralde Park into a car park

'Why dig up Jaralde Park to put a carpark there and then dig up an existing carpark (behind Hector's) to put a park? It doesn't make sense or logic.'

'Pave paradise and put up a parking lot!'

'This draft master plan seems to be stuck in the past: cars and concrete are NOT the future we want. We want more green, quiet spaces emphasizing cycling and walking.'

'The notes on climate change and green infrastructure and increased open space are a joke as the total open space will be reduced by additional buildings and the low key parking areas with permeable gravel will be covered in bitumen and concrete as well as existing gravel footpaths paved and they are all going to be increased in the proposed master plan.'

'Space must be kept for people and pop-up event facilities. Carparks are not the way to go when they absorb space.'

'Restricting cars is good but we do need some loading bay facilities for local businesses and also disability carparks closer than the proposed consolidated carparks.'

'Does not solve parking issues and appears to reduce parking rather than provide more.'

'My preference is to make it larger not smaller.'

2.3.5 Support for the Draft Master Plan

- 115 respondents reiterated or elaborated on their support for the Draft Master Plan. Comments included:

'People in Goolwa don't like change but it's time we brought Goolwa up to a higher standard and attracted more tourism to the area.'

'Look forward to seeing this area improved for residents, businesses and becoming a Major Tourism Precinct.'

'These projects enhance the region and create greater community connections and economic development for local industries and residence. Thank you.'

'Great to see a strong focus on an iconic part of Goolwa. The connection to the town area is a good idea.'

2.3.6 Car parking and accessibility

- 91 comments were made about car parking and accessibility, with 75 comments negative and 16 positive. Comments included:

'Parking is needed in order to promote visitors - agree with that which is marked out on the map.'

'Centralised parking is a great idea. Love to see this area open up as a safe day and nighttime location that is family friendly and can hold community events.'

'Access to the wharf with good parking especially disabled is important.'

'Need to focus on year-round family events and parking has often been a struggle when we've visited.'

'There are other areas where parking would be more suitable along the river front.'

'New parking disadvantages disabled and those with mobility problems from accessing wharf restaurant.'

'Need some car parking for disabled near Hectors building.'

'Disagree with one way traffic on Cutting Road and exit via Porter street. Exiting traffic from Porter street to turn right is difficult even in no busy times, during holidays and events it is near impossible.'

'Why change an attractive area? If more car parking is needed people must be prepared to walk.'

'The plan does NOT increase any parking it only locates the bulk of it to one location - Jaralde park. There is room to increase parking upstream of the bridge adjacent Amelia Park and also the block of land adjacent the Dentist on the corner of Porter Road and Hay Street. The area alongside Hector's should be retained as parking, as many patrons to the Restaurant are elderly and this gives them easy access to the Restaurant and wharf, which would be lost if the new plan is adopted.'

2.3.7 Wharf deck replacement

- 51 comments were made about replacement of the wharf deck with 49 positive and 2 negative. Comments included:

'The priority should be repairing/replacing the dangerous & uneven wharf to make it safe. Money left over could then be allocated to some of your other proposals.'

'Don't redeck wharf.'

'I also support repairs to the wharf itself, the timber is well overdue for a facelift!'

'In both the information leaflets the terms "redecking the wharf" and "wharf remediation maintenance and repair to existing wharf" are used. The decking and support structures will need replacing. The structures are unsound and dangerous. Previous funding to the wharf area has failed to address this problem.'

2.3.8 Cost of the upgrade

- 41 comments were about the cost of upgrading the Goolwa Wharf Precinct. Comments included:

'A concern I have is the overall cost and can it be done for less and still achieve a significant improvement.'

'Once again this council is setting up, at ratepayers expense, new facilities that only help the business sector in our community.'

'This is another example of "over-kill" by the Council with little thought to the ratepayers who have to fund it. Some components are justified in terms of improving safety. Some items will improve the usage of existing facilities. Other items that relate to increasing the commercial use

of the site are not justified in the current economic climate and should be postponed. This site has fared well for the last 60 years. With improvements to safety and access, that can continue.'

2.3.9 Roads and traffic management

- 35 comments were about roads and traffic, with 25 negative and 12 positive. Comments included:

'Need to get away from cars as the main driver and get cars away from the area - put them in the main part of town behind the shops - people can walk like in many similar parts of Europe/UK.'

'Shared roadway should be restricted to service vehicles only.'

'Disagree with one way traffic on Cutting Road and exit via Porter street. Exiting traffic from Porter street to turn right is difficult even in no busy times, during holidays and events it is near impossible.'

'There seems to be no planning for traffic in and out of precinct, which would lead to considerable, delays, and directly impact on safety as people turn right on a blind corner, with no traffic control. At a minimum, traffic lights will be needed off porter road and should be planned for as part of the development. This needs to be thought of with urgency as the first priority before thinking about how to get more people into the wharf.'

'Essentially believe it should be car free as part of the Alexandra 2040 Carbon Neutral Strategy and to enhance user health and well-being by not driving cars into the Precinct. Also stronger connections to Cadell Street Shopping precinct to re vitalise that precinct.'

'In the traffic management the one way Cutting Road is going to bottleneck Porter St for traffic wishing to exit the precinct.'

2.3.10 Signal Point

- 30 comments were about Signal Point, with 21 positive and 9 negative. Comments included:

'The covering for the decking at Signal Point I don't like so much. I think it does compete visually with Signal Point and I would prefer a design that integrates with the existing building.'

'I think that Signal Point needs to be linked much better to the wharf precinct, it is completely underutilised. It would be a great location for the visitor centre, bookings for tours, exhibitions, indoor events and also incorporate the green space and pathways around the area. It would also be a great space to have local Cellar Door and produce space (perhaps give local wineries/distilleries opportunities to rent the space for a specific time ie fortnightly or monthly?'

'Signal Point has been upgraded a couple of times what is the visitor number to this building expected to be? It seems a lot of money needs to be spent on this one building alone. What will it's main purpose be? I believe its purpose needs to be addressed.'

'Signal Point cafe empty???? Why? Top spot.'

'It proposes new retail and entertainment areas, however, there are several Council areas and buildings in the vicinity that are currently vacant or underutilised - the Goolwa Aquatic Club, the Café at Signal Point and the Signal Point building itself are examples of this. We don't need more empty buildings in Goolwa.'

'Please make more use of signal Point. Give the place over to young entrepreneurs to attract a younger demographic. Goolwa unfortunately is turning into a beautiful village full of people in the autumn years of life.'

'I appreciate the overdue recognition to the Ngarrindjeri culture in this central part of Goolwa with the Signal Point project and hope to see a permanent exhibition take place there...I was ... shocked to not find any place dedicated to the rich local indigenous culture.'

2.3.11 Other comments

- Respondents also commented about:
 - Incorporating renewable energy and electric vehicle charging points into the design
 - Better connecting the Precinct to Customs House
 - The need for more toilets
 - Wanting The Draft to stay where it is and have improvements made to its appearance at the current location
 - Locals feeling like the needs of tourist are taking priority
 - A desire to see existing trees maintained and not removed
 - Needing improvements to safety including children playing on the old crane, children near the water edge on the wharf and safety moving around the Precinct during the day and night.

2.4 Overall response to direction proposed by the Draft Master Plan

Respondents were asked to indicate their level of support for the overall direction proposed by the Draft Master Plan.

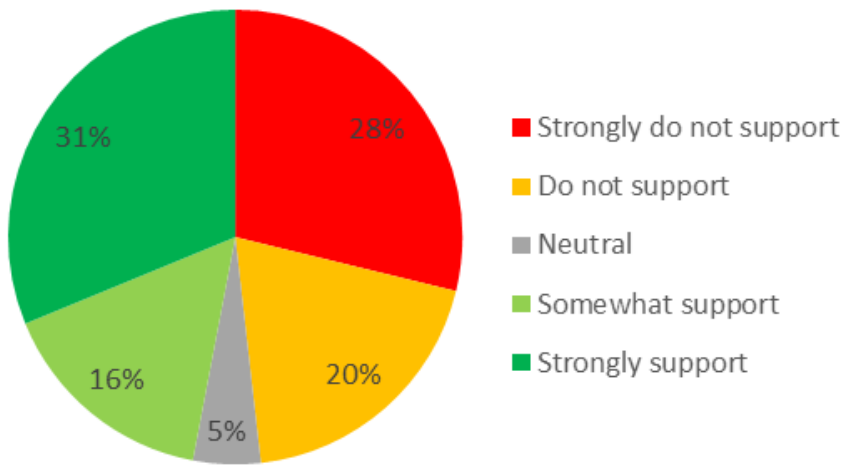
Responses are **equally divided** with 48% indicating they strongly do not support or do not support and 47% indicating they somewhat support or strongly support the overall direction of the Draft Master Plan. 5% responded as neutral.

This is despite favourable support indicated for 4 out of the 7 Draft Master Plan features when responded to individually.

Further cross tabbing and analysis of the feedback form data including free form comments shows that overall sentiment about the Draft Master Plan appears to be linked to two key areas of concern namely:

- Consolidation of car parking, including removal of car parking near Hector's, conversion of Jaralde Park to car parking and misperception that markets must move from Jaralde Park and take up the opportunity to utilise open space in the waterfront area (between the rail line and wharf)
- The relocation of the mooring of the Oscar W and disconnection from the wharf shed.

Figure 6 Overall support for direction of the Draft Master Plan



3. Written feedback

Thirty seven pieces of written feedback were received via email (direct to Council or to the project email address), in hard copy to Council and via mysay.alexandrina.sa.gov.au. Twenty nine of these responses were from community members and 8 were from organisations or businesses that operate or have an interest in the Goolwa Wharf Precinct.

Written feedback received from organisations or businesses have been summarised separately to those received from community members.

To protect anonymity of individuals, written feedback from individual community members have been summarised into overall themes.

A summary of written feedback received is provided in this section and redacted copies are provided at Appendix A.

3.1 Summary of written feedback – organisations/businesses

Overall aspects of the Draft Master Plan which were supported were:

- Restoration of the Wharf, particularly the replacement of the deck
- Improved pedestrian and cycle linkages to and throughout the precinct and beyond
- Improvements to Signal Point Gallery, particularly those proposed to activate and better connect it to the broader Precinct

Overall aspects of the Draft Master Plan which were not supported were:

- Dispersing the market stalls along the waterfront and away from Jaralde Park
- Relocation of the PS Oscar W facility from its current location to the lower end of the wharf frontage
- Removal of car parking near Hector's on the Wharf
- Congestion at Cadell Street, particularly for one way access and line of sight for the existing blind spot

Overall aspects of the Draft Master Plan which had mixed support were:

- Formalising carparking at Jaralde and Amelia Park

3.1.1 Hector's on the Wharf

Hector's on the Wharf support the improvement and upgrade of the area however, do not support the current Draft Master Plan making a number of specific objections within their detailed written feedback. The key points raised are:

- The distance between proposed new car parking areas and businesses would have a negative affect on patronage as the distance would be too great to walk, particularly for older customers
- The proposal does not adequately address accessibility
- Any removal of mature trees will increase the exposure of the precinct to the elements
- Consideration has not been given to environmental impacts of increased lawn areas (increasing water consumption)

- Proposed outdoor dining behind Hector's on the Wharf is means that views of the river will be screened from view by the building impacting the attraction for customers
- Removal of the existing car parking adjacent to Hector's on the Wharf is not supported and is seen to have negative impacts to the business including:
 - Isolating the building from main thoroughfares
 - Increased distance customers will need to traverse on foot to get to the restaurant, with many patrons being older this will be a challenge and a deterrent for diners. It will likely require the navigation of train tracks which increases risk and difficulty for those with limited mobility.

3.1.2 Goolwa Tourism

Goolwa Tourism support the repair to the wharf and identified this as a priority due to its unsafe condition. They recognise that the wharf is a working wharf and therefore imperative that it maintains the needs of working vessels. Additionally, it needs to cater for visitors and locals seeking relaxation and entertainment.

Goolwa Tourism supports the inclusion of Signal Point improvements in the Draft Master Plan, however, they raised concern that consideration of parking facilities to accommodate events and activities may not be sufficient. They suggested reconsideration of the location of accessible parking as it may have an impact on accessing businesses with ease. Further to this, Goolwa Tourism felt that the location of toilets doesn't seem suitable, specifically Amelia Park for parents and their children.

Feedback from Goolwa Tourism explained that it is important that the precinct doesn't lose the character and heritage, particularly the strong Ngarrindjeri culture and heritage. There is emphasis that the precinct needs to appeal to all demographics not just young families and couples.

Goolwa Tourism expressed a view that the Draft Master Plan currently seems to promote an empty wharf rather than the promotion and opportunity to offer visitors and locals a chance to ride in a steam train and sail in a paddle steamer. They feel that there needs to be better integration with other experiences offered in Goolwa.

The 'scattering' of market stalls was opposed by Goolwa Tourism with the view that it will likely destroy the feeling of the current market atmosphere. It was noted that the trees around Jaralde Park offer wind and sun protection that is not available around other parts of the Precinct, and is particularly impactful to the market layout. It was expressed that power and access for stall holders needs to be maintained.

Goolwa Tourism shared the likelihood that one exit from the Precinct will cause problems due to the proximity to the blind corner at the end of Cadell Street and start of Hay Street noting that it is currently difficult to make a safe right hand turn on busy market days.

Goolwa Tourism want to encourage those with caravans to linger longer and suggested easy and accessible parking may be a good way to start. It was expressed that distinctive signage for large coaches and vehicles would need to be implemented to eliminate significant manoeuvring down at the wharf area and also the connection with the Goolwa Township.

3.1.3 Friends of the Oscar W Inc.

The Friends of the Oscar W are in support of the restoration of the wharf and happy to work with Council to have it completed by 2023.

Feedback stated that the Draft Master Plan currently divides the heritage assets. The Friends of the Oscar W expressed their strong opposition to the proposed location for the PS Oscar W at the southern end of the wharf due to it not being suitable as the water is not deep enough and the boat would not be protected from the elements such as wind and will require extensive funding to modify the wharf to moor the PS Oscar W safely and securely.

The Friends of the Oscar W shared their desire to retain its presence at the wharf shed to allow the volunteer group to continue the activities required to operate, maintain and promote the PS Oscar W. It was noted that the shed has been neglected for many years and the Friends of Oscar W ensure the necessary maintenance works are managed to ensure long term conservation. Feedback was provided that the meeting space as important for working bees and a classroom space for school visits.

The Friends of the Oscar W also suggested some additional inclusions to the Draft Master Plan as follows:

- A museum space in the purpose built building to house hands on displays and demonstration of river related infrastructure for the public and school groups
- Retrieve and display the original riveted boiler display from the Oscar W that was on display at Graham Claxton Park at Morgan.

3.1.4 Rotary Club

The Rotary Club recognise the importance and significance of the Goolwa Wharf Precinct.

They highlighted that the markets play an important role in bringing life to the wharf and increasing local economic activity and support the wider community. The Rotary Club expressed that there is a strong community feel to the market which is attributed to the layout of having stalls together and a view that scattered stalls will not have this same atmosphere. It was noted that the trees around Jaralde Park offer wind and sun protection for stall holders and visitors, which won't be possible if stalls are scattered along the waterfront area.

Feedback was provided on the measurement for stalls in the Draft Master Plan not accurately reflecting the majority of stall holding sizes. It was expressed that the market stall size included would mean a drop from 85 stalls to approximately 45 stalls. It was also noted that stall holders require easy access to their vehicles to run their stall.

Feedback noted that the allocated disabled/access parking is located at a considerable distance from facilities. The Rotary Club suggested that consideration be given to parking for larger vehicles such as coaches, delivery/stall holder vans, campervans or cars pulling caravans. They were of the view that the current Draft Master Plan will make parking for these vehicles particularly difficult on market days.

3.1.5 Market Stallholders

Written feedback from market stallholders was received. This feedback emphasised that the total number of people that attend the markets is quite considerable and would make up a reasonable percentage of the people who visit Goolwa. Stallholders felt that the Draft Master Plan seems to give priority to parking rather than stallholders.

All stallholder responses did not support the dispersal of stall holders amongst other wharf attractions with the view that it will result in the following:

- Management and communication more complex i.e. allocation of sites
- Number of available sites reduced
- Series of irregular, disconnected small spaces
- Lack of protection from wind and sun
- Safety concerns for stall holders near or on the wharf front including exposure to traffic
- Vehicle access for traders more difficult. Traders often source products for their stalls from their vehicles parked at the rear of the stall
- Lack of 240V power supply and access to drinking water.

Stallholders suggested relocating the central car parking proposed for the existing market site to the area beneath the Hindmarsh Island bridge. They are of the view that this would resolve many of the problems identified for the market in the current Draft Master Plan and maintain green spaces near the wharf frontage.

They raised concern about increasing the number of people crossing the railway line at 3 locations. Stallholders have observed the challenges that train crew currently experience with people crossing dangerously. Stallholders suggested that approximately 600,000 people visit the markets every year.

All feedback from stallholders noted that a power source is required for some stalls and it is imperative that this is maintained, if not increased. The lack of additional toilet capacity was also noted in feedback, with current waits being long on market days. A view was expressed that the proposed location of toilet facilities would require queuing behind the Wharf Shed which will be unattractive for outdoor restaurant seating.

3.1.6 Steamranger Heritage

The Steamranger Heritage is in support of:

- New plaza area adjacent Station Build Breezeway
- Moving the toilets to the proposed plaza area
- Fencing of rail corridor
- Formalisation of car parking off Dunbar Road
- Carparking in Jaralde Park.

Steamranger Heritage raised that car parking in Amelia Park has not been maximised and consideration should be made to reviewing the current proposal to include parallel parking next to the road between the bridge and carparks.

The Steamranger expressed concern that pedestrians will use the road to cross instead of the pedestrian crossing on the north eastern side of the level crossing. They suggested that pedestrian crossings be included on both sides of the cutting vehicle crossing.

Steamranger shared the view that the proposed traffic flow will greatly increase across the level crossing at the south western end of the platform. As an alternative, they suggested that the:

- Cutting Road level crossing be retained as 2 way
- The level crossing at the south western end of the station platform be closed to vehicle traffic and for pedestrians only.

The ongoing use of the pedestrian level crossing at the north eastern end of the station platform is not supported by Steamranger. They believe that it is a major safety hazard due to the close proximity of the busy rail yard. They noted that there have been several near misses causing distress to crew and pedestrians. Steamranger suggested that the platform be extended due to the increasing length and frequency of trains stopping at Goolwa. They also suggested that access to the wharf be via the pedestrian crossings on both sides of the nearby Cutting Road level crossing.

3.1.7 Cittaslow Goolwa Inc.

Cittaslow is supportive of the general intent of the Draft Master Plan, in particular:

- Refurbishing the Wharf
- Supporting business opportunities and creating a better flow of pedestrian pathways through the area
- Improvements to Signal Point gallery and deck
- Increase in available and usable green space
- Improved traffic flow prioritising pedestrians and cyclists
- Overall heritage preservation and enhancement.

The scattering of market stalls along the waterfront area is not supported by Cittaslow with a view expressed that a single compact site is required to create a sense of identity and critical mass. In addition to this, it was noted that vehicle access to the site is essential for set up, pack up and running of stalls.

Cittaslow noted that regular community events are held at Signal Point on the lawns and deck and that these events heavily rely on easy access for vehicles such as food trucks. They shared a view that the proposal to move the Amelia Park access road creates a greater sense of separation and risks compromising the visual connection between the stage and grassed areas.

The change in Precinct vehicular access was not fully supported by Cittaslow. They expressed a view that the Draft Master Plan looks to contribute to the current issue of the blind corner where Cadell Street turns into Hay Street. Additionally, they felt that the one-way entry on Cutting Road and exit onto Porter Street would likely be problematic due to the high volume of traffic experienced at peak times.

Cittaslow suggested the following opportunities for the Precinct including:

- Integration of adequate facilities for refuse, green and recycling of waste noting that markets and other events currently supply their own bins to ensure compliance with community expectations
- Incorporate water fountains to support the anticipated increase in pedestrian and cycling activity
- Incorporate robust floating docking and mooring facilities to benefit the local boating community and boating events.

Cittaslow are concerned that moving the PS Oscar W away from the main focus of the wharf risks diminishing its central connection to the heritage port of Goolwa. They also expressed disappointment that the rail turn table is not included within the scope of the Draft Master Plan.

3.1.8 Fleurieu Distillery

Fleurieu Distillery provided feedback in full support of the vision and framework of how the Goolwa Wharf Precinct may grow and develop.

The proposed location of toilet facilities within the Draft Master Plan is not fully supported by Fleurieu Distillery expressing the view that the location will have a significant impact on all businesses within the precinct due to their insufficient capacity. They noted that the current facilities are unable to cope with demand and it is a concern that these facilities will be replaced with toilets with half the capacity. It was also shared that the toilets on the railway platform are not sufficient for future expansion and are a significant distance from the wharf frontage. In order to meet the expectation of increasing visitation and more activity between the railway and the wharf edge, the Fleurieu Distillery are of the view that facilities need to be increased within Area 11.

It was recognised that Area 11 is proposed as an opportunity for outdoor dining. It was noted that in order to gain licensing, direct access to toilets is required and reduced toilet capacity located away from the premise may jeopardise current liquor licensing and deem outdoor dining in Area 11 un-licensable.

3.2 Summary of written feedback-individuals

Twenty-nine written responses were received from individuals in the community in response to the Draft Master Plan.

Key themes of support included:

- Restoration of the wharf
- Improvements to Signal Point.

Key themes that were not supported include:

- The fragmentation of market stalls along the waterfront
- Moving the PS Oscar W to the southern end of the wharf
- Removal of parking near Hector's on the Wharf.

3.2.1 Restoration of the wharf

All respondents supported the restoration of the wharf with some commenting it should be the first priority of the Precinct upgrade. Written feedback noted that the current condition of the wharf is unsafe for those with limited mobility.

3.2.2 Signal Point Improvements

There is support for the internal and external improvements to Signal Point. However, a view was expressed that the proposed road running behind the existing buildings and parallel with the wharf and railway line will likely impact popular events at the Signal Point deck where people often sprawl out onto the lawn beyond the railway line.

Improving the existing links within the Precinct and Goolwa was supported and recognised by some respondents. It was suggested that a footpath link for those coming down the bikeway between North Goolwa to Signal Point be considered.

3.2.3 Fragmentation of Markets

The relocation of market stalls along the waterfront area was not supported for reasons such as:

- Threaten the coherence of the event
- Lack of wind and sun protection
- Insufficient vehicle access for stallholders
- Provision for power.

The existing location of the markets were considered to be the most suitable location by all respondents. It was suggested to use a permeable material which would allow market stalls to operate as usual and appropriate for carparking when markets are not on. Alternative areas for carparking were suggested including the Customs House parcel and underutilised land along Porter Street. Feedback indicated that the current informal car parking is functional, efficient and communicates that it is a laid-back country town.

3.2.4 Relocation of PS Oscar W

Most respondents did not support moving the PS Oscar W to the southern end of the wharf and stated it should remain at its current mooring site next to the heritage wharf shed. Numerous comments were made that the water is too shallow and the wharf is lower making access difficult for some visitors. Feedback suggested that there would be a clear disconnect between the paddle steamer, wharf shed and steam train which is a big tourism drawcard for Goolwa. Feedback focused on the importance that heritage and history is preserved, particularly this unique experience.

3.2.5 Parking and accessibility

Respondents are satisfied with the current location of parking and proximity to businesses and services. It was conveyed by some written feedback that the removal of parking around Hector's Café on the Wharf is strongly objected to by café owners and the community.

There is also strong opposition towards turning a large part of Jaralde Park into a carpark. It was recognised that the formalisation of the carpark would have some benefits including reduction in dust and improved visual amenity. There is concern about how additional car parking would be implemented on Cadell Street when it is already difficult to find a parking space on most days without the increased visitation.

Respondents felt that it is unclear if there is disability parking or drop off areas closer to proposed areas of interest. It was raised by some respondents that the proposed access across the railway line will make it increasingly difficult for those with mobility aids.

The shared use area of Wharf Road was not supported by some respondents. Feedback focused on the area not being designed to accommodate cars and compromises the unique heritage values of the Precinct. There were also safety concerns for pedestrians with respondents identifying that railway lines should be level with surrounding pavements to eliminate potential hazards. It was also identified that the safety of pedestrians will be compromised by shared use of the area and result in possible conflicts between vehicles, bikes and pedestrians.

Respondents felt that the proposed Draft Master Plan redesigns road traffic and parking infrastructure however it does not address congestion at Cutting and Dunbar Roads intersection. It was suggested that

a roundabout at this intersection may be suitable. It was also noted that the regimented carparking reduces and detracts from the historic character and vibrancy of the wharf precinct.

It was identified that the plan does not adequately address linkages with the bikeway and that the wharf deck currently causes bike accidents due to large spaces between timbers.

Feedback suggested that consideration be given to visual amenity for locals and visitors during construction recognising the importance of keeping the Precinct tidy and enable activities to continue to operate.

4. Petitions

Alexandrina Council has received a number of petitions in relation to Draft Master Plan. The Local Government (Procedures at Meetings) Regulations 2013 (Regulations) and Council's Code of Practice – Council Meeting Procedures (Code), detail requirements that petitions must meet to be considered valid.

Regulation 10(c) of the Regulations requires that a petition to Council must include the name and address of each person who signed or endorsed the petition.

Petitions were received as follows:

- A petition has been received from the 'Friends of the Oscar W' volunteer group as feedback to the Goolwa Wharf Precinct – Draft Master Plan on 22 October 2021.

The petitioners request that the Oscar W remain in the current position on the wharf and that the Oscar W volunteer group become the sole tenant of the heritage wharf shed.

Of the 442 signatures appearing on the petition only 240 signatories had the address field of the petition form correctly.

Therefore, of the 442 signatures obtained only 240 are considered valid signatures for the purpose of this petition.

- A petition has been received from Ms Patricia Williamson as feedback to the Goolwa Wharf Precinct – Draft Master Plan on 22 October 2021.

The petitioners request that Council reconsider the draft Goolwa Wharf Masterplan dated September 2021, conduct further consultation with all stakeholders affected by the proposed changes and revise the plan to meet the desired goals without jeopardizing the capacity of existing businesses, organisations and individuals to operate in the area safely and profitably.

Of the 554 signatures appearing on the petition only 194 signatories had completed the address field of the petition form correctly.

Therefore, of the 554 signatures obtained only 194 are considered valid signatures for the purpose of this petition.

- A petition has been received from Mr G Schmidt and Ms S Montgomery as feedback to the Goolwa Wharf Precinct – Draft Master Plan on 22 October 2021.

The petitioners wish to register their objection to the removal of the existing car park areas around Hector's Café on the Wharf, and urge Council to reconsider this portion of the draft Goolwa Wharf re-development plan.

There was no address field on the petition. Of the 318 signatures appearing on the petition there were 11 signatories that had provided their address and full name field on the petition form correctly.

Therefore, of the 318 signatures obtained only 11 are considered valid signatures for the purpose of this petition.

5. Telephone calls

Two telephone calls were received from interested community members and responded to. Notes of the conversations were taken as individual's contribution to feedback on the Draft Master Plan.

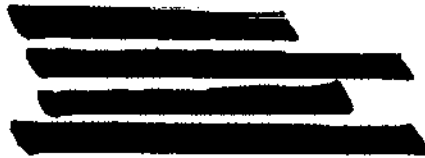
Both telephone calls were with people who lived in the Alexandrina Council area and did not support the direction of the Draft Master Plan overall. Key issues identified were the relocation of the markets and adversely impacting the unique heritage feel of the area.

The following points were made by callers:

- What the Master Plan proposes detracts from the unique heritage and boat and rail steam heritage of the area
- The markets bring people into the area and if stalls are interspersed along the waterfront rather than located in Jaralde Park, will fragment the stalls and the "feel that attracts people" will be lost
- There is a lack of toilets in the area, particularly when the Steam Ranger arrives
- "Love it the way it is"-the Draft Master Plan is not an improvement on the area at all
- Concerned that Council "will ruin the wharf area" and is "not going in the right direction".

Appendix A

Written feedback received



SUBMISSION TO GOOLWA WHARF PRECINCT PROJECT TEAM
 IN RESPONSE TO DRAFT MASTER PLAN



Council's accreditation and ongoing status as a member of the [redacted] appreciated the opportunity to discuss with the Project Team the details of the proposed redevelopment of the Goolwa Wharf Precinct and submits this summary of our response to the Draft Master Plan.

We are aware that many groups and individuals in the community are submitting feedback about specific aspects of the proposal. As an association with a very broad remit, the following comments and suggestions focus on the implications [redacted] activities and the principles to which Alexandrina Council signed up in 2007. (see last page for overview of [redacted])



[redacted] is supportive of the general intent of the Master Plan, in particular: refurbishing the Wharf itself to retain heritage significance and improve accessibility, supporting business opportunities and creating a better flow of pedestrian pathways through the area; improvements to Signal Point galleries and deck; increase in available and usable green space; improved traffic flow prioritising pedestrians and cyclists; and, overall heritage preservation and enhancement.

Impact of [redacted] activities and events



- While we can't speak for other [redacted] is likely to remain a relatively modest affair which requires a single site, a compact space to create a sense of identity and critical mass – currently it occupies about two-thirds of Jaralde Park and this would continue to be the preferred site in the future;
- We understand that the 'grass-pave' surface proposed on the space set aside for car parking on Jaralde Park could accommodate some of the market activity (eg food vans and stalls) during market days which may be a possible alternative allowing the market to remain in this preferred location should the proposed changes to use of this park proceed. It would be useful to have this confirmed and at the same time to have information about the availability of alternative single sites with appropriate infrastructure;
- Vehicle access to the site is essential during market hours as well as set up and pack up to allow stalls to restock and access cool rooms, for example.

Signal Point Events

Regular Community Events such as 'At the Wharf' are conducted on the lawns and deck on the wharf side of Signal Point. We use the deck for the bands, access the kitchen and power as well as storing some equipment in the facility. Food is served from stalls and food vans. Community members bring chairs and sit in groups all over the grassed areas.

- Community events in this area rely on ready access for vehicles including food vans and cool room.
- The proposal to move the Amelia Park access road to alongside the railway line risks creating a much greater sense of separation between the grassed areas that form part of this site as a result of the passing traffic (as opposed to passing trains which are part of the entertainment!). It is likely to compromise the visual connection between the 'stage' on the deck and these areas, reducing the sense of being part of the event.

General issues and opportunities

Car parking

- Consolidating parking outside the 'shared zone' is good in principle but the negative impact on the very popular Jaralde Park is of concern; we understand that there is strong community support for retaining this area for community use including markets;
- Accessibility and disability parking within the precinct is a priority;
- Increased business activity in the wharf area is a core part of the proposal which would presumably also mean an increase in vehicular traffic; to avoid congestion within the precinct this would suggest the need for overflow parking areas outside of the immediate precinct. These would also be ideal sites for installation of recharging stations for visitors to cater for the likely increase in use of electric cars. While not presently within the scope of work, this should be part of the Plan.

Precinct vehicular access

- The proposed one-way entry (on Cutting Road past RSL carpark entrance) and exit (from Porter Street into Hays) is likely to be problematic given the amount of traffic already experienced at peak times and the anticipated increase;
- This change would add to the present issue of the 'blind corner' where Cadell turns into Hays Street in particular, making a right turn onto Hays from Porter St more difficult and dangerous.

Waste management

The upgrade of the precinct also provides a rare opportunity to integrate adequate facilities for refuse, green and recycling of waste in the design features. These are currently sorely lacking in the precinct to the extent that [REDACTED] and other events need to purchase and provide our own bins to ensure compliance with current community expectations. [REDACTED] has been raising these issues for several years without significant improvement. As [REDACTED] community this upgrade presents a chance to lead instead of lagging behind national trends in this respect.

Water bottle refilling

Another potential opportunity is to incorporate water bottle filling stations (fountains) in the design features to support the anticipated additional pedestrian and cycling activity in the precinct. Such initiatives will bring us up to speed with many other tourism communities nation-wide.

Wharf – boating access for all

supports the goal of enhancing Goolwa's identity as a tourist destination as well as a sought-after hub of local community activity. Central to this aim is the wharf – not just as a meeting and gathering place from the land, but also as access to and from the waters of the river and lakes. Many people choose to come to Goolwa because of its reputation as a boating community. In particular, Goolwa is well known for its bi annual Wooden Boat Festival (and now the people powered Vogelonga Down Unda) with many boats travelling all across the state and country to attend, and the local boating community taking the opportunity to travel via the river to attend this wonderful event.

For many years the local boating community have been asking for the wharf to become more user friendly. The level of the existing wharf can be 1.5 to 2m above the water level of the river, making it extremely difficult to access the wharf from pleasure craft. It is also a safety issue, if by chance people end up in the river. Gaining access out of the water onto the wharf can be very difficult.

Given the plans to rebuild the wharf this would seem the perfect opportunity to incorporate state-of-the-art and robust floating docking and mooring facilities as has been done in other parts of the River Murray and in other marina precincts. This would provide safe access for water craft (including paddle boards) to the Wharf area to take advantage of the increased business activity and greatly enliven the overall ambience.

The scope of this potential can be summarised in terms of the number of craft currently in the area:

- Coorong Quays accommodates around 400 boats
- The combined marinas, the Alongshore Marina, Armfield Slipway, The Goolwa Regatta Yacht Club, Captain Sturt Marina, Goolwa Slipway and Marina, Goolwa Boat Haven, and Birks Harbour have around 300 boats.
- If you add all of the other boats in the area moored along the river the total numbers of boats in the area already number around 1,000.

Heritage and identity

As has been acknowledged, two of the central features in terms of heritage and identity associated with the wharf area are the PS Oscar W and the Cackle Train. Regarding the first, is concerned that moving the PS Oscar W away from the main focus of the wharf risks diminishing its central connection to the heritage port of Goolwa. We question whether the proposed new building to the south may therefore be more appropriately designed as accommodation for the additional private business opportunities. Regarding the second, there is considerable disappointment within the community that the rail turn table is not part of the current upgrade, given its proven ability to attract onlookers in Victor Harbor. Maximising the potential of these joint features would consolidate the precinct's appeal as a popular tourist destination.

The Redevelopment Process

As a principle and sound economic investment, it is hoped that local businesses, industries and artisans will benefit directly by being involved in this major undertaking in our community.

We look forward to seeing the inclusion of locally and culturally significant plantings in the greening of the precinct.

Like many other organisations and groups affected by the Project will need some warning to adapt its program and make temporary arrangements during the works. Currently we are hearing

a number of different timeframes discussed, starting with Signal Point. It would be appreciated if we could be apprised of accurate timing as soon as it becomes clear.

Thank you again for the opportunity to comment on the Master Plan.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]
To: [Goolwa Wharf Info](#)
Subject: Draft Master Plan
Date: Wednesday, 20 October 2021 12:39:31 PM
Attachments: [image001.png](#)

Good afternoon, Nicole.

Finally, after hectic school holidays we've had a chance to sit down and compose our thoughts on the Wharf Master Plan, and would like to provide some feedback.

Firstly, we are in full support of the vision and framework for how the Goolwa Wharf Precinct may grow and develop over the long term as a vibrant, active and most importantly, a diverse tourist destination encompassing eco-tourism, production tourism, and traditional historical tourism, as well as food & hospitality and community connectivity.

The main issue we would like to raise however, is that of toilet facilities within the master plan.

This has a significant impact on all businesses within the precinct. The draft plan proposes providing only one set of (unisex) facilities with an entrance facing out onto the wharf-front.

Given that at peak times the current toilet facilities are unable to cope with demand, we cannot see that replacing them with a facility that has half the capacity of the current facility, to be a move in the right direction. If the plan for the precinct is to increase visitation numbers and push for more activity to occur between the railway and the wharf edge, then the number of toilets on the wharf should be increased, not halved. Whilst there are toilets on the railway platform, they are not in any way sufficient for future expansion and are a significant distance from the wharf frontage. Any extra amenities block added to the plan that were not located within Area 11 would also be unsuitable.

The other issue of the new toilet proposal is that of liquor licencing.

This has ~~two~~ pressing factors. Firstly, if Area 11 on the concept plan is to be used for outdoor dining, then for that area to be licenced it will need direct access to toilets (and once again, an increased number) in order to gain licencing approval. Indeed, it appears that the designer may have assumed that the Railways Goods Shed has its own toilets, when it does not (the then Heritage Adviser for the precinct would not allow toilets to be installed in the shed). Thus the current toilet capacity and location is of significant importance to all liquor licensees, and we see no evidence of liquor licencing requirements being met in the draft plan.

Secondly, as the Railways Goods Shed was not allowed to have toilets included in its original restoration plan, in order for any lessee of the shed to comply with liquor licencing, it requires toilet facility adjacent to or within a line of sight of the licenced premises. We were granted a liquor licence due to the location of the current amenities block being adjacent to the building and easily accessible. Having a reduced toilet capacity located away from the premises (indeed, having to gain access by moving through the licenced area of another licensee) would most likely be deemed unsuitable by the Office of Liquor & Gaming, and would potentially render the Railways Goods Shed and planned Area 11 outdoor dining zone un-licensable.

In our situation, this would greatly impact on our future plans on how we want to invest in reinventing, restructuring and utilising our current space. Such a drastic reduction in toilet accessibility and capacity has the potential to place Council in breach of lease.

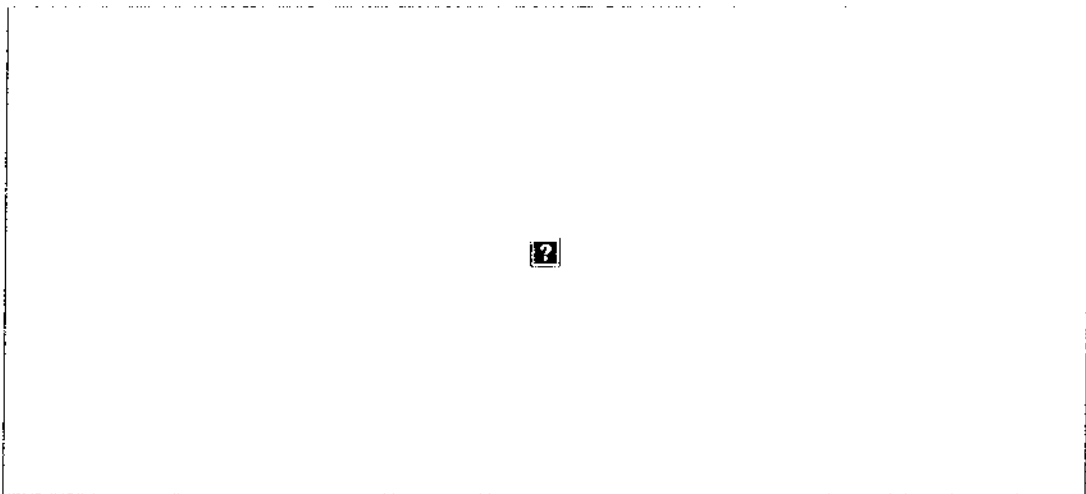
On a final note, we are already hearing that within the community there is a great deal of dissatisfaction with the repurposing of part of Jaralde Park for car parking, and the moving of the Oscar W facility down to the lowered-end of the wharf frontage. These two sections of the draft plan appear to be very unpopular within the community

and we believe you may receive significant resistance on these proposals. Whilst it does not directly affect our business, we personally believe however that the community in general may have a point.

Once again, thank you for the opportunity to provide feedback. If you prefer, we would be happy to arrange a one-to-one meeting with you and key members of the project team to discuss the Draft Master Plan and our feedback, as we cannot over-emphasise the significant impact the new toilets proposal has to future development of the Precinct.

Kind regards,

[Redacted signature block]



From: Goolwa Wharf Info <info@goolwawharf.com.au>

Sent: Thursday, 23 September 2021 8:47 AM

Subject: What do you think about the Draft Goolwa Wharf Master Plan?

[Redacted footer text]

From:

To:

Subject:

E202148662 - 14.20.013 - Goolwa Wharf Precinct Draft Master Plan

Date:

Monday, 18 October 2021 3:53:04 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Elected Members

Alexandrina Council

I am an Alexandrina Council resident/ratepayer. My husband and I have been long-time volunteers and Friends of Oscar W and also are regular patrons of [REDACTED]. Having seen the draft master plan for the Goolwa Wharf Precinct, I write to voice my strong rejection of this plan on two major aspects of the plan

Firstly, in my opinion, **Oscar W should remain at its current mooring site**. Moving it to the southern end of the wharf makes no sense as the wharf at the southern end is too low for the Oscar to moor safely. Due to the steep angle of the gangplank boarding and disembarking for passengers would pose a serious safety hazard for even able-bodied passengers Surely it would constitute a Occ Health & Safety matter. Mobility impaired passengers would find access very difficult or impossible. This could be interpreted as discriminating against those with impaired mobility. This would impact on bookings for the Oscar and would therefore be detrimental to the tourist \$\$.

Goolwa is one of only two places in the world where a steam train connects to a steam boat. This uniqueness should be supported and promoted as major tourist attraction in Goolwa . We need to provide easy access for those visitors who want to enjoy this unique experience.

After 113 years, Oscar is still one of the last working paddlesteamers on the Murray. For over 100 years **heritage riverboats** have been moored next to the **heritage wharf** to unload their cargoes to the **heritage Wharf Shed**. This link is the heart and soul of Goolwa's riverboat history. Moving the Oscar from its rightful place on the wharf would destroy the unique **heritage of the wharf**. And Elected Members, **that heritage is not yours to destroy. It belongs to every ratepayer in the Alexandrina Council Area.**

Secondly, I am very much opposed to turning a large part of Jarelde Park into a carpark. Currently the park is very well set up for use as a centralised market area with underground cabling for use by stall holders. It makes no sense to me, and many other market patrons, to dig up that cabling and then having to provide cabling to different sections of the wharf area for stall holders. Jarelde Park provides some degree of protection from the strong winds for stall holders and market patrons. I [and most of [REDACTED] have spoken with] much prefer to stroll from one stall to another in close proximity rather than having to traipse from one end of the wharf to the other to access my favourite stalls.

Jarelde Park is a beautiful large green area and if left as is, could be [and has been] used for community events, hired out for private functions or just as a beautiful picnic area for use by families and the community. Perhaps a few carparks could be created at the Cutting Road end under the pine trees where nothing every grows and it's always muddy.. Surely other areas could be found in the town to provide more carparking.

Decentralising the markets would kill the markets and be detrimental to stall holders and local producers. Again we would lose a lot of tourist \$\$.

I sincerely hope my comments do not fall on deaf ears. I implore you as elected members to reject this current plan in favour of something that is more practical and considerate of the

history and community of Goolwa and not just chase the commercial \$\$.
With local government elections due in 2022 you need to consider the opinions of your
ratepayers.

Yours

A black rectangular redaction mark covering the signature of the sender.

From: [REDACTED]
To: [Customer Contact - Information Management](#)
Subject: E202149288 - 20.67.001 - Parking in Gooliwa
Date: Tuesday, 19 October 2021 11:56:44 AM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Safety Issue

Town Parking

Although there are several allocated Parking areas in the town, these are insufficient to allow for:

- Council & Library employees
- Medical Centre staff and patients
- Business operators
- Visitors

We are residents in [REDACTED] and note with concern the amount of traffic that drives down Cadell St and cannot find a park, because both sides of the road are full. These cars then turn into Crocker St, **U turn on the corner of Crocker and Farquhar** in front of the entrance to the Medical Centre/Council car park. The number of cars U turning daily **is extraordinary** and is **an accident** waiting to happen. The people traffic in the area is high with people visiting the Op Shop, WestPark Residential Care at the end of the street and the participants in the daily activities at the Anglican Church. We strongly suggest the Council install an observation camera to record the number of vehicles and activity.

We note that the Master Plan for parking in town includes a **Carpark at the rear of the Library**, which together with improved parking signage in Cadell Street would assist in elevating the problem. When is this planned to occur?

Regards

[REDACTED]

From: [REDACTED]
To: Customer Contact - Information Management
Subject: E202149811 - 14.20.013 - Goolwa Wharf Re-development
Date: Tuesday, 19 October 2021 12:03:49 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Attention: Keith Parkes, Glen Rappensberg, Matt Grant, Angelo Lanzilli, Nicole Halsey
Good morning all,

Following the public information/consultation session at the Wharf market on Sunday 17th October a comment/information provided by someone representing the Project Team, has been brought to our attention.

We've been told by a few of our customers who attended the session that they were advised we, i.e. [REDACTED] were happy with the proposed removal of the existing car park in exchange for extra seating/dining areas.

Whilst Angelo did offer this for our consideration at our meeting with him and Matt Grant on Thursday 30th September AT NO POINT DID WE AGREE TO THIS!!! In fact during this meeting, the importance of keeping the existing car parks was demonstrated by various members of the public, many of whom with mobility issues – including 1 known to Angelo – made use of the car parks near us.

This is most disappointing given that during the above meeting we commented to both Matt and Angelo, that the removal of these car parks would, we believe, have a serious impact on our business and our customers – given the demographic – would struggle to get to us under the proposed new car parking arrangements

To convey this perception to the public is not only misleading it is also not true/false information. Everyone is well aware of our objection to the proposed changes to the car park.

We're sorry if the above comments appear ad hoc/dis-jointed/all over the place!! But we're both very, very angry, extremely disappointed and, quite frankly hurt and saddened to hear this.

AGAIN, WE REITERATE, WE ARE NOT IN AGREEMENT WITH THE REMOVAL OF THE EXISTING CAR PARKS AROUND [REDACTED] IN EXCHANGE FOR ADDITIONAL SEATING/DINING AREAS.

[REDACTED]

From: [REDACTED]
To: [Customer Contact - Information Management](#)
Subject: E202150066 - 14.20.013 - Goolwa Wharf Precinct Master Plan
Date: Tuesday, 19 October 2021 8:43:18 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

To whom it may concern.

The majority of people who attended the Goolwa Market on 17 October 2021 were unaware of the council's proposal for the Goolwa Wharf Precinct. I believe there are many others in the community who also have not been reached. I therefore ask that an extension be granted for public consultation to take place in a fair and timely fashion.

[REDACTED]

From: [REDACTED]
To: [Customer Contact - Information Management](#)
Subject: E202150252 - 14.20.013 - Objections to move the Goolwa Wharf Market
Date: Wednesday, 20 October 2021 2:34:43 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

1. Our unique market is set in a wonderful setting Heritage Goolwa Wharf with lush lawns, lovely shrubs and trees.

Also protected from the off shore winds by the Goolwa Railway station and Craft Shop. To divide the market into 3 separate areas is unbelievable.

2. Our market is most welcoming to train tourists, and the general public.

We have music and colourful gazebos in a very friendly area.

To move from this spot would leave tourists departing from the train a view of an dismal carpark.

The train passengers do not have much time so for them to walk to the new areas

The stall holders further away will not have the pleasure of these travellers.

3. Our market has very convenient parking for traders.

To move to 3 separate spots will undoubtedly cause and add problems to loading, turning, parking and safety.

4. The existing reserve is used each Sunday for Markets.

During the week a lovely open spot for picnics and resting.

A lovely look for train passengers after departing the train.

That will be taken away once a car park is built.

5. At present the market is managed by volunteers from Rotary Encounter Bay successfully.

To divide the market in to 3 will definitely put pressure on the market co ordinator and their volunteers.

There will be more volunteers required to cover the greater area. There will be safety loading parking issues with new stallholders.

There will always be the possibly of Rotary not managing 3 areas of markets. Then who will the council have manage the markets?

All is going smoothly now but to move things will change....

Yours Sincerely,

[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
To: [Customer Contact - Information Management](#)
Cc: [REDACTED]
Subject: E202150256 - 14.20.013 - wharf redevelopment MY SAY FEEDBACK
Date: Wednesday, 20 October 2021 6:30:08 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi

Comments on wharf development

1. The primary objective was “create a place of destination that is appealing and attractive”. How does the master plan benchmark with top 20 world wharf redevelopments that aspire to be a ‘destination’. What is the core attraction. Is it a Boston Tea Party experience? Is it a river boat experience? What is the aim? Improving signage and paving is great, but to what purpose?

2. Given the proposed pedestrian precinct between rail and water, why is it bisected by a mixed use road to a secondary carpark. A road thru to middle of the “appealing and attractive destination” isn't a pass grade.

Cheers

[REDACTED]

[REDACTED]

From: [REDACTED]
To: Customer Contact - Information Management
Cc: [REDACTED]
Subject: E202150259 - 14.20.013 - GOOLWA WHARF PRECINCT MASTER PLAN
Date: Thursday, 21 October 2021 11:24:25 AM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

I would like to draw your attention to the following issues I have with the changes to be made to Goolwa Wharf precinct.

1. TOILETS

Until God creates bodies all the same, the "trend" of having unisex toilets does NOT sit well with me at all. Indeed it doesn't make sense in a public situation.

Men do not aim straight - sometimes they don't even lift the seat, especially when inebriated or in a hurry - so we females end up with our shoes and clothing in wee. Men don't clean up after themselves. I'm old, I have to sit down to pee, so wiping liberal amounts of wee off the seat is not an ideal or enjoyable task. PLEASE have at least one female toilet in each group of toilets. For little girls' sakes as well!

2. HISTORY DISPLAY OF THE PS OSCAR 'W'

The memorabilia and museum items that tell the story of the PS Oscar 'W' are not included in the present plan. This is a totally unforgiveable oversight in view of the fact that Goolwa is the only place in the Southern Hemisphere that hosts a paddlesteamer and a steam train. I understand from enquiries on Sunday that talks are underway with the RBC committee and this invaluable collection will hopefully be on display as a result - prominently. As a volunteer at the RBC I know many visitors are interested in the history, and I'm happy to note that they are not all old people either!!

3. CAR PARK vs MARKET

If it ain't broke, don't change it. The iconic Goolwa market should stay where it is. The proposed car park with its plastic Lego-type matting would need to be highly maintained to retain its integrity. I can see problems with baby prams, wheelchairs, stiletto heels, AND even walking sticks - if the stick goes down further into the ground than the user expects, a FALL could result. Dangerous stuff..

I propose that the area opposite the Dentist be made a proper car park with the money saved from altering the market area and leaving Hector's car park as it is. If this area at one of the entrances is not developed it's going to look pretty grotty being used as an 'overflow' car park against the tissy new area wharfside.

4. NEW BUILDING FOR PS OSCAR 'W' OPERATION

I suggest that an overhang - verandah, awning - as we see on the Heritage building be duplicated on the new building. This will provide shelter for everyone concerned down that end of the wharf: volunteers, visitors and workers alike.

5. DEDICATED CAR PARKS FOR VOLUNTEERS

Regardless of what is decided, dedicated car parks for Steamranger and the Riverboat Centre volunteers should be allocated near to the Distillery. It will (is already on market days) be hard for these people to find a park as their work starts a bit later in the day.

6. Extra development opposite Amelia Park to cater for extra cars, providing for another row of cars adjacent to the train line.

7. ADMIRAL TERRACE between Porter and Goyder.

This small narrow bitumen terrace is a busy road EVERY day. On market days, the police would make a fortune. There is also dubious and illegal parking by Whistlestop clients (who should really park in Goyder Street on the west side). The Council does not provide parking signs to help those who are a sandwich short of a picnic and so many breaches of road rules are observed. People park angle when they should be parking parallel. Two way traffic on this narrow road with parking allowed both sides is an absolute hotch-potch and asking for trouble. OII&S should have a look here!! Until trouble occurs I feel nothing will happen. Isn't that always the case?

I propose this roadway be made ONE WAY (preferably forever) on market days at least - traffic north to south. This would fit in if the car park opposite the Dentists goes ahead. However, having this roadway ONE WAY FOREVER would lessen the load on this minor artery. It is interesting to note that earlier this year, vehicle counters were put across Hutchinson and Hays Streets, but not across this section of Admiral Terrace. I think the Council would be surprised at the number of cars and trucks using this small stretch every day.

I hope you will give all these points due consideration, especially the toilets! I know a number of people are against the loss of the market in its current spot. The development of the site on the corner of Hays and Porter as a proper car park would complete the makeover of the area.

Thanks to Angelo and Stuart who were very helpful and patient last Sunday.

Yours sincerely

A large black rectangular redaction box covering the signature of the sender.

COMMENTS ON DRAFT MASTER PLAN FOR GOOLWA WHARF PRECINCT



Dealing with the proposal by the numbers on the plan:

1. New station carpark. Good
2. Entrance plaza to station. Good.
3. Jaralde Park car park. Would be OK if the alternative market place was too, but see comments under 12.
4. Cutting road beyond RSL. One-way fine. Walkway is a good idea. There is enough width to allow parking on one side. At present, there is two-way traffic plus parking on both sides not counting the rough footpath.
5. Connecting with the township. Excellent and long overdue, although the lack of weekend attractions in the main street is little inducement to use it.
6. Public space and pedestrian crossing. It is difficult to see what this area will achieve.
7. Signal Point integration. Good.
8. 30m mast with lighting. Not sure what this will achieve. Expensive?
9. New building for Oscar W. (INCL. 9A) It is a pity to separate the two iconic attractions (the barrel shed and paddle steamer). The present layout is attractive to visitors. In addition: the mooring doesn't look very sensible. The wharf there is too low, and appears too insubstantial to take the battering of the mooring vessel. Access and activities relating to Oscar W could be located where the 11 is at the down-river end of the barrel shed. There is also a wreck below the water at that corner of the wharf. Will this affect the operations of Oscar W?
10. Relocation of Dart. This vessel will need protection or it will be lost: There is no mention of where it will go during the first stage of these works.
11. Additional outdoor spaces to support dining etc: These are too fragmented and remote to be used as suggested. They will become dead spaces except (possibly) for the area adjacent to Hector's restaurant. Pop-ups are unlikely. What will "pop"? Patrons of Hectors will have a much greater walk than currently
12. New open space (for markets etc). These collectively are smaller than the current market space in Jaralde Park. They are fragmented. I pity any stall-holder in the remote area. All three spaces are very exposed to the wind; much more so than Jaralde Park which can be windy enough. There doesn't appear to be any provision for the marketeers' vehicles which are often needed adjacent to their stalls.
13. Formalisation of rail corridor. Okay if pedestrians don't just walk around it.
14. Barrel Shed. What business opportunities are proposed, and how do they improve the heritage values? Too vague. If the present wine bar wants to expand, the proposed building for 9 could be moved to 11 at the SW end of the Barrel Shed. A

Information
management

18 OCT 2021

bistro is less fitting to the heritage values of the Barrel shed than the current use and will get less casual visitation.

15. Shared use area. Okay. There shouldn't be much traffic anyway unless it is used as access to area 1, in which case, it is crazy.
16. Playground. Fine.
17. Car parking at Amelia Park. There appears to be about a quarter of an acre of roadway to enable 17 parking spaces while creating a traffic conflict zone along nearly half the length of the development. Parking in the cutting would nearly replace it. Also parking in the cutting would put people closer to the main street.
18. Improved linkages. Good idea. It would be worth considering a footpath link for people coming down the bikeway from North Goolwa to Signal Point. They are not going to go right around the planned route. A simple rail crossing by the old MIC shed near the bridge to meet the path from Jaralde Park would appear to be necessary.

General. The Plan is a useful start to the process, but appears to be drawn up by people unfamiliar with the way the area is used. The area up on the rise next to the Old Customs House should be used for formalised parking. The old sheds could be relocated to provide nearly as much parking as proposed in Jaralde Park. Steps or a ramp down the bank would further reduce pedestrian/vehicle conflict.

Currently, the market is the major drawcard for visitors to the area, and is a major event for community inclusion. No development should diminish its role.

Steam Ranger and Oscar W are steady drawcards. The latter could well be compromised by the Plan.

Let's be careful that we don't lose the good things in pursuit of development for development's sake.

It would seem that any development should include the old Customs House. The recent additions should be removed and the building restored to its original appearance. Its use could be a museum and display area. Perhaps the National Trust could move from its irrelevant position, or a history group. The proximity of parking would encourage visitation. Currently, the site blocks free interaction between Wharf and town.

The final layout should include tactful planting of native plants, both trees and shrubs.

I am happy to discuss further

17/10/2021

To CO, Alexandria Cou.



FM20217918 - 14.20.013
18 OCT 2021
Box: IM6M-2021*17 - Disposal: D

Subject - Coolwin Ma.

The Silent Council

I cannot believe Alexandria Council believes its plan to carpark with bitumen the successful green area our wonderful weekly markets, the Wooden Boat Festival, & projected Jazz Festivals, could be dispersed into various greened areas elsewhere, by the removal of existing bitumen for this to happen.

With the Council only allowing six (6) days for public comment come clean to the residents of Coolwin what or who lies behind this backwood step affecting our citizens???

Sincerely

Information
Management

18 OCT 2021



Awaiting your & Council's reply!!!



FM20217971 - 14.20.013
22 OCT 2021
Box: IM6M-2021*17 - Disposat: D

Mysay.alexandrina.sa.gov.au/gwp

[REDACTED] - want to express my
disaprobaton for any changes at Golwa Market Park for the reason that ;

the existing car park does provide enough places as is,

The market is most appreciated by locals and tourists,

the planned new location is not suitable for the vendors ans public attending,

the return will not be substantial income compare to the cost.

The Warf Heritage area will suffer unnecessarily of that new location

and last but not the least it will be no access for wheelchairs.

Yours sincerely
[REDACTED]

22 OCT 2021



FM20217972 - 14.20.013
22 OCT 2021
Box: IM6M-2021*17 - Disposal: D

Mysay.alexandrina.sa.gov.au/gwp

[REDACTED] want to express my disapprobation for any changes at Golwa Market Park for the reason that ;

the existing car park does provide enough places as is,

The market is most appreciated by locals and tourists,

the planned new location is not suitable for the vendors and public attending,

• the return will not be substantial income compare to the cost.

The Warf Heritage area will suffer unnecessarily of that new location

and last but not the least it will be no access for wheelchairs.

Yours sincerely

[REDACTED]

22 OCT 2021



FM20217973 - 14.20.013
22 OCT 2021
Box: IM6M-2021*17 - Disposal: D

Mysay.alexandrina.sa.gov.au/gwp

[REDACTED] want to express my disapprobation for any changes at Golwa Market Park for the reason that ;

the existing car park does provide enough places as is,

The market is most appreciated by locals and tourists,

the planned new location is not suitable for the vendors and public attending,

the return will not be substantial income compare to the cost.

- The Warf Heritage area will suffer unnecessarily of that new location

and last but not the least it will be no access for wheelchairs.

Yours sincerely
[REDACTED]
[REDACTED]

Information
Management

22 OCT 2021



FM20217981 - 14.20.013
25 OCT 2021
Box: IM6M-2021*17 - Disposal: D



21-10-21

To the Mayor of Alexandrina Council and Councilors.

Dear Mr Parkes and Councilors.

I have read over much of the draft plan for the changes to the Goolwa Wharf Precinct and planned to have my say on the 'mysay' section but just clicking on a circle really doesn't give one the opportunity to really have 'a say'.

Firstly, with the changing of the market site, I feel that it is perfectly situated in its present site and moving it to such an open and unprotected area will have an adverse reaction to the stall holders and to the visitors to the market. There is no protection at all in the new site. It is very exposed to the heat of summer and to the very cold conditions during the winter months. If, and I say if, any of you have attended the market on a blazing January day or a freezing July morning you should understand what I mean. Everyone and everything will be open to the elements and I understand the stall holders' concerns about the market being moved and divided. It is a foolish decision as is digging up the lawns there to lay down yet more concrete to create a car park. You speak of taking steps to counteract the effects of Climate Change but ripping up established lawns seems a foolhardy action. I still wonder why the perfectly fine access pathway to Lawrie Lane had to be covered in concrete. It's a pathway with which I am very familiar and I was never troubled by any problems along there which could have caused a hazard to either a walker or a motor vehicle. To me it seemed like a waste of money and more concrete slopped down to assist in heating the environment even more. Politicians from local to federal governments appear to love concrete.

As for making too many changes to the Wharf barrel Shed and heritage site, well take a few moments and think about what the word 'heritage' actually means. Possibly some of you are not familiar with the word but this area breathes heritage and making too many changes to it means that the 'sense of heritage' will be lost, and then we won't have the Oscar W Paddle Steamer floating in front of the wharf and the shed, as that will be bouncing around down at the far end of the wharf, quite separate from what makes Goolwa, Goolwa.

I have had numerous friends visiting from overseas and interstate and they were enchanted by the wharf as it is with the old shed and the paddle steamer floating right in front of it. They think that Goolwa is so unique so let's do our best to try and retain some of what makes Goolwa 'unique'.

Changes were made some years ago to the waterfront so that the 'Wooden Boats' Festival could be enlarged for its every second year, 3 day festival. Tons of sand was removed to deepen the depth of the water. Reeds were removed so the wading birds that could be seen from the boardwalk below Baronet Street mostly vanished and birds such as the Australasian grebe, the hoar-headed grebe, the crested grebe and the musk duck are seen no more in that area and other wading birds have moved further along the river. We used to see and hear the superb fairy wrens dancing around at the bottom of the path where it meets with train line and pedestrian crossing over the tracks. When the new boardwalk was built in that area it appeared necessary to line both sides with dozens of night lights. "Goodbye fairy wrens!" and they have gone because the lights are too bright for them to sleep.

Information
Management

25 OCT 2021

So Mr Mayor and Councillors please reconsider some of the dramatic changes you have planned and realize that the adverse results of these changes cannot be reversed.

Yours sincerely,

A solid black rectangular redaction box covering the signature of the sender.



FM20217987 - 14.20.013
25 OCT 2021
Box: IM6M-2021*17 - Disposal: D



SA 5214.

To Alexandria Council.

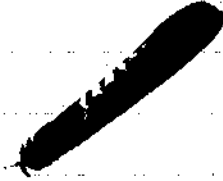
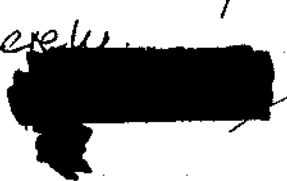
I am writing this letter concerning the proposed alterations to the Coolwin Wharf.

Concerning the moving of the Market area, I have always thought what a really good place to have the Markets. It's on mostly flat ground. It's easy for vendors and customers to work with, and elderly people with or without walkers can navigate easily. It seems to me a waste of money digging up carports and exchanging them with green parks. If it's not broken why mend it.

Please listen to the people who live here and not just go ahead and do what you think is better or 'right'. Our small town and home is in your hands.

Yours sincerely,

Information Management



25 OCT 2021



FM20217988 - 14.20.013
25 OCT 2021
Box: IM6M-2021*17 - Disposal: D

Representation in Objection to the proposed Goolwa Wharf Precinct – Draft Master Plan

Submitted by:



Vision

The 'vision' of the Goolwa Wharf Precinct is articulated as "a place to experience a vibrant riverfront township enriched with culture and history."

The Goolwa Wharf Precinct is currently a well utilised place that provides a permanent base for diverse businesses operated by locals and hosts a number of regular community events, such as the Rotary Wharf Markets and New Year's Eve Fireworks, as well as occasional special events such as the Wooden Boat Festival and Cittaslow Smoke Off.

It is clear that the Goolwa Wharf is currently an integral part of the township of Goolwa and, in our submission, is already a place where locals and visitors congregate to experience the unique offerings of our town. We support an upgrade and rejuvenation of the area, however, do not support the current Plan and opine that the proposal does not enhance the existing area or maintain the heritage of the riverport. In contrast, the Plan provides little value to the precinct or the greater township.

We refer to stated objectives in the Draft Master Plan and key features as described in the online feedback form and provide our responses.

- "Create a place of destination that is appealing and attractive"
 - As observed above, the Goolwa Wharf is already an appealing and attractive destination. The destination has already been created and the purpose of the area confirmed as a hub for local businesses that facilitate and support the enjoyment of the river and the township. In this one place you have unique tourist attractions (the Cockle Train, Oscar W, Coorong Cruises), you have small businesses that provide quality food and beverages in a spectacular setting, you have event space (Signal Point, Rotary and Cittaslow Markets, Wharf) and you have natural open spaces along the riverbank that allow public fishing, swimming, picnicking and barbeques and boating.
 - An upgrade to the area is warranted, however, not a complete re-creation.
- Improve accessibility, connectivity, functionality
 - The proposal does not adequately address the accessibility issue. It is noted that the number of carparking spaces, presumably to improve access via

16952

Information
Management

25 OCT 2021

motor vehicle to the precinct, is not increased. The removal of existing, well utilised greenspace to cater for a carpark that does not offer any advantage over and above existing spaces. Further, the removal of existing carparking to create a smaller greenspace that that being removed to create carparking is illogical and counterproductive.

- The proposed resurfacing of the existing dirt areas that service as car parking space currently will improve accessibility and safety to driver's and pedestrians alike as well as potentially improving the aesthetics of the area and reducing dust. The relocation of the current designated areas for parking will not increase or improve accessibility to the precinct. The proposal to remove the existing car parking adjacent to Hector's on the Wharf will have a negative impact on the accessibility to our business and have the effect of isolating our building from main thoroughfares and unnecessarily increase the distance customers have to travel on foot to reach our building. While the intended increase to pedestrian traffic and reduction in vehicular access may appear to counter this, it is submitted that no consideration has been made for people of limited mobility. In particular, those using walking and mobility aids who are usually from the older population and disabled persons. The removal of the existing carpark will create a greater distance for people to travel to our business and create an increased difficulty in access. Especially as the location change will likely require the navigation of train tracks which in turn increases the risk for persons moving about the area in wheelchairs, using walking aids, gofers etc. This proposal does not meet the project's objective of improving accessibility and functionality.
 - The priority in repairing the existing Wharf would have a greater impact on the improvement of accessibility and functionality. The old, uneven wharf is a risk to all users at present. It requires slow navigation to avoid accident or injury and we have been witness to an unacceptable number of accidents involving cyclists using the bikeway along the wharf that have resulted in serious injury to the cyclist and damage to their equipment.
 - The plan does not consider increasing or improving access to the Wharf Precinct via the water. It is a waterfront location and Goolwa has a significant number of boat users who do not have the opportunity to safely travel via boat to the Wharf. Including either additional permanent landing and/or jetties to the existing boardwalk area or adding a lower platform to part of the existing Wharf to allow smaller vessels to moor against would provide greater access to the area, potentially reduce vehicular numbers and utilise the river and bring back a focus on water transport that was once the heart of Goolwa.
 - The issue of distance between businesses such as ours and the Wharf Barrel Shed and the proposed new carparking area creates a risk for not only patrons of these establishments, but their staff especially. Leaving the buildings at night and having to travel further to their vehicles can be dangerous and has the potential to expose vulnerable persons to avoidable risks.
- Green and open space
 - The concept of increased outdoor dining and additional greenspace is supported although a sensible approach is required.

- o The proposed plan does not appear to consider the environmental impact of the increase in lawned areas. Water is an essential element in Goolwa. The potential for the Council to further increase water consumption for 'beautification' of space is concerning given that we are at the end of the line when it comes to water. Should the Murray River levels reduce, once again, what will happen to these extensive lawned areas. How can there maintenance be justified when the precious resource is in limited supply. Green space is good, however, the Plan does not consider alternatives.
- o The plan proposes the removal of mature trees, which is not supported. The removal of existing mature trees will increase the exposure of the precinct to the elements. Reduce shade and shelter and create vacant areas. The pines that exist in the area should be maintained. They are a direct link to Goolwa's riverport heritage and nautical past. To remove them would be a disconnect from Goolwa's past.
- o New plantings are encouraged, however, the plants require to be complementary to the existing area. Not exotic species to damage the area.
- o As mentioned above, an increase in open spaces in the area could also be achieved by increasing the footprint of the wharf itself. A lower deck/level would increase space, increase access and increase appeal.
- o The proposed outdoor dining area behind Hector's on the Wharf demonstrates a complete lack of understanding of the area. Why have increased outdoor dining that is screened from the river by a building and faces another building. The river is the feature. Increased outdoor dining on the wharf, facing the river is better utilisation of the location and the main asset of the precinct.

It is submitted that the Draft Master Plan fails to address essential issues and is designed in such a manner so as to have a detrimental effect on not only our business, but other existing businesses in the area and the Goolwa community as a whole. The current plan will have a negative impact on the precinct.

As stated previously, we support the improvement and upgrade of the area. We do not support the current plan. Should the Council continue with the current plan our business, which has been on the wharf for many years will suffer. The Plan does not consider our business, our patrons or the current visitors to the wharf.

In demonstration of the lack of consideration and in support of our objection to the Draft Master Plan we attach to this Representation in objection a petition collated by us and signed by locals and visitors opposing the current Draft Plan.

We trust that our concerns will be carefully considered by the Council and that moving forward there will be greater consultation with business owners and people who live in and understand our town and the potential for the Goolwa Wharf Precinct to continue to be a place in which people congregate and enjoy Goolwa and the River Murray into the future.

*We endorse documentation supporting
our views.*





FM20217990 - 14.20.013
 25 OCT 2021
 Box IM6M-2021*17 - Disposal: D

Save the Gobliwa Market

Stop the Council's Plan

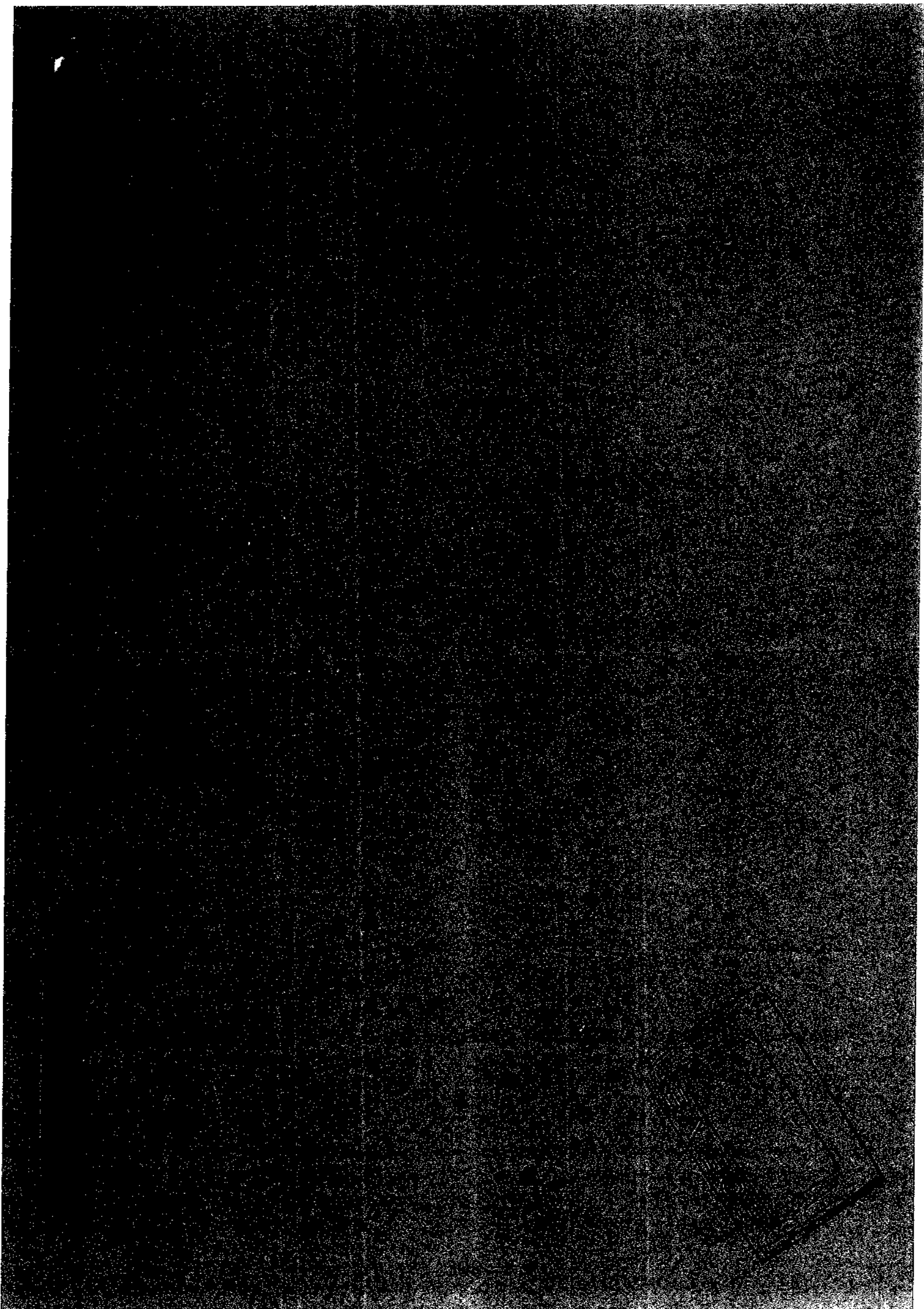
Stop the plan to demolish the market

Lodge your own objections to the plan before the 22 October
Act now as close off date for public comments is 22 October

The Council's Draft Master Plan shows

- 70% of the Gobliwa Market area will be converted to car parking
- Splitting the market area into 3 sections and moving it to the wharf edge where there is wind protection making it more difficult for the public and market vendors to access
- Older and mobility impaired people will face significant barriers to market & what is needed
- The majority of market vendors are opposed to this also will all the market
- local volunteer groups, local businesses and local residents are opposed to this

*The council plan needs a serious rethink
 to preserve the unique market park and wharf heritage area
 while supporting improved community use and local business*





Protect the Ocean W/ Poduke Steamer & Save the Herring W/ Herring Steamer

WILD WINGS

WILSON

WILSON

WILSON

WILSON

WILSON

WILSON

WILSON

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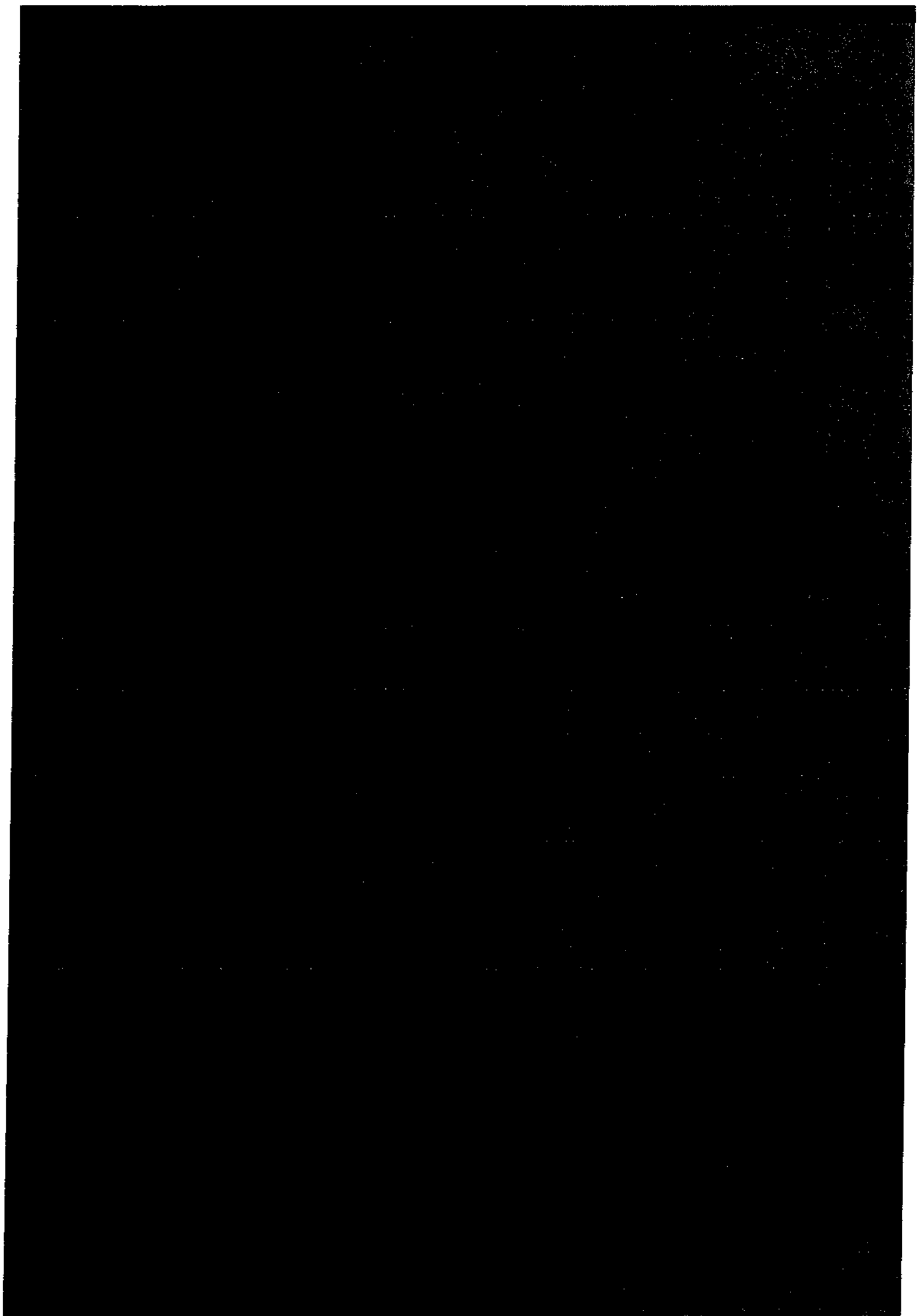
WILSON

WILSON

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WILSON

WILSON



FM20217991

From:

[REDACTED]

25 OCT 2021

Box: IM6M-2021M7 - Disposal: D

To: Goolwa Council

Dear Sir/Madam

Comments on Proposed Goolwa Wharf Refurbishment

I am a user of the wharf area and wish to make the following comments on the Council's new

wharf precinct proposals:

- I am disabled and any new requirement in your plan to cross the railway line makes it very difficult for me. This particularly applies to access to/from disability parking sites to the wharf. Hector's, Oscar W etc.

- I find the existing cool, shaded level lawned area for the markets delightful and safe. I particularly enjoy its central location and proximity to the old trains and paddle steamers.

Yours Sincerely

[REDACTED]

October 2021

From: [REDACTED]
To: [REDACTED]
Subject: F [REDACTED] on the Goolwa Wharf Precinct, Draft Plan.
Date: Monday, 25 October 2021 11:58:29 AM
Attachments: [image002.jpg](#)
[image004.cleaned.png](#)
[image006.cleaned.png](#)

Sent from [Workspace ONE Boxer](#)

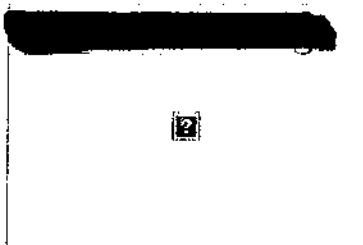
----- Forwarded message -----

From: [REDACTED]
Date: 21 October 2021 at 6:53:56 pm ACDT
Subject: [REDACTED] position on the Goolwa Wharf Precinct, Draft Plan.

[REDACTED]

This email's attachments were cleaned of potential threats by Check Point Gateway.
Click [here](#) if the original attachments are required (justification needed).

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.



[REDACTED]

[REDACTED] position on the Goolwa Wharf Precinct, Draft Plan.

On behalf of [REDACTED] we would like to clarify our position regarding the Draft Wharf Precinct Development Plan.

We understand there are many stakeholders within this development that need to be considered but we feel strongly that this position will continue to promote the Wharf as Riverport of Goolwa and greatly enhance the overall visitors experiences relating to the [REDACTED]

Heritage Wharf repair.

The condition of the wharf is rapidly deteriorating and becoming dangerous due to the instability of the structure (it moves with pedestrian traffic), the uneven surface and trip hazards.

The repair of the wharf must proceed as the number one priority of the Draft Plan. We support Council's intent to have this part of the project completed by the 2023 WBF, and will co-operate with any request for short term relocation of the [REDACTED] to allow the works to proceed smoothly.

Long term mooring of the [REDACTED]

As the [REDACTED] the wharf and the adjacent shed make up what has been known for a long time as "The River Port of Goolwa" it is imperative that the three heritage heroes of the precinct remain together to take advantage of the heritage package. Council should be looking at ways to improve on the strengths of the precinct rather than dividing the heritage assets. The proposed "new" location for the [REDACTED] is not suitable (due to insufficient strength, too narrow, too low for safe passenger boarding) and would require extensive expensive modification to moor the [REDACTED] safely and securely. This expense will be eliminated by leaving the [REDACTED] in its current location. Modifying and using the low wharf for the [REDACTED] would eliminate the original objective of spending public money on constructing it for mooring small craft on the river front.

Wharf Shed.

[REDACTED] request the shed character be retained by allowing [REDACTED] to occupy the entire shed space for the activities required to operate, maintain, and promote the [REDACTED] as custodians of this vital piece of Goolwa's heritage. Allowing the [REDACTED] to occupy the whole shed will ensure the necessary maintenance works (neglected for many years) can be managed to ensure the long term conservation of the building.

Facilities/uses for the shed

Riverboat Centre, the current displays and memorabilia in the space were gathered and presented as the only "hands on" public interpretive area for the Murray River after the demise of the excellent displays that were housed in the Signal Point building, for which it was constructed. The display also houses the Patent Slip Beam engine, a steam engine with rare characteristics built around 1840 and used in the construction of the Port Elliot breakwater/wharf and later as the Slip engine in the Goolwa shipbuilding yards. This engine is of national significance and must be protected and preserved. It is on loan to the [REDACTED] from the National Trust for care and public display.

The Riverboat Centre needs to continue to house a ticket office for the public can purchase tickets at the wharf in safety and comfort

Meeting/Lunch/Classroom

The current space used by the [REDACTED] for meetings, lunchroom, classroom and other activities related to the management of [REDACTED] needs to be retained to accommodate up to 20 volunteers on working bee days, as a meeting room for the committee, and to provide a classroom space for the school groups that regularly visit the Oscar W and are provided a lesson by our volunteers about the river and its history. It is also used as an office work space at various times.

Workshop.

A workshop adjacent to [REDACTED] is of significant importance to eliminate the need to do various work amongst the public areas near the shed or on the wharf. An effective workshop will require two bays for the shed to be practical and safe.

Possible addition of "museum" type space for housing hands on practical touching experience for the public to demonstrate by working models/displays the operation of such river related infrastructure as;

Lock Chamber

Lifting Bridge

Slipway
Dry Dock
Navigation channel markers
Barrage
River boat steering (see Mannum Dock Museum)
Other steam power related items could be on display in this area, such as
The Slip Beam Engine,
Boiler feed water pump,
Model steam engines from local model engineers
"Cutaway" displays that show the internal workings of equipment

Original Boiler display.

The original riveted boiler form [REDACTED] is currently housed on display at Graham Claxton Park at Morgan, it was placed there to enhance the long term association the Friends of the Oscar W had established with the children and parents of the Cadell Primary School. As the school has now been closed it may be possible to retrieve the boiler for display in the "River Port of Goolwa" precinct. The return of the boiler would require inter council negotiation with Mid-Murray Council.

Yours sincerely

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

Goolwa Wharf Precinct consultation submission.

Submitted [REDACTED]

21 October 2021

I am determined to be positive and offer suggestions and solutions arising from the Draft Master Plan. However before I progress to the positive part I would like to express my concerns about the lack of consultation with existing stakeholders (market holders, Oscar W volunteers & Hectors to name a few) in the development of the draft plan. Early appropriate consultation may have prevented many shortcomings in the draft plan; the relocation of the Oscar W to the shallow end of the wharf being a good example. I will leave such issues to those with more expertise in this area. Also knowledge of local climate conditions and prevailing winds along the river would have also come in handy in the early stages of planning. A paid consultant should have made this the first step of the process.

Points referred to in this submission relate to the Goolwa Wharf Precinct, Draft Master Plan, p.13
Concept plan nos.1-19

Point 3 Jaralde Park

I am mainly concerned about the relocation of the Rotary Goolwa market site to the river foreshore near the Hindmarsh Island Bridge. This area is very exposed and frequently forms a wind tunnel along the river in strong winds which unfortunately is more the norm than the exception in the Goolwa region. We may find that the success or failure of markets and other events will be more subject to weather conditions if shifted to the shore area. The great plus about the existing Rotary market site in Jaralde Park is that it is sheltered from nearly all wind directions by the rise of the land to the west (Hays Street) and to the north (Signal Point) and the wharf shed to the east. Markets can continue in most weathers in this location and people can enjoy the day in all but the worst conditions. It seems a poor waste of an excellent location to turn this particular area into a car park.

Shifting the Rotary market to the foreshore has other implications, including more difficult access for market holders to set up stalls, and the securing of maquees on hard surfaces like bitumen, paving or boardwalk in windy conditions, access to power etc.

The total number of car parks proposed for Jaralde Park is approximately 61.

Can we possibly find alternative areas for 61 parking spaces?

To answer this particular question I spent some time perusing the precinct area looking at the amount of underutilised land nearby. At first I considered suggesting areas of underutilised land along Porter Street on the other side of Hay St. for further parking, but was aware of issues of people crossing Hays St. to access the precinct.

That is when I discovered the "elephant in the room" which is the big blank space in the top centre of the Master Plan maps.

What about the Customs House parcel of land?

This large parcel of unattractive unused land sits right above Jaralde Park, between Porter Road and Cutting Road, along Hays Street. This land is already owned by Council and is currently an unused eyesore in need of tidying up. This area if developed wisely could link the Wharf Precinct to the Goolwa township. The block of dirt could be cheaply repurposed to provide a significant parking area without the need to sacrifice Jaralde Park. I would be surprised if the 2 existing sheds on that block are of historical significance, and therefore could be removed to create more parking area.

This site would resolve many issues:

- provide sorely needed parking spaces
- has good proximity and access to the Wharf Precinct
- does not encroach on existing Wharf precinct recreational areas
- easy vehicle access and egress from Porter and Hays St.
- eliminate the need for any public through traffic in the wharf area (apart from disability parking, market holders & service vehicles restricted to specified hours)
- would provide safe and easy access to Goolwa township via pathways along Hays St. & Cadell St. & a pathway via the front of the Customs House to join the new 3 metre pathway proposed along Cutting Road creating 2 pedestrian pathways linking the precinct with the township.

A retaining wall between Jaralde Park and the Customs House carpark containing a tiered garden would significantly add to the ambience of the area.

Dare I suggest that the Customs House itself could be transformed; retaining its cultural significance and providing a vibrant sheltered public space, opening further possible business opportunities and expanding the Precinct concept. This would be in keeping with our gentle, country "Goolwa" feel that our tourists and locals love.


One last word on parking. Looking at the plan, the new station carpark cited in **Point 1**, could be extended further south along the railway line beyond the loop of road. There is a low lying tract of land just past the southern end of the railroad station that is neither garden nor pathway. This land could be filled in to a level to expand this parking area no.1 adding possibly another 20 or more parking spaces.

A few further brief comments.

Point 7. Re Signal Point. Please ensure infrastructure for event holders on external walls, ie power points for amplifiers, speakers, musical equipment, lighting etc. Finding a 20-30 metre lead at the last minute does not add to the experience, also creates a hazard for your audience. This has been an ongoing issue holding functions in Signal Point. Please consult stakeholders, ie. performers on this issue.

Redecking of the wharf should be point no.1 rather than point no.18.

This is submitted





RESPONSE TO DRAFT GOOLWA WHARF MASTERPLAN September 2021



We are pleased to see Council and other government entities recognising the importance and significance of the Goolwa Wharf Precinct and encourage their interest and action in seeking informed responses from the community. As a group that has been operating within various structures since 2000, we are concerned that Council has undertaken many such plans outlined by an assortment of consultants, without significant progress. We do, however, still support the intention to bring life and structure to this historic location.

Following are a series of dot points that we submit for consideration and attention during the consulting process:

- No matter what decisions are made, urgent attention is needed NOW to the surface of the wharf itself as its uneven condition is a danger to current users whose injuries put Council at risk of being sued.
- The historic river port of Goolwa offers a unique experience of LIVING HISTORY. Not only did important historical events take place in this area but many of the built infrastructures like the Wharf Shed, Railway Shed, Customs House, Superintendent's Cottage, Chart Room etc offer current business operations in buildings that can be recognised from old photographs. This is supported by the operation of the Paddle Steamer Oscar W and the various steam trains managed by SteamRanger. We don't need to build an artificial museum, but with care, creativity and innovation we can offer locals and visitors historical experiences in current structures. It is important that in trying to modernise the facilities that we don't lose the character of our heritage – one of the reasons people come to Goolwa. We need to have the stories of Goolwa and its inhabitants brought to life for our visitors.
- Almost every region in the country is proud to promote its food, wines and dining experiences, but it is the stories of the local characters, the indigenous culture and the various activities and artisan skills that places Goolwa in a unique position. The Goolwa Wharf can be the focus of this.
- The support pictures used in the draft plan seem to indicate that the main users will be young families and couples. It should not be forgotten that a significant number of community users will be locals who are older.
- Will occasional activities like the ceremonies associated with the visits of the 808 Squadron still be able to be held on the Wharf?
- How do you envisage numbers to increase in the usage of the Wharf Precinct? Are these plans for more people to come on the weekend or are you aiming for Monday to Friday visits? Which groups do you anticipate coming that aren't coming now? Are facilities going to be available for someone who might like to sail from, say, Hindmarsh Island or up-river, so they can access a resource at the Wharf? Are coach groups going to be encouraged to include the Goolwa Wharf Precinct in their tours?

- We have a strong Ngarrindjeri culture and heritage that needs to be shared with the district's tourists and locals. Their stories and skills need to be presented along with sharing/selling their unique artisan products.
- It will be a challenge to enable viable interesting development whilst still keeping the built heritage that reflects the European heritage of the town of Goolwa.
- Is it envisioned that the Goolwa Wharf Precinct will only be a destination in its own right or will it also be a stepping off place for the other experiences offered in Goolwa and Alexandrina?
- What 'smart technologies' are planned, their structure(s) and where?

Goolwa Wharf

- The Goolwa Wharf was originally constructed as a commercial facility designed for reasonably large vessels. The structure is often subject to SE winds which can result in wave heights greater than 750mm. The Wharf is not ideally suited for smaller craft. We should remember that there were floating pontoon structures established at Hector's Jetty. They were destroyed due to the lack of wave attenuators. So there is a dichotomy for maritime use of the Wharf – preserve historic structure for large vessels or rebuild it to accommodate both large and small, bearing in mind the difficulties with small boats. (Most prospective boaties wanting to participate in the SA Wooden Boat Festival are reluctant to do so fearing possible damage.)
- Not so long ago, there were so many special boats on Goolwa Wharf that the PS Oscar W didn't have a berth – Mundoo, Murray Queen, Aroona, even a pirate ship. There was always something happening. This draft plan seems to promote an empty wharf with the PS Oscar W (and the Dart) banished to the southern end – with everyone sipping on their drinks and looking through glass windows at Hindmarsh Island. They can do something like that almost anywhere in Australia. Only from Goolwa Wharf can we offer visitors and locals a chance to ride in a steam train, sail in a paddle steamer and make it possible to visit the unique Ramsar region of the Coorong.
- The Goolwa Wharf is a working wharf, so it is imperative to maintain the needs of working vessels, like the paddle steamers and Spirit of the Coorong tour boats, as well as provide facilities for visitors and locals seeking forms of relaxation and entertainment.

Jeralde Park

- This area is currently used every Sunday by either the Goolwa Wharf market or the Cittaslow Goolwa Produce and Artisans market. Both of these markets play an important role in bringing life to the wharf and increasing economic activity and should be encouraged. Part of the atmosphere of these markets is created by having them all together and people moving from one site to the next. Having them scattered around the *landscaped open spaces* will destroy that feeling. Having a special permeable paving surface may help when placing vehicles on the park but the market organisers will have to decide whether those areas are for parking or for trading sites – they can't be both! Or do you have a hidden agenda to move them somewhere else?
- The significant trees around the edge of Jeralde Park offer a degree of wind protection that would not be available if parts of the market are scattered around the precinct. These trees also offer shade that is welcome during the hot weather. It will take many many years before any trees planted now would give anything like the current amount of protection or shade offered by the current trees.
- Jeralde Park has offered BBQ facilities, an area for running around and seating which encourages families to picnic there. Will this still be possible or will they all have to go down to Amelia Park?

- When the SA Wooden Boat Festival is held, these fragmented landscaped open spaces may not be suitable for large marquees. This may be a problem should the community decide to host music or entertainment festivals in the future.
- After the expense of installing it, will the power supplies currently in Jeralde Park be maintained? Will access be the same as at present?

Traffic Flow and Amenities

- Whilst there are disabled (access) parking locations indicated in the Masterplan, most are quite a distance from any of the facilities. The only one near Hectors is in an area indicated as *pedestrian paving* in one plan and *public realm and places* in another. People using that area won't want to walk around a car parked there and the disabled person is going to feel even more "in the way" if they try to use that spot. Access to Hectors for all potential guests is quite difficult and may have a detrimental effect on business for the operators, especially if the weather is inclement or traditionally windy.
- Access to parking for large vehicles which we interpret as being coaches, campervans, RVs or cars with caravans, could be particularly difficult. Unless a coach driver or visiting campervan driver knows how to access the large vehicle parking, they may well find themselves driving right down to the wharf area to get around to the parking area, which could cause problems. There will have to be significant manoeuvring room to get the large vehicles into the car park entry, past any parked cars and into the allocated spaces. Signage will need to be distinctive and informative. Turning left into the car park could be too tight for the coaches, like the round-about in the last plan.
- Do delivery trucks have to leave the businesses in the wharf area via the car park on the southern side?
- Having two entries to the wharf precinct and only one exit will cause problems as they will all have to leave the area at Porter Street onto Hay Street. This is very close to the 'blind corner' at the end of Cadell Street and the start of Hay Street, making a right hand turn on a busy market (or festival) day extremely difficult and dangerous. If you make it a 'turn left only' exit you may cause people who have come from Adelaide or other northern towns, to become lost as they try to find their way back to Cadell Street to leave Goolwa, or you may create traffic problems in other parts of Goolwa or in side streets.
- Caravans and RVs visit the Fleurieu/Alexandrina in increasing numbers, however, very few have found a suitable place to park anywhere near the Visitor Information Centre. Even fewer would find their way to the large vehicle parking place. What consideration is there to encourage this group of visitors to "linger longer" or to contribute to the local economy? Is it correct that there will be no parking of any sort along Cutting Road or Porter Street?

Connection between Wharf Precinct and Goolwa Township

- What solutions have been developed for drawing attention for passing main street travellers to the existence of the Goolwa Wharf or indeed, the River?
- What guides will encourage train travellers to go and explore the Goolwa Township?
- What role can the VIC play to improve this connection?
- What parking facilities are there for cars, caravans and RVs to pull up – and maybe visit the VIC?
- What is happening to the Customs House (previously the Heritage Club building) and the surrounding area? Shouldn't it be included in this Masterplan?

Ngarrindjeri and European Heritage Stories

- There doesn't seem to be any real acknowledgement of the Ngarrindjeri culture or their stories

- Where is the story of the River Murray going to be displayed?

What is there to encourage a coach driver to include Goolwa in his/her itinerary?

- Parking for large vehicles is furthest away from anything and the route to its parking could be problematic if the driver doesn't take the correct route.
- Are there any suitable 'drop off' spots for a coach bringing visitors to board either the trains, Oscar W or Coorong tour boats.
- The 'feature' of the Goolwa Wharf, the PS Oscar W will be tucked at the end of the bare wharf almost out of easy sight and there is no area planned for its memorabilia display.
- There's no significant interpretive display area for the River Murray Story or cultural focus for the Ngarrindjeri which could be of interest to visitors.

Signal Point

- It is great that there are plans to update the facility with a new roof, heating and cooling system and solar panels.
- What are the plans for the presentation of the river history made possible by the funding from the Murray Darling Basin Economic Development Grant? Will it be permanent or just a passing exhibition?
- Parking facilities for activities in Signal Point as proposed in the Draft Masterplan are almost non-existent or maybe too distant.
- What sort of support facilities would be needed for a retail business that might consider setting up in the "Retail Opportunity" at Signal Point? Parking, access, signage, security? Where is that on the Draft Masterplan? Past businesses have spent considerable funds establishing themselves on the site, but have the consultants investigated the reasons for them no longer operating in Signal Point?

Railway Facilities

- In earlier Wharf Precinct plans, ideas were indicated that a railway turntable facility would add a focus and activity if included in this area, instead of having to return to the depot each time. We believe that one is available but getting it to Goolwa was a problem. What progress has there been for this? Is it still a consideration? Can one be built locally?

Toilet facilities

- When surveyed, many people seem to only consider how long they had to wait for food and whether the toilet facilities were okay.
- The only facilities shown seem to be in Signal Point, The Wharf Shed and the Goolwa Wharf. The facilities in the proposed Oscar W shed will be for their volunteers only. Most of these facilities will be limited by opening hours for the buildings. Also, it is quite a long way for a parent to take (drag?) their youngster(s) from Amelia Park to a facility. Are any going to have after hours availability?

We appreciate the Council's efforts to consult with the community, but stress the importance of the planners spending time with the volunteers, staff and coordinators who understand the area and are committed to the success of vibrant developments in the Goolwa Wharf Precinct.

Prepared by and in consultation with the [REDACTED]

21 October 2021

GOOLWA WHARF REDEVELOPMENT PROPOSAL – FEEDBACK COMMENTS

SUMMARY

- Favour proposed repair of the wharf, and roof over Signal Point deck
- Fear the loss of heritage, history and country town character of Goolwa if redevelopment proceeds as currently proposed
- Proposed redevelopment redesigns road traffic and parking infrastructure, but
 - does not address road traffic congestion at Cutting and Dunbar Roads intersections with Hays St.;
 - reduces available car-parking; and
 - reduces and detracts from the historic character and vibrancy of the wharf precinct, through regimented car-parking, replacement of the existing market and event space with dispersed smaller spaces along the wharf, and directing primary pedestrian traffic behind the wharf and adjacent buildings rather than along the wharf itself.
- The redevelopment should
 - focus on the wharf itself, making it safe, accessible and attractive to pedestrians and the many boats and watercraft, large and small, that use Goolwa's waterways;
 - Give over the entire existing historic wharf shed to Oscar W;
 - Include road traffic roundabouts at the intersections of Dunbar and Cutting Roads with Hays St.
 - Retain much if not all existing informal carparking and consolidated market space

FEEDBACK

1. Wharf Focus

Goolwa wharf should be a boating hub, but is too high for smaller boats or other watercraft. Goolwa's extraordinary boating character and history should be respected and deeply integrated into the town's identity at every opportunity.

It seems inconceivable that a major redevelopment plan for the Wharf Precinct would not give priority to rectifying the shortcomings of the wharf itself, and enhancing this natural asset of the town.

2. Oscar W

PS Oscar W should remain with the whole of the historic wharf shed, of which it presently occupies one half. Heritage and history should be preserved. The Barrel Shed business now occupying the other half of the historic shed could be relocated, even if it meant waiting until expiry of their existing lease.

3. Bike & Pedestrian Walkways

Most pedestrians and cyclists would prefer to walk along the wharf rather than the primary pedestrian walkway proposed to be located behind the buildings fronting the wharf.

4. **Parking**

Informal car-parking, as currently around much of the wharf precinct at busy times, is functional, efficient and humanising. It adds vibrancy and interest, slows people down and says that this is a laid-back country town, not a regimented authoritarian type of place.

The proposed redevelopment will reduce the number of carpark spaces. For example it ascribes 33 car parking spaces in the informal Station Carpark, but on busy market days up to 50 cars park there.

Car parking along Cutting Road should not be eliminated, there is plenty of room for parking. Provision for charging of electric vehicles should be prioritised.

5. **Market**

Markets work best when they bustle with a concentration of people, activity and informality. Dispersing market stalls among several smaller discrete areas along the wharf threatens the coherence and critical mass of markets and similar events.

6. **Road relocation**

It is proposed to relocate the road running behind existing wharf buildings and parallel with the wharf and railway line, by a small distance so that it runs immediately adjacent to the railway line. Events held on the lawns down from the Signal Point deck, including the popular Cittaslow 'At the Wharf' events, often sprawl out onto the lawn beyond the railway line; this would be prevented by a road. Relocation of the road would be both financially and socially expensive.

7. **Alternative Vision**

The historic Harbour Master's house is restored to its original form, garden shrubbery removed, and panoramic views of the river and wharf opened up from the main street.

Pedestrian and bike paths from Hays Street extend past the building, down into the grassed area currently used for markets and other events, and beyond onto the wharf. Boats and watercraft of all description use the upgraded wharf, crew and passengers use the markets, cafes, shops and services of the town.

Traffic flows calmly through roundabouts at the intersections of Dunbar and Cutting Roads with Hays Street.

Places are connected within the Precinct (and wider Goolwa area), and there would indeed be improved accessibility, connectivity and functionality.


18 October 2021

Feedback re: "Community Consultation" on Draft Master Plan on Goolwa Wharf Precinct

Submitted by [REDACTED]

Date: 19th Oct. 2021

Conclusion: I am of the view that Council has not yet met their obligations of "Community Consultation" on the Draft Master Plan. Further, I believe that the online feedback form lacks integrity. This view is informed by Council's definition of "consultation"

Reference:

Alexandrina Council: Public Consultation Procedure

Definitions

In this Procedure, unless the contrary intention appears, these words have the following meaning:

"Communication" is the one-way provision of information by a council representative to stakeholders (internal or external). Communication includes but is not limited to, advertisements, letters, newsletters, brochures, phone calls, door knocks, signs, displays, drawings and models.

"Consultation" is the two-way provision of information by a council representative to stakeholders (internal or external) that enables them to respond, expressing concerns and identifying issues, so these can be considered before making a final decision. Consultation includes, but is not limited to, discussion, written submissions, surveys, group meetings, workshops, displays, public events, and formal advisory committees. Consultation provides opportunities to clarify information, raise issues and discuss ideas and options.

What else informs my conclusion:-

1) Provide your feedback by completing the online feedback form

Feedback: I have a range of concerns about the structure & language of the feedback invited by Council through the "online feedback form" .

My views include: -

- The feedback is controlled, directional and prescriptive (see detailed feedback on page 3 & 4 on ques 1 & 2)
- Respondents cannot access the open "other comments" field without having completed questions 1 & 2.
- The format of the online feedback form makes all fields/questions mandatory – this concern is compounded by the "language, structure & propositions of the questions --- why would a community member complete a survey that they consider is "flawed"? For example: I have chosen not to complete the survey for this reason.

I struggle to see how the "feedback" sort via the survey, in its current format, provides respondents a genuine opportunity to **"express their concerns & identifying issues"**. That is, I believe the "online feedback form" lack integrity.

Summary of main points cont:

2) View the draft Master Plan online

Feedback: It is my view that this meets the definition of "communication". It provides one way communication and information.

3) View the Draft Master Plan in person at Council Chambers & Goolwa Village Shopping Centre.

Feedback: It is my view that this meets the definition of "communication". It provides one way communication and information.

4) View the Draft Master Plan & speak with project team at Goolwa Wharf Market

Feedback: During the time I was in the area of the tent, I observed conversations taking place with team members. I did not see any records taken of the views expressed by those speaking with team members. Further, I overheard a team member close a conversation with a Community Member by saying "I have a different view, and we can agree to disagree." I am of the view that the Community member left the conversation feeling they were not "heard"; that their views were recorded; and that their views would not be considered in anyway.

I am not in a position to assert that this observation was/was not indicative of other conversations between Community members & Project Team members. However I am interested in better understanding what feedback team members received on the day.

Request: Please post a copy of the report of Project Team members on their conversations & feedback from this forum on Council's Web page for Community Member's to access and read. This would provide transparency on how the conversations have been recorded.

Feedback on online feedback form

Goolwa Wharf Precinct – Draft Master Plan Feedback –

What is your level of support for the following **key features** proposed by the draft Master Plan?

The creation of a premier waterfront destination that celebrates its unique cultural heritage

Feedback: I see this as a “vision” statement not a key feature of the Master Plan.

Any view expressed (for/against/neutral) towards such a vision statement has no relationship to the key features proposed by the draft Master Plan

Creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf

Feedback: The structure of this statement combines & merges 2 different elements. Doing so does not allow the responder to express views on the different elements. For example; A responder may have a strong view on “creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W” while having a different view on “the relocation of the mooring of the PS Oscar W boat to the south end of the wharf”. I understand that it is common that people tend to read the 1st part of a long statement & respond accordingly. Particularly if they have community values of supporting volunteers.

I do not believe that Council can assert that a respondent’s response has equal “weight” to the 2 different elements, and genuinely captures their view on both elements.

If Council intended to understand a respondent’s view of the 2 different elements, Council should have split the question into 2 different, and distinct parts.

Refurbishment of the Wharf Barrel Shed to maintain its heritage values and provide additional business opportunities

Feedback: as above:

The structure of this statement combines & merges 2 different elements. Doing so does not allow the responder to express views on the different elements. For example; A responder may have a strong view on “*Refurbishment of the Wharf Barrel Shed to maintain its heritage values*” while having a different view on “*provide additional business opportunities*”. I understand that it is common that people tend to read the 1st part of a long statement & respond accordingly. Particularly if they have community values of maintaining Heritage values of the Wharf Barrel Shed.

I do not believe that Council can assert that a respondent’s response has equal “weight” to the 2 different elements, and genuinely captures their view on both elements.

If Council intended to understand a respondent’s view of the 2 different elements, Council should have split the question into 2 different, and distinct parts.

Improvements to Signal Point including heating/cooling and creation of useable, flexible spaces

Consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township

Feedback: A respondent might have a view on " *Consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township*" however this view may/may not have any relationship to HOW the Draft Master Plan proposes to achieve this. Additionally, there is no opportunity for respondents to comment on the car parks lost. For Example: My parents (83 & 93 years of age with mobility issues), love going to Hectors because there is car parking very close. This is lost in the draft plan. I am also unclear where there is disability parking or drop off areas closer to potential areas of interest

I do not believe Council can assert responses to this statement necessarily relates to the specific car parking changes proposed.

Improvements to traffic flow and accessibility for pedestrians and cyclists

Feedback: as above:..... A respondent might have a view on wanting "*Improvements to traffic flow and accessibility for pedestrians and cyclists*" however this view may/may not have any relationship to HOW the Draft Master Plan proposes to achieve this.

Further, the statement makes an assertion that the proposed changes are "improvements" – Question: who asserts that what is proposed are "improvements"? The Police? Traffic Control experts? A factual statement would simply state "**changes** to traffic flow & accessibility for pedestrians and cyclists". For example: I do not believe that having a "shared use of wharf road for pedestrians & vehicles" is necessarily an "improvement". How will the "vehicular paving" impact of pedestrians with mobility issues?; or What are the safety implications on higher use day (market, outdoor activities) with shared use?

Additionally, the inclusion of the word "improvement" (a value based word) can influence how a person responds. I.e. Individuals may feel uncomfortable responding that they "strongly do not support" improvements as this may contrast to their community values of supporting "improvements" for the community, however they may/may not support the specifics of what is proposed.

I do not believe Council can assert responses to this statement necessarily relates to the specific traffic flow changes proposed.

The provision of new green and other open spaces that support outdoor dining, markets, festivals and events

Feedback: Respondents are not provided with a statement that provides them opportunity to respond to the green/open spaces that are lost by the proposal.

2. Overall, what is your level of support for the direction the draft Master Plan proposes for the Goolwa Wharf Precinct?

Feedback: This statement can have a range of interpretations. As with questions above. Respondents may have views on the "direction" (objectives) of the draft Master Plan but this may/may not have any relationship to the respondents' views of specifically HOW this is being proposed to be achieved,

#####

In Summary:

I am of the view that Council has not yet met their obligations of "Community Consultation" on the Draft Master Plan. Further, I believe the current online feedback form lacks integrity.

I have attempted to summarise what has informed me in coming to this view.

As an Alexandrina resident who is passionate about genuine community consultation, I remain hopeful that Council implements procedures that have integrity and that are consistent with its Community Consultation policy and procedures.

I seek a written response to this submission of feedback that: -

- 1) Acknowledges receipt of my feedback
- 2) Informs me how my feedback will be "considered" by Council
- 3) Responds to my request for the posting of the report from the Tent forum on Oct 17th onto Council's web page.
- 4) Outlines any additional Council Community Consultation procedures regarding the Draft Master Plan for Goolwa Wharf Precinct.

I am happy to provide further verbal clarification of any of the matters I raised in this submission.

Thank you in anticipation of your response.

Regards



Wharf Precinct - Draft Master Plan.

Alexandrina Council says it secured funding commitments worth some \$8.5 million towards the Goolwa wharf precinct.

The detail within its draft FAQ's perception paper says there are aspects of the plan that will be completed in 2022. One can only guess though how more likely, the project may be 'done and dusted' by 2040 according to a project number on the face page (if that's what its for) alongside the **Alexandrina Council's** Logo; as symbolic to this region.

One could assume how the various changes in Goolwa from whatever planning is finally agreed upon by the people for the people, and the council; may well be several years away. Lets hope when the first sod is turned, that 'Goolwa's work in progress' within this most popular of destinations will not be clogged with ugly barriers and signs with the need for a degree of thoughtfulness for those who reside, visit and provide in this wonderful place. Certainly, we need some upgrading, but we also want council and its contractors to keep our town tidy and our envied activities workable during the course of these changes!

All said so far is not so surprising, although there lingers a quiet sense of concern among various rate-payer-resident's about change! Particularly with Goolwa's chestnut with the ever lingering pontoon fiasco 'letdown' and its immense cost to Goolwa residents. The detailed outcome of this was to the best of our knowledge, never passed on to rate payers.

Concerning the proposed additional lawns at various locations scattered across Goolwa; one wonders how far ahead is our council thinking when it comes to Goolwa's freshwater supplies from the Fleurieu's reservoir supply for these lawns? We are also reminded, there are other water issues nearby that are currently under serious discussion and action by water hydrologists and engineers.

These home-grown discussions are already in parallel to others across the world as a result of science and satellites usage by many nations including those in the US, in *New Jersey* for example, with (coastal.climatecentral.org), that also use the necessary technology to track and forecast global sea-level rise and its future when we already realise the Lower Lakes and Goolwa Channel will, in the near future, be returned to their former natural estuarine state.

Science today, tells us that these subjects should no longer be pushed aside. They are real and yes, sea levels are already rising so that time is already dictating a near future reversal of water type for the channel and the lakes, into their former estuarine condition. We're also mindful of how council gardens will need extra freshwater for those additional lawns, be they flow from extracted bore water supplies or catchment water from the Myponga's reservoir.

We've had several published warning's of growing water shortages, including a recent warning where five billion people world-wide will struggle to access water by 2050. If that's not enough in a dry country like ours , then try these 2018 results when 3.6 billion persons found they already had inadequate access to freshwater.

Studying closely the 'Concept Plan' along the wharf, where it says, the "*Historic Wharf Shed* is to provide enhanced tenancy space and opportunities such as a wine bar, restaurant or cafe, a pro-vendor and a further local gallery." *The PS Oscar W Centre* will have a new tie-up point near the end of Goolwa wharf for this historic vessel.

Looking towards the HI bridge on the supplied plan, one spots number eleven on the southern end, on the plan of an un-named '*Hectors on the Wharf*' where it provides for 'additional open space' to support outdoor dining, pop-ups, community events and festivals.

All on a newly re-decked wharf, where Council and its engaged *SABIC* failed to provide absolute and well deserved credit to the operators of "*Hectors on the Wharf*" as one of Goolwa's major meeting and dining places.

Our council should rethink when they contemplate changes with the existing car-parking alongside "*Hectors*" and across the narrow road to another car-park nestled between "*Hectors*" and the rail line.

These carparks are more often full with visitors and residents alike, who look up to this exceptional parking and catering area. The mature-age elderly and the frail in particular enjoy the coffee and fare at a very congenial, warm-hearted and historical place to meet!

However, for council to say they'll have additional car-parking in Cadell Street is ridiculous. Cadell Street itself, rarely has room enough for the locals to park their own cars on most business days/nights and during weekends, let alone increased vehicular visitation into Goolwa's Cadell St. by other guests looking to enjoy what Goolwa offers. Patronage is actually growing along Cadell street as the opening of a new restaurant opposite the hotel has indicated.

Furthermore, those of mature-aged and even the younger set would be full of respect in the knowledge that their car-park close to '*Hectors*' will remain and be slightly improved. Increasing car-parking north of the HI bridge is all well and good, and accepted but leave the well catered Hectors car parks alone other than laying some bitumen to the small strip alongside Hectors behind the lawn to the edge of the road. This section of gravel has left many un-pleasant outcomes when it rains, for those with clean mats in modern cars.

Council should always allow for the disabled on Goolwa wharf who are often able to comfortably drive and alight themselves and mobilise again with a walker to their nearby destination at '*Hectors*.'

Above all, councillors should step up themselves and ask the locals personally about their own town and seek their advice about change. For the most; its likely they'll enjoy the moment to be rewarded with a sensible response! All too often its the other way round, and that causes division and a poor outcome. That's not for us in Goolwa!

Kind regards!

A large black rectangular redaction box covering the signature and name of the sender.

Goolwa Wharf Info

From: [REDACTED]
Sent: Friday, 22 October 2021 12:17 PM
To: Goolwa Wharf Info
Cc: [REDACTED]
Subject: Goolwa Wharf Masterplan - comments on plan

Please find below our comments on this plan.



The Wharf Proposal should be measured against the aspirations set out in Alexandrina 2040.

Furthermore, as the Council has declared a Climate Emergency, this project should conform with the very best measures towards the reduction of carbon emissions.

How does this Wharf Redevelopment proposal measure up against the following Alexandrina 2040 targets?:

1.1 Increase township greening and tree planting for canopy cover - All village innovation plans (VIPs) to include performance targets for urban greening and tree canopy enhancements

1.4 Advocate for a rethink of transport planning to focus on needs identification for improving accessibility, social inclusion and wellbeing - Conduct a community transport audit by 2022 to better inform VICs and ideas for change with the community

1.5 Commit to purchasing recycled materials and products in our public spaces - Design and implement an open space strategy with guidelines for recycled materials and products

2.3 Encourage community participation and partnerships with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle - Establish indicators and monitoring processes to raise awareness of the benefits of sustainability for community wellbeing. Strategically promote performance of greater sustainability within Council and the community through sustainable design in the built environment

2.4 Explore opportunities to integrate eco-friendly and sustainable materials into the procurement process and practices to road management - Refine and implement procurement policies, contract management and asset management to better incorporate 'green' criteria

3.1 Support prosperity and wellbeing in Alexandrina by building the resilience of our communities, the economy and the environment to a variable and changing climate - Develop a comprehensive community education and behaviour change program to advance climate change adaption and resilience

3.2 Partner on community-led Village Innovation Plans (VIPs) to identify and enhance sustainable social, economic and environmental outcomes for Alexandrina - Complete Village Innovation Plans (VIPs) by 2024 and ensure that key informing strategies are developed to advocate for change and drive sustainable outcomes

3.4 Advocate for multiple modes of public transport that connect communities to Adelaide and across our region - Enact an advocacy plan for improved transport safety, connectivity, infrastructure and network efficiency by 2023

The following table addresses each of the 19 elements of the proposal.

1.	New Station Car Park	– Agree
1a.	General considerations re Parking	<ul style="list-style-type: none"> – People should <u>not have the expectation</u> that they can park right next to the desired venue. – Council should step back and consider the wisdom of covering more than 50% of the wharf precinct - which is an historic and constrained area - in car-parking and transport corridors. – Why not draw on the many examples from interstate and overseas and make this a pedestrian only precinct? – Given the obesity epidemic in Australia (which closely follows the USA) due to in large part lack of exercise, consider alternative parking sites eg nearby street, oval and Cadell retail area parking. – Such precinct studies usually examine adjacent areas for synergies and impact to have a more robust and holistic solution. – For example, a quick survey on Sunday October 17th October (seen as one of the busiest days because of the jazz festival) showed that there was more than ample street parking within a 5 minute walk further along the river and back into the town including the oval/bowling club precinct. – Signage can easily be provided to indicate available car parks. – Council should do a survey of all parking within a 5-10 minute walk of Wharf. (See Alexandrina 2040 No. 1.4. – There are also a number of neighbouring activities/land uses adjacent to the wharf that have parking available such as Bombora and Liverpool Rd. – Query - Does RSL carpark have to be private? – With the ample parking behind Cadell St shops, the proposed link (Project No 5) can encourage parking in the town and hence walking will aid in rejuvenating the street vibrancy and local businesses in the main street. – On Sunday October 17th the Wharf area was packed but Cadell Street was almost empty.

		<ul style="list-style-type: none"> – Agree that cars should be moved away from the actual waterfront. – Indeed, the precinct should be car free as a demonstration project for carbon neutrality (as much as is practicable, with the exception of disability, drop-off and service vehicles). – There should not be a traffic jam of cars looking for space – see picture below. – Consider LED sign(s) that indicate the number of spaces available in nearby areas. – Note that WOMAD/The Adelaide Fringe etc are not expected to provide dedicated parking for their visitors, so why should the Wharf precinct? – Presumably people are sensible and can find their way to the destination on this historic and constrained precinct which never has been designed for and shouldn't be a car park.
2.	New Entrance Plaza to Station	– Agree
3.	Repurposing of part of Jaralde park to provide car parking enabling more green space within the precinct and greater connection to the waterfront.	<ul style="list-style-type: none"> – We disagree with this proposal, and believe that car parking should be moved out of the Precinct altogether. – See 1a.
4.	Beyond the RSL one way along cutting road with new 3 metre pathway for pedestrians and cyclists	– Agree
5.	Connection of the Precinct to the Township	– Agree – see 1a.
6.	Public space and pedestrian crossing	<ul style="list-style-type: none"> – The railway lines should all be level with surrounding pavements and park areas to eliminate this as a potential hazard. – This is done locally, nationally and globally eg Victor Harbour tram track, Bourke St Melbourne, George St Sydney, Bordeaux (see picture below) etc. – We note that in Bordeaux the light rail track corridor is greened as is the case in many European cities. – Note also that the Alexandrina Council <u>should</u> also be looking for ways to reduce the heat load on our townships. (see image below re greening track corridor)
7.	Internal and external improvements to signal	– Agree

	point building and better integration with the precinct	
8.	New 30m mast	– Agree
9.	New dedicated building for volunteers to support the operation and maintenance of the ps oscar w (9a - relocation of the mooring of the paddle steamer oscar w)	<ul style="list-style-type: none"> – Oscar W is a genuine attraction and the centrepiece of the Wharf experience. – We note the Oscar W's concerns re moving. – The Paddle Steamer could stay where it is, but the relocated museum and ticket office could still be shifted to the end of the wharf, only 50 metres or 65 paces from the Oscar W. – Our observation is that people like to look at the Oscar W when having refreshments at the Wharf Shed. – It is a unique experience (and a lot more attractive than the ugly bridge – we suggest a public art project to decorate the land supports of the bridge).
10.	Potential relocation of Dart as maritime artefact (part of future wooden boat strategy)	<ul style="list-style-type: none"> – Agree – Also ,would like to see the Wooden Boat Strategy in the context of this Wharf proposal. – See note above about looking to adjacent areas to the Wharf Precinct to ensure an integrated connected solution to the whole, not just each part in isolation.
11.	Additional Open space to support outdoor dining pop ups, community events and festivals	– Agree
12.	New open space and event space with the markets held on green space and interspersed with business and other activities	<ul style="list-style-type: none"> – Could the market in its present location be used for car parking when not being used for market days (if car parking is not banned in the Precinct)? – Provide a permeable base for either parking or market. – Ban all bitumen as this is a major city heat generating source!! – This existing location is preferable for the market because of shelter from strong winds in all directions ie

		<p>by the escarpment, Wharf Shed, Signal Point, Hectors, Cruise Ticket Sales office.</p> <p>– If shifted adjacent to the wharf it will be highly exposed.</p>
13.	Formalisation of rail corridor to improve safety of pedestrians and vehicles	<p>– See No 6 above.</p> <p>– The railway should not be seen as a hazard or obstacle.</p> <p>– The rails should be level with the adjacent pavement areas.</p>
14.	Refurbishment of the wharf shed to maintain its heritage values and provide additional business opportunities	<p>– Agree</p>
15.	Shared use of wharf road for pedestrians and vehicles (low speed and no kerbs)	<p>– Disagree strongly</p> <p>– Cars and pedestrians should not share this precinct</p> <p>– It was never designed to accommodate cars and compromises the unique heritage values of the precinct.</p>
16.	Existing playground	<p>– This is well used by families and for picnics</p>
17.	Formalisation of car parking at Amelia Park	<p>– Agree</p>
18.	Redecking of the wharf	<p>– Agree</p>
19.	Improved pedestrian and cycle linkages to and throughout the precinct and beyond	<p>– Very strongly agree</p>



Cars 'hunting' for spaces. Cars should not be allowed into the Wharf Precinct



Rail line in Bordeaux showing greening between track and also to pavements



Rebekha Sharkie MP
Federal Member for Mayo



L202130107 - 14.20.013
07 OCT 2021
Box: IM6M-2021*16 - Disposal: D

Our Ref: RS109440

Mayor Keith Parkes
Alexandrina Council
PO Box 21
GOOLWA SA 5214

Dear Mayor *Keith,*

Goolwa Wharf Precinct Draft Master Plan

I am writing on behalf of my constituent [REDACTED] who recently contacted me regarding the Goolwa Wharf Precinct Master Plan.

As you know, [REDACTED] and has shared with me his concerns regarding the Goolwa Wharf Precinct Master Plan. Of particular concern to [REDACTED] is the significant changes in parking arrangements for visitors to the wharf.

The Draft Master Plan has parking located at a much greater distance from [REDACTED] within the precinct, meaning wharf visitors will need to cross roads and the railway line to reach [REDACTED]. This is particularly concerning to the business given a significant percentage of their clientele are mature with many experiencing mobility issues.

[REDACTED] also shared with me that the needs and concerns of traders were not considered prior to the release of the Draft Master Plan.

Whilst I appreciate the plan is out for public consultation, may I kindly request that due consideration be given to Wharf traders throughout the consultation process, with the offer of a round table between council and the traders provided so that particular focus can be given to the impact of proposed parking changes on local business.

Thank you for your consideration of this important matter and I look forward to your response.

Yours sincerely

REBEKHA SHARKIE MP
Federal Member for Mayo

- 7 OCT 2021

30 September 2021

PRINTED ON AUSTRALIAN MADE 100% RECYCLED PAPER

from [REDACTED] passed on

GOOIWA WHARF PRECINCT

Questions/Information

1. Alexandrina Council Planning how do the designers consider that tents would be kept from blowing away? Tie down points ?- Weights are insufficient. It has often been said that each leg of a tent/gazebo should be weighted with 20kg. g staff
2. Electricity availability/location – Food van and Food Gazebo areas. Many food stalls require 240V power supply – especially where refrigeration is needed for food stalls. None is shown on the precinct plans.
3. Do plan on being at the Wharf Market on Sunday 17th October?.
4. What provision will be made to accommodate the market while the project is being completed?
5. Will adequate signage be provided to redirect visitors from the worksite to the temporary market place?
6. What is the likely time period for a relocation?
7. Will the markets be relocated to another location for the redevelopment period?
8. Number of sites available? The number of available sites will be reduced (we always have a waiting list of stall holders seeking to be part of our markets), with some sites favoured and others more remote.
9. Safe Public Crossing locations - Sites near or on the wharf front are backed by a roadway accepting casual traffic creating danger to those using the precinct (don't step back!).
10. Vehicle access for stallholders. Access for traders' vehicles will be a nightmare (note that many source their stalls currently from their vehicles parked directly against the rear of their stalls reducing trader parking needs). Access to sites for setting up deserves consideration.
11. Water Availability/locations - Similarly, potable water is required by some stallholders and the public
12. Will the area on the other side of the bridge be redeveloped? e.g. ground levelled, play equipment up grade, trees
13. Weather protection for stallholder? Weather Issues are always a consideration at markets, and the advantage of the current site is its shelter from wind where lines of gazebos can protect each other from the elements, and the lower elevation created on the existing site and tree windbreaks are an asset.
14. Market management and communication will be far more complex including the determination, defining and allocation of sites

Reaction the Goolwa Wharf Precinct Plans.

[REDACTED]

I took the trouble of visiting the Goolwa wharf precinct last Friday, as I was sure I must have missed something in relation to the Goolwa Wharf Precinct plans. I left with a whole range of concerns as they relate to the Rotary markets.

Markets (ours, Citislow, or farmers) are an integral part of the Goolwa community and regularly attract significant crowds into the precinct. They provide a community service to small businesses and hobby people in a central location, and a source of activity for locals and visitors, yet for some reason are not considered central to forward planning. Instead, the heart of the precinct is given over to car parking, disenfranchising 85+ stallholders and creating a new set of problems for the future.

Here are my main concerns.

1. For markets to exist in the redeveloped precinct (as per the plans provided) they will need to disperse the stall holders amongst the other wharf attractions (ie No 12 on the concept plans). This dispersal will create at least the following problems.
 - a. Market management and communication will be far more complex including the determination, defining and allocation of sites
 - b. The number of available sites will be reduced (we always have a waiting list of stall holders seeking to be part of our markets), with some sites favoured and others more remote.
 - c. Sites near or on the wharf front are backed by a roadway accepting casual traffic creating danger to those using the precinct (don't step back!)
 - d. Access for traders' vehicles will be a nightmare (note that many source their stalls currently from their vehicles parked directly against the rear of their stalls reducing trader parking needs). Access to sites for setting up deserves consideration.
 - e. Many food stalls require 240V power supply – especially where refrigeration is needed for food stalls. None is shown on the precinct plans.
 - f. Similarly, potable water is required by some stallholders and the public
 - g. Weather issues are always a consideration at markets, and the advantage of the current site is its shelter from wind where lines of gazebos can protect each other from the elements, and the lower elevation created on the existing site and tree windbreaks are an asset.

Suggested Solutions

Relocate the central carparking proposed for the existing market site to the area beneath the Hindmarsh Island bridge. Patrons may need to walk a further 60 metres, but it resolves a, b, c, d (in part), e, f, and g above while maintaining precinct activity central to all users. Some upgrading is still desirable (eg removal of bench seating to make available further stall holder space) Permanent markers numbering the site frontages would assist organisers.

By doing this, green spaces for picnic lunches etc are maintained near the wharf frontage allowing the intermingling seen so important in the report. But . . . markets too are important and should be central in any planning!

I am happy to provide further detail

[REDACTED]

At present people only go over the crossover to get to the distillery, the wharf, the barrel shed, the Oscar W and the toilets. The new plan is get everybody to go through these 3 points. The numbers of people involved is quite considerable over a year. There are approximately 30 markets a year in Goolwa plus the Farmer's Markets. If you assume that each market attracts 2000 people which is a reasonable estimate, it means that 600,000 people will have to cross at that these 3 points.

This is a very busy railway on the weekend with lots of shunting going on, steam engines going to refuel at Goolwa North and returning. At present judging by the amount of the train horns and whistles the engineers have a very hard task to get people to get out of the way of the trains and now you want to increase the problem many times over and at three different points! What about the pressure you will be putting on the railway engineers?

You could put 3 bridges over the lines but this of course is very expensive. But even if the 3 crossovers were used, safety fences would need to be put all the way along to prevent people going through the wire fences.

In the new car parks, provision will need to be made for the buses which bring people to the station & wharf.

More electrical power points will be needed than at present because more food outlets are coming in each year.

I have noticed that no attempt was made to contact the stallholders as to what makes a good market area and conditions. Some of the stallholders have been there for over 20 years and have vast experience. Unfortunately designing things at a desk does not always allow for practical experience to be taken into consideration. It has always been best to study the present setup and then to work to improve it not degrade it like this proposal seems to do. The proposal will make it harder for the stallholders to setup, increased wind exposure and put obstacles in the way of people who wish to attend the markets and may decrease attendance in the future.

The total number of people who do attend the markets in a year is quite considerable, and would make a reasonable percentage of the people who visit Goolwa.

Jaralde Park:

- flat with grassed areas to secure tents and bitumen paths for visitors and car access in setting up and packing up the market.
- set up to provide electricity to those who need it.
- a regular shape which allows tents to be packed together to protect each other from the wind.
- protected by trees for shade and from wind.
- safe, surrounded by parked cars and all in one place. No roads or paths to cross internally.

The Goolwa Wharf Project:

- a series of irregular, disconnected, smaller spaces with no protection from weather.
- limited space to house market tents in irregular spaces and Amelia Park is not suitable for tents due to its slope
- an unsafe environment for visitors as they will need to cross roads, rail lines and shared vehicular spaces within the market
- no details of electricity access points.

Toilets

While there is an extra access toilet, there is no increase in the number of toilets. Making them all unisex will only make delays longer. On busy market days there is frequently a wait for toilets. Queueing for toilets in the area behind the Barrel Shed will be unattractive if the restaurant seats people outside as shown in the artist's impressions.

Questions

What provision will be made to accommodate the market while the project is being completed?

Will adequate signage be provided to redirect visitors from the worksite to the temporary market place?

What is the likely time period for a relocation?

I have responded re the survey previously but have had another look and make the following Comments:-

1. Re #18 The section of wharf where the number 18 appears was purpose built for P.S. Oscar W as an external exhibit of Signal Point RMIC.
It would be a waste of funds to just re-deck the remainder unless the underlying structure was rebuilt. The deterioration of the supports is revealed from the river and also by noting the undulations in the existing deck.
2. The area indicated for a visitor experience in the base of Signal Point is extremely limited and will require more space and some very clever use of technology to link stories to other "outside" "hands on" experiences eg. Armfields small boats, Oscar W cruises and visits external displays etc.
3. Fragmentation of the area could be a problem, particularly if Oscar W is located way down the end of the wharf. The Signal Point Theatre is a suitable place for introduction to visiting school and other groups. There, power o point introductions and stories can be presented before cruising on the boat or visiting it. Often school groups are divided into two, one group on the boat and one being told the story. If the above arrangement was used too much time would be taken walking from one venue to the other.
4. Re #9, #9A #14. Mention is made in the plan of preserving the heritage of the wharf shed. This shed was used for loading and unloading steamers and barges, as evidenced by many pictures showing rail lines running through the shed to deliver goods and transport them away. A line close to the water was utilised by the crane for transfer of goods from steamers and barges. Hence this is the logical place for the Oscar to be moored. Also and its maintenance and organisation and interpretation to take place. Also the wharf in this area is the correct height and with refurbishment, the correct strength, to take larger vessels such as Oscar. The section of wharf at #9a was purpose built to cater for smaller vessels visiting the wharf precinct, which they often do, and hopefully, will do more following rebuilding. Site #9 then would be the ideal position for a "heritage style" Barrel Shed for dining which has no heritage to experience in the Wharf Shed area, but would be a good area to visit by boat and car particularly if a heritage ambience was created in the building and décor. The lower and weaker structure of the wharf here is quite unsuitable for the Oscar W for mooring and for boarding .
5. Is there adequate area for Coach parking of drop off for visiting groups?
6. I am also concerned re the movement and location of the Dart Barge which has itself an interesting story being the last vessel built in the "old" era. It is important that the barge is used in the interpretation of its use as a snag removing, pile driving, water carrying, material transporting barge. Ideally its rebuilding would enable demonstrations of its use and keep the skills of barge handling alive.

[REDACTED]

RESPONSE TO DRAFT GOOLWA WHARF MASTERPLAN OCTOBER 2021

The [REDACTED] the Goolwa Wharf Markets, every first and third week of the month within Jeralde Park area.

All proceeds raised by the [REDACTED] is used to support the local community either by via grants, council projects and support to non-profit community services. A small portion of the proceeds are used for community projects worldwide.

We are pleased to see Alexandrina Council and government entities recognising the importance and significance of the Goolwa Wharf Precinct and encourage their interest in seeking informed responses from the community and stakeholders.

As a club that has been operating the Goolwa Wharf markets within Jeralde Park since 2013, we are concerned that the Goolwa Wharf Proposed Draft Council has undertaken many such plans outlined by an assortment of consultants, without substantial progress. We do, however, still support the intention to bring life and structure to this historic location.

Following dot points we submit for consideration and attention during the consulting process:

- This area is currently used every Sunday by either the Rotary Goolwa Wharf market or the Cittaslow Goolwa Produce and Artisans market. All of these markets play an important role in bringing life to the wharf and increasing local economic activity and support to the wider community. The current market exudes a community atmosphere, that atmosphere is created by having the stalls all together and people moving from one to the other. Speaking to other market providers, having stallholders scattered around the landscaped open spaces does not have the same community atmosphere.
- The trees and embankment around the edge of Jeralde Park offer a degree of wind protection that would not be available if parts of the market are scattered around the proposed precinct. The current trees offer shade that is welcome during the hot weather, not only to stallholders but the wider visiting community. It will take many years before the proposed tree areas would give anything like the current protection or shade.
- The Draft Plans show approximately 100 stalls – using a measurement/stall of 9 square metres. Only a few stallholders use 9 square metres, the majority size used is 20 square metres per stall. Therefore, while there are currently approximately 85 stalls, the changes would result in approximately 45 stalls. The reduction in stalls will have an enormous impact on the support given by the Rotary Club of Encounter Bay to the local community, local councils and the worldwide community.
- The Proposed Draft Plan has allocated disabled/access parking, most are a

considerable distance from any of the facilities. Signage does and will need to be distinctive and edifying for visitors to the area.

- Access to parking for larger vehicles e.g., coaches, delivery vans, stallholder's trucks/vans, campervans or cars pulling caravans, will be particularly difficult on market days. Currently, some of the stallholder's vehicles/food vans are part of their stalls or enabling the stallholder's easy access to their vehicles and for stored items. Many stallholders will not be able to lug their stall items a great distance and choose to move to other market locations where it is much easier.

Signage does & will need to be distinctive and edifying for all coaches, delivery vans etc.

Solutions:

1. Jeralde Park – All proposed grassed areas and carpark to be continued to be used by the markets. Carpark will be available during non-market days and keeping the total market stalls.
2. Provide numbering and tie down points for all stall.
3. Remove current benches and replace with suitable benches and seats in grassed area/s
4. Upgrade the adhoc parking area
5. Upgrade the facilities and reconsider proposed locations
6. Upgrade lighting within the area
7. Provide a permanent station for market managers (this area could include a barbecue and seating area)
8. Provide distinctive and edifying signage
9. Improve drainage in Jeralde Park
10. Leave current trees in Jeralde Park

[REDACTED]

Re: Goolwa Wharf Precinct redevelopment

Community consultation October 2021- Feedback from [REDACTED]

To whom it may concern,

On behalf of the [REDACTED] please see below for our feedback regarding the proposed Goolwa Wharf Precinct redevelopment as at 22nd October 2021.

Kind Regards

[REDACTED]

Note 1.: Location numbers referenced in this document refer to page 13 of the "Goolwa Wharf Precinct – Draft Master Plan" released for public comment on 22 September 2021.

Note 2: LX = Level Crossing

Support: New plaza area adjacent Station Build Breezeway (Location "2").

We are very pleased with this concept as it will provide a safer and greatly enhanced entrance to the station.

Support: Move Toilets (Location "2").

The current location (and orientation of the doors) of the toilets on the station platform is very poor for access and aesthetics. Moving them to the proposed plaza area is very welcome.

Support: Fencing of rail corridor

Fencing to greatly improve safety is very welcome.

Support: Carparking off Dunbar road Admiral Tce (Location 1)

We welcome formalization of this area to increase capacity and reduce dust.

Support: Carparking in Jaraide Park (Location 3)

We welcome making this area a carpark immediately adjacent the station.

Support: Steam Loco Water column at south western end of platform

Having a water column will be of benefit to us operationally and visitor experience.

Concern: Loss of existing car parking.

We are concerned at the loss of carparking at adjacent Hectors cafe (Location "12"). The plan should be to increase car parking, not just move it around.

We suggest that this car park be retained.

Concern: Amelia Park carpark

Formalizing of the Amelia Park carpark (Location "12") does not appear to maximize car parking.

We suggest that this be reviewed to maximize car parking, such as parallel parking next to road between the bridge and carparks marked.

Objection: Pedestrians will use the 'road' part of the Cutting Road Level Crossing. (Location "13").

Proposed road treatment for Cutting road adjacent the actual LX island is Interlocking paver (ref. page 14), indicating mixed use. Our concern is that pedestrians will use the roadway instead of the Pedestrian crossing on the north eastern side of the LX.

The cutting road LX only has pedestrian crossing on the north eastern side.

We insist that a pedestrian crossing be placed both sides of the Cutting Road vehicle crossing.

Objection: New Traffic flow – Through wharf area to LX at the south western end of the platform.

The proposed traffic flow will greatly increase traffic across the LX at the south western end of the platform. It will put a lot of traffic through the heart of the wharf area that is counter to stated objectives.

We insist that:

- The Cutting Road LX be retained as 2 way and
- LX at the south western end of the station platform be closed to vehicle traffic.
- LX at the south western end of the station platform be for pedestrians only.

We suggest that:

- The area to the south west of the railway good shed be made into a large paved area, large enough for heavy rigid trucks to do a 3-point turn in. This could be an event space at times.
- That the 'road' though the wharf area be marked as "no through road" and "authorized vehicles only" to allow access for Oscar W and Goods Shed for deliveries but otherwise keep traffic out of this part of the wharf.
- The road from the [closed] LX at the south western end of the platform through the carpark (Location "1") be converted to additional car park spaces.

Objection: Ongoing use of the pedestrian LX at the north eastern end of the station platform. (Location "6").

The Pedestrian LX at this location, cutting across the railway lines within our busy rail yard, particularly so close to where our trains stop (and sometimes stop over the crossing blocking it anyway) is a major safety hazard. Our crews have reported with several near hits causing distress to them and the pedestrian.

Further to the above we have identified that we need to extend the station platform in a north east direction due to the increasing length of our trains and the increasing frequency of our very long trains that stop at Goolwa, that again block this crossing as well. This is also a safety issue and customer access issue that we do not have a long enough platform at Goolwa Station. Of note is that during the last wharf development the south western end of the platform was cut off to accommodate the then new level crossing at this location.

On both these points, we cannot support the ongoing use of the pedestrian crossing at the north eastern end of the station platform (Location "6") and we insist that it be removed from the plan.

Pedestrian access to the wharf from this region should be via pedestrian LXs both sides of the nearby Cutting Road LX.

END.

GOOLWA WHARF PRECINCT.

I don't like the feedback form because it includes different features in same sentence & unable to

indicate level of support for each feature individually. eg The provision of new green & other open spaces that support outdoor dining, markets, festivals & events.

On this draft I see problems with the following:-

WHARF SHED:

- Replacement toilets area is too small & unsuitable for purpose.
- No baby changing areas.
- Will lead to congestion for disabled people as well as no room for wheelchair access; unisex toilets are not favoured by females due to males in close proximity; females have handbags etc with them; majority of females don't like males' standard of hygiene; mothers can also be in charge of a child or children but not enough room to accommodate them; safety issue arises when leaving an unattended child waiting inside toilet area or outside.
- There are not enough toilets if expecting visitor numbers to increase.
- Females from some ethnic groups in our community not comfortable being near unrelated males or any male at all.
- People are exposed to cold temperatures & winds when queueing outside for toilets - a screen required.

PS OSCAR W Centre:

- Oscar W will increasingly be exposed to the weather & wave action causing damage.
- The Centre's roofline needs to be extended to shelter toilet area.
- People queueing exposed to wind & rain - screen required.
- Unisex toilets not liked by females.

JARALDE PARK:

- Keep as is.

SIGNAL POINT:

- Like the covering of the outdoor area with a roof or canopy.

- Can toilets be used without paying an admission fee when an exhibition or event being staged there? These toilets are included in the tally for the public to use.
- Would like a new mast #8. Signal Point lost part of it's identity & impact when the spire was removed.
- Retail opportunity: could a family celebration be held using the family's own caterers? If so, Council's room hire cost would need to be very fair & reasonable.

THE DART:

- To be removed & stored where it can be used in coming years by Goolwa Secondary College vocational students & other interested groups as a restoration project. Funded by donations, fundraising & possible grants.

SUGGESTIONS FOR OVERALL AREA. (Depending on Council ownership of sites)

- Relocate the Visitors Information Centre to Heritage Club / ACPA site due to parking of vehicles near current VIC building is difficult or impossible for some tourists.
- VIC building to display the history of Goolwa railway including the Port Elliot & Victor Harbor extensions & Steam Ranger.
- Place train turntable in area adjacent to industrial buildings opposite Chart room.
- Relocated VIC will have parking for caravans, cars, & RV's. Car park traffic to flow one way - exiting to the right of site`
- Local Ngarrindjeri people to have a retail area in VIC with them conducting regular displays of basket weaving & other crafts. Ngarrindjeri people to staff & run their area as a business.
- Basket weaving to use reeds from Goolwa section of the Murray River.
- Additional reeds to be harvested & sold in their VIC retail area/shop or online.
- Area adjacent to ex-ACPA / Heritage Club: shift men's shed activity to new shed built on site with toilet block servicing shed & car parking. On remaining areas of land build a car park taking into account the exit for VIC tourist vehicles.
- Wedding photos be permitted to be taken in certain areas old Police station building. Fee to be charged.
- Same as above for Railway Superintendent's House.

Comments regarding the proposed Goolwa Wharf Development:

I am opposed to the development plans for the following reasons:

- To maintain the history, ambience and heritage of the area – turning the lawned park into a car-park is a mistake.
- Moving the Oscar W to a spot that is exposed to more winds and shallower water is a mistake.
- Moving the market stalls closer to the river in 3 different spots will expose the stalls to gale-force winds and break up the flow – a mistake.
- Access to the proposed market areas will be difficult for stall holder vehicles.
- Plans at the moment show approximately 100 stalls – using a measurement/stall of 9 square metres. The size that should be used is 20 square metres per stall. Therefore, while there are currently approximately 85 stalls; the changes would result in only 45 stalls. What will happen to the other 40 stalls?
- The funds raised by the Rotary Club of Encounter Bay are returned to the local areas through Community Grants. Halving the amount raised will severely impact the community. I convene a stall that raises funds for a charity.
- Tourists visit the area to enjoy the history and the, very rare opportunity, to ride on a heritage railway and the Oscar W, a heritage paddle steamer.
- The proposal that the wharf needs to have the gaps closed because people may lose their phones or keys is ridiculous. This is a risk everyone takes on every jetty in South Australia.
- A comparison with the Stirling Market is a nonsense. The Stirling Market is held in the warmer times of the year; once per month. Markets in Goolwa are held every week throughout the year. The demographics of the areas are quite different.
- Public money should not be used to upgrade buildings for them to be then handed over to private interests to charge exorbitant prices.

I recommend the following:

- Leave the lawned area where it is for markets.
- Create a proper car-park from Hector's through under the bridge.
- Build a walkway from the under-bridge car park, past Signal Point to the main street.
- Leave the Oscar W where it is.
- Repair the Wharf and the heritage buildings to maintain their life and stability.
- Repair the roof on the Signal Point building and return it to what its purpose was originally; The Murray Darling Basin Interpretive Centre.
- Spend the remainder of the money, if indeed there is any, on much needed social housing that could be managed by not-for-profit organisations.

Questions:

- Is this a proposal for tourists or the community?
- If the proposed Plan is changed after the "feedback" cut-off time – will the community have an opportunity to provide feedback about the "final" plan?
- If community members respond on line what guarantee is there that the feedback will be read and/or taken into consideration?
- Are there people who will expect to benefit financially from this proposed development. If so, has the Council disclosed who they are?

- Is the Council able to provide information that the current market site, heritage precinct and facilities are not supported and/or are unable to be updated while maintaining their heritage status?

From: [REDACTED]
To: [Customer Contact - Information Management](#)
Subject: E202154876 - 14.20.013 - Draft plan for wharf precinct
Date: Friday, 22 October 2021 4:56:04 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Attention: [REDACTED]

Hi, [REDACTED]

I'm obliged to remark on the draft plan for our wharf. I've had some serious family problems for most of this year and could not engage with developments sooner. However, yesterday I got an email about the draft plan - with a request to respond by today.

I spent some time studying this plan, and I consider it inadequate in terms of illustrations and, in particular, how the movement of pedestrians and vehicles is handled. Over the past two decades I've cycled to, from and through the area - as part of the Bikeway - many hundreds of times. So it was to my amazement that I see the changes that don't adequately explain how use of the Bikeway can be preserved. This is because pedestrians and cars seem to be given a right to move around the area in a willy-nilly way.

As some cars and many motorcycles are noisy, why will they be permitted to wander past the Distillery on the way to exit by Cutting Road - or to do another lap? This troublesome drive-by element will, in my opinion, have little interest in enjoying the activities in the wharf area. Indeed they will probably revel in drawing attention to themselves through their noisy engines and/or stereo systems.

Should the improved wharf precinct attract the foot traffic expected, we will be having substantial pedestrian traffic mixing with these vehicles (and bicycles) as they go to and from the boardwalk area. And, by the way, it's not clear from the illustrations how the pedestrians will cross the rail tracks to visit and return from the attractions at the waterside.

A question, are bicyclists allowed to ride amongst the pedestrians on the boardwalk? If so, I must point out that some of the spaces between the timbers on the boardwalk are overly large - and I know of one bad accident caused by a bike's front wheel dropping into one of these spaces. Attention to spacing should therefore, if riding on the boardwalk is allowed, be held to a maximum of something like 20 mm.

Although still a member, I'm no longer active in the Goolwa and District Bicycle User Group. But when I called a friend in GAD-BUG, I was surprised and disappointed to hear the Group had not been consulted during the wharf planning process. I must therefore ask that this omission considered along with the criticisms levelled in this week's The Times.

Thanks for considering my comments.

Regards

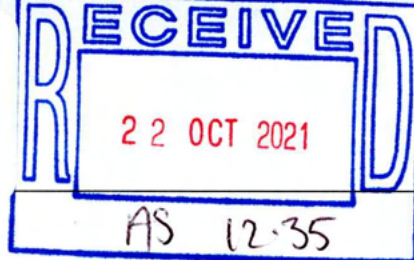
[REDACTED]

Goolwa Wharf Precinct

My Alexandrina



FM20217979 - 14.20.013
25 OCT 2021
Box: IM6M-2021*17 - Disposal: D



Do you have any other comments about the draft Goolwa Wharf Master Plan?

① I strongly object to the Market grassed area being bitumened. On environmental grounds we need more green space, not less. People will walk to the wharf area, (as long as disabled car parks are available) something to be encouraged. Wooden boat festival time, people are happy to walk from adjoining streets.

Which statement best describes you?

(Choose any 1 options) (Required)

- Alexandrina Ratepayer
- Alexandrina Resident
- Goolwa Wharf business / key stakeholder
- Visitor
- Other (please specify)

Your name

[Redacted name field]

Email

[Redacted email field]

Suburb

(Required)

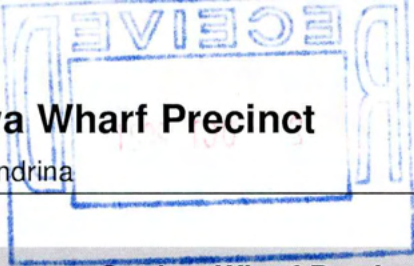
Goolwa

② If the Market is split up the atmosphere will be lost. I love the hustle & bustle of it! The weather & lack of protection on the waters edge is a worry & how will stallholders access their vehicles carrying extra produce etc.

③ Why move the Oscar? I regularly with friends go the wharf barrel shed & what I love about is having an original building with Oscar sitting beside it, & hearing or watching the train. It is a unique experience!! Access for the disabled, will be affected. I am told the area you are moving the Oscar to will be unsuitable, re water depth & winds. Private enterprise taking over a heritage area

Goolwa Wharf Precinct

My Alexandrina



Goolwa Wharf Precinct - Draft Master Plan Feedback

What is your level of support for the following key features proposed by the draft Master Plan?

(Required)

Questions	Strongly support	Somewhat support	Neither agree nor disagree	Do not support	Strongly do not support
The creation of a premier waterfront destination that celebrates its unique cultural heritage					
Creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf					
Refurbishment of the Wharf Barrel Shed to maintain its heritage values and provide additional business opportunities					
Improvements to Signal Point including heating/cooling and creation of useable, flexible spaces					
Consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township					
Improvements to traffic flow and accessibility for pedestrians and cyclists					
The provision of new green and other open spaces that support outdoor dining, markets, festivals and events					

Overall, what is your level of support for the direction the draft Master Plan proposes for the Goolwa Wharf Precinct?

(Choose any one option) (Required)

- Strongly support
- Somewhat support
- Neutral
- Do not support
- Strongly do not support

③ continued.

will not maintain the heritage but will work to maximize profits. (only the roof remains!)
Coolwa has numerous eateries & around 27 coffee machines, do we need more?
The wharf definitely needs replacing but beyond that (maybe a little tarting up the area,) I object to my exorbitant rates being spent unnecessarily. We have empty buildings which need maintaining & using! My kids and interstate friends love the unique ambience of the wharf area! Your plans will destroy this & the wharf will become just another modern space & the atmosphere will be lost.

④ Why an expensive 30m mast when low key lighting could be achieved cheaply?

⑤ Rates are already too high and should not be spent in these difficult times on vanity projects.



PS A real positive is signal point being air conditioned to allow the criteria for some exhibitions.

25 OCT 2021

Goolwa Wharf Precinct

My Alexandrina



FM20217920 - 14.20.013
18 OCT 2021
Box: IM6M-2021*17 - Disposal: D

Goolwa Wharf Precinct - Draft Master Plan Feedback

What is your level of support for the following key features proposed by the draft Master Plan?

(Required)

Questions	Strongly support	Somewhat support	Neither agree nor disagree	Do not support	Strongly do not support
The creation of a premier waterfront destination that celebrates its unique cultural heritage				✓	
Creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf					✓
Refurbishment of the Wharf Barrel Shed to maintain its heritage values and provide additional business opportunities					✓
Improvements to Signal Point including heating/cooling and creation of useable, flexible spaces	✓				
Consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township					✓
Improvements to traffic flow and accessibility for pedestrians and cyclists				✓	
The provision of new green and other open spaces that support outdoor dining, markets, festivals and events					✓

Overall, what is your level of support for the direction the draft Master Plan proposes for the Goolwa Wharf Precinct?

(Choose any one option) (Required)

- Strongly support
- Somewhat support
- Neutral
- Do not support
- Strongly do not support

Information
Management

18 OCT 2021



Goolwa Wharf Precinct

My Alexandrina

Do you have any other comments about the draft Goolwa Wharf Master Plan?

Which statement best describes you?

(Choose any 1 options) (Required)

- Alexandrina Ratepayer
- Alexandrina Resident
- Goolwa Wharf business / key stakeholder
- Visitor
- Other (please specify)

Your name

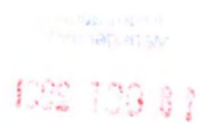
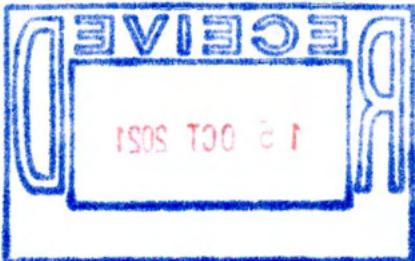
(Required)

Email

(Required)

Suburb

(Required)



Other (please specify)

You can only select up to 1 answer

5. Your name *

[Redacted name field]

17/100

6. Email *

[Redacted email field]

7. Suburb *

Hindmarsh Isl.

can't be blank

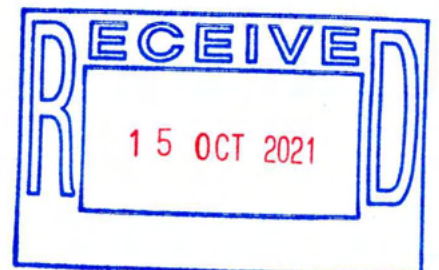
BACK

SUBMIT

Page last updated: 07 October 2021, 11:15



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Receive updates on the Goolwa Wharf Precinct Project progress by entering your email in the 'Stay Informed' section.

This project is funded through the Australian Government's Building Better Regions Fund, Round 4, Government of South Australia's Regional Development Growth Fund and Alexandrina Council.

Goolwa Wharf Precinct - Draft Master Plan Feedback

Goolwa Wharf Precinct - Draft Master Plan Feedback

Survey starts

Finish

All fields marked with an asterisk (*) are required.

3. Do you have any other comments about the draft Goolwa Wharf Master Plan?

Why convert the existing lawn area utilized by the Goolwa Market into a car park? Why would the council split the market into segments? This whole master plan does not help the patronage for the existing business ,namely, Hectors on The Wharf

4. Which statement best describes you? *

- Alexandrina Ratepayer
- Alexandrina Resident
- Goolwa Wharf business / key stakeholder
- Visitor





Goolwa Wharf Precinct

My Alexandrina

Goolwa Wharf Precinct - Draft Master Plan Feedback

What is your level of support for the following key features proposed by the draft Master Plan?

(Required)

Questions	Strongly support	Somewhat support	Neither agree nor disagree	Do not support	Strongly do not support
The creation of a premier waterfront destination that celebrates its unique cultural heritage	THIS IS CHANGING THE HERITAGE				
Creation of a new dedicated building for volunteers to support the operation and maintenance of the PS Oscar W and the relocation of the mooring of the PS Oscar W boat to the south end of the wharf	LEAVE IT WHERE IT IS				
Refurbishment of the Wharf Barrel Shed to maintain its heritage values and provide additional business opportunities	THIS IS A BUSINESS, WHY SHOULD RATEPAYERS PAY.				
Improvements to Signal Point including heating/cooling and creation of useable, flexible spaces	YOU HAVE ALREADY PUSHED OUT A GOOD CAFE. (CAFELICIOUS)				
Consolidation of car parking into a purpose built location to support visitation to the Precinct and Goolwa main street and township	DRIVVLE.				
Improvements to traffic flow and accessibility for pedestrians and cyclists	✓				
The provision of new green and other open spaces that support outdoor dining, markets, festivals and events	THIS CAN BE DONE WITHOUT SO MANY CHANGES.				

Overall, what is your level of support for the direction the draft Master Plan proposes for the Goolwa Wharf Precinct?

(Choose any one option) (Required)

- Strongly support
- Somewhat support
- Neutral
- Do not support
- Strongly do not support

Information Management

25 OCT 2021



Goolwa Wharf Precinct

My Alexandrina

Do you have any other comments about the draft Goolwa Wharf Master Plan? - YES.

FIRST OF ALL BRING DOWN THE RAIN
TURN TABLE AND INSTALL THAT FIRST, THEN
MAKE THE EXISTING CAR PARKS ENLARGED
AND IMPROVED. (3) BRING SOME COMMONSENCE
INTO COUNCIL THINKING & PLANNING.

Which statement best describes you?

(Choose any 1 options) (Required)

- Alexandrina Ratepayer
- Alexandrina Resident
- Goolwa Wharf business / key stakeholder
- Visitor
- Other (please specify)

Your name

(Required)

Email

(Required)

Suburb

(Required)





Attachment 7

Goolwa Wharf Precinct Project Master Plan Options Report

Option A Concept Master Plan

DRAFT MASTERPLAN (A)

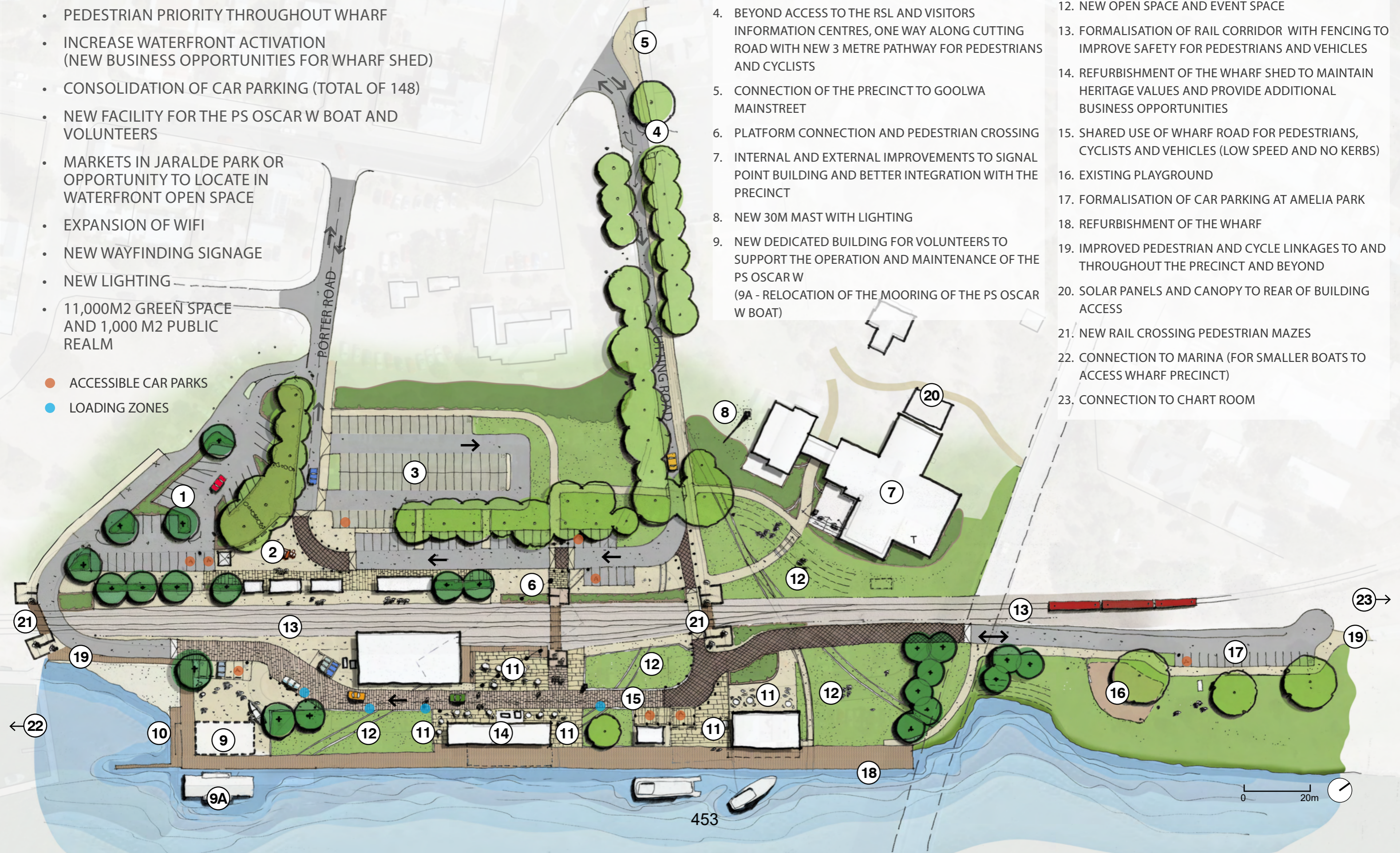
KEY OUTCOMES

- CONTINUOUS WATERFRONT OPEN SPACE
- PEDESTRIAN PRIORITY THROUGHOUT WHARF
- INCREASE WATERFRONT ACTIVATION (NEW BUSINESS OPPORTUNITIES FOR WHARF SHED)
- CONSOLIDATION OF CAR PARKING (TOTAL OF 148)
- NEW FACILITY FOR THE PS OSCAR W BOAT AND VOLUNTEERS
- MARKETS IN JARALDE PARK OR OPPORTUNITY TO LOCATE IN WATERFRONT OPEN SPACE
- EXPANSION OF WIFI
- NEW WAYFINDING SIGNAGE
- NEW LIGHTING
- 11,000M2 GREEN SPACE AND 1,000 M2 PUBLIC REALM

- ACCESSIBLE CAR PARKS
- LOADING ZONES

1. NEW STATION CAR PARK (ASPHALT)
2. NEW ENTRANCE PLAZA TO STATION AND NEW TOILET
3. REPURPOSING PART OF JARALDE PARK TO PROVIDE CAR PARKING ENABLING MORE GREEN SPACE AND GREATER CONNECTION TO THE WATERFRONT.
4. BEYOND ACCESS TO THE RSL AND VISITORS INFORMATION CENTRES, ONE WAY ALONG CUTTING ROAD WITH NEW 3 METRE PATHWAY FOR PEDESTRIANS AND CYCLISTS
5. CONNECTION OF THE PRECINCT TO GOOLWA MAINSTREET
6. PLATFORM CONNECTION AND PEDESTRIAN CROSSING
7. INTERNAL AND EXTERNAL IMPROVEMENTS TO SIGNAL POINT BUILDING AND BETTER INTEGRATION WITH THE PRECINCT
8. NEW 30M MAST WITH LIGHTING
9. NEW DEDICATED BUILDING FOR VOLUNTEERS TO SUPPORT THE OPERATION AND MAINTENANCE OF THE PS OSCAR W (9A - RELOCATION OF THE MOORING OF THE PS OSCAR W BOAT)

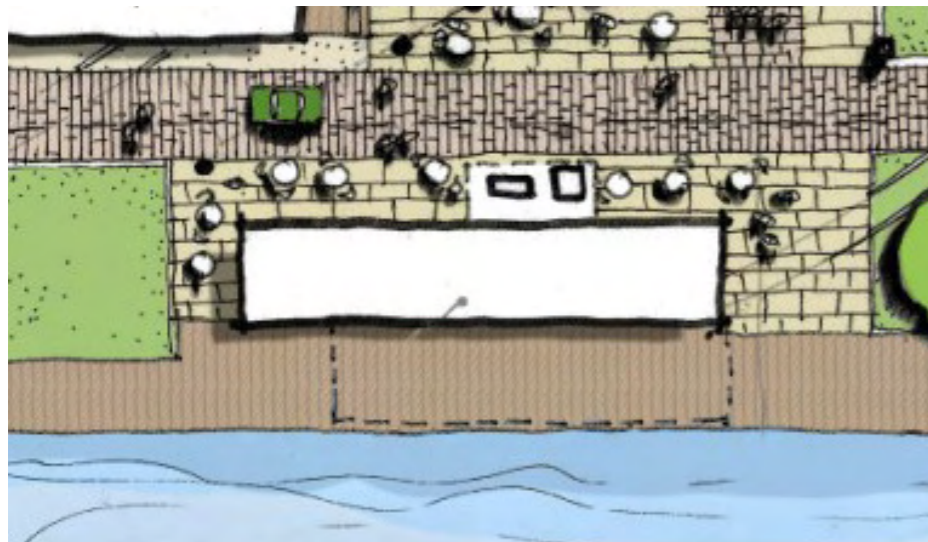
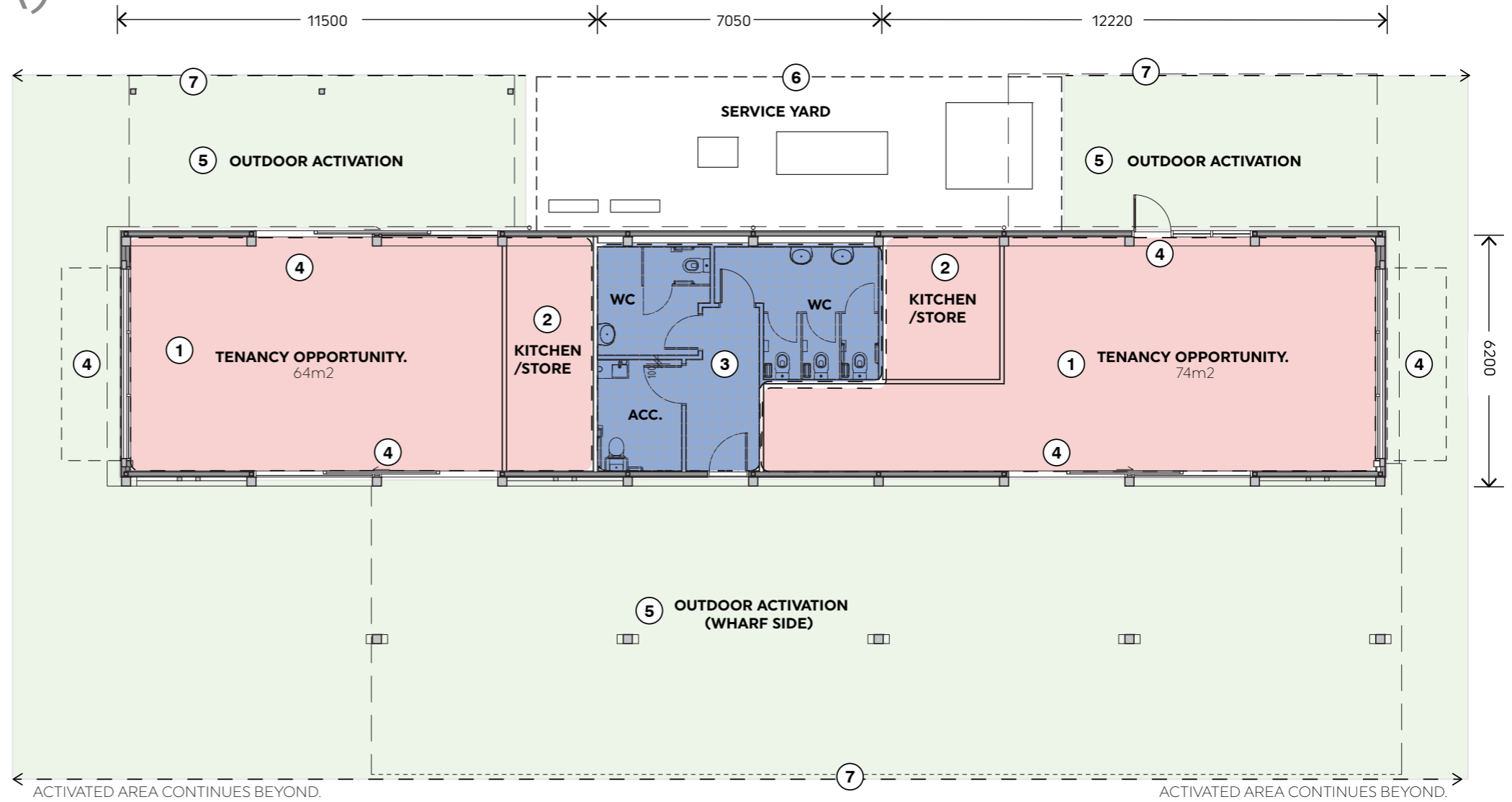
10. POTENTIAL RELOCATION OF DART AS MARITIME ARTEFACT (PART OF FUTURE WOODEN BOAT STRATEGY)
11. ADDITIONAL OPEN SPACE TO SUPPORT OUTDOOR DINING, POP UPS, COMMUNITY EVENTS/FESTIVALS
12. NEW OPEN SPACE AND EVENT SPACE
13. FORMALISATION OF RAIL CORRIDOR WITH FENCING TO IMPROVE SAFETY FOR PEDESTRIANS AND VEHICLES
14. REFURBISHMENT OF THE WHARF SHED TO MAINTAIN HERITAGE VALUES AND PROVIDE ADDITIONAL BUSINESS OPPORTUNITIES
15. SHARED USE OF WHARF ROAD FOR PEDESTRIANS, CYCLISTS AND VEHICLES (LOW SPEED AND NO KERBS)
16. EXISTING PLAYGROUND
17. FORMALISATION OF CAR PARKING AT AMELIA PARK
18. REFURBISHMENT OF THE WHARF
19. IMPROVED PEDESTRIAN AND CYCLE LINKAGES TO AND THROUGHOUT THE PRECINCT AND BEYOND
20. SOLAR PANELS AND CANOPY TO REAR OF BUILDING ACCESS
21. NEW RAIL CROSSING PEDESTRIAN MAZES
22. CONNECTION TO MARINA (FOR SMALLER BOATS TO ACCESS WHARF PRECINCT)
23. CONNECTION TO CHART ROOM



DRAFT MASTERPLAN (A)

WHARF SHED

1. TWO NEW HOSPITALITY/RETAIL TENANCIES TO WHARF SHED.
2. KITCHEN/STORE PROVISIONS.
3. NEW AMENITIES WITHIN WHARF SHED FOOTPRINT.
4. IMPROVED ACCESS TO OUTDOOR AREAS.
5. OUTDOOR AREAS ACTIVATED.
6. VISUAL SCREENING TO EXISTING SERVICE YARD.
7. EXISTING CANOPIES RETAINED.



SITE PLAN - WHARF SHED, TWO TENANCIES AND EXTERIOR ACTIVATION.

ARTIST IMPRESSION

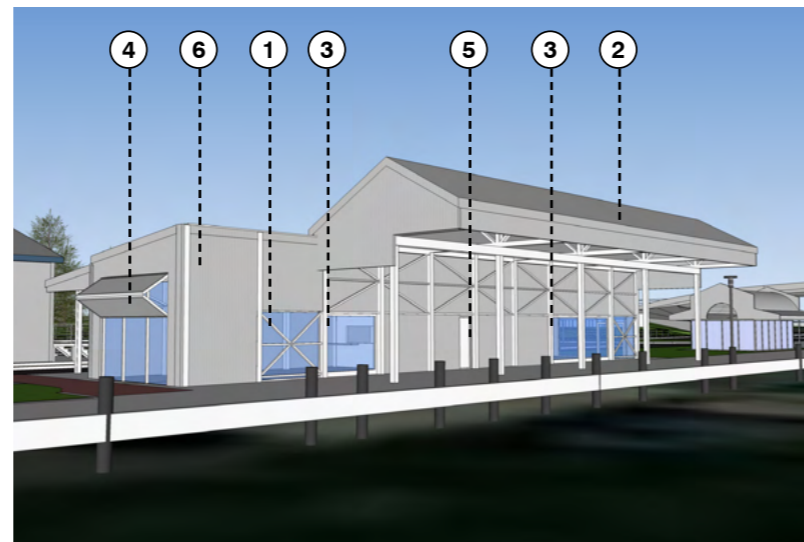


IMAGE 1: MASTERPLAN 'A' WHARF SHED, DUAL TENANCIES (WHARF SIDE).

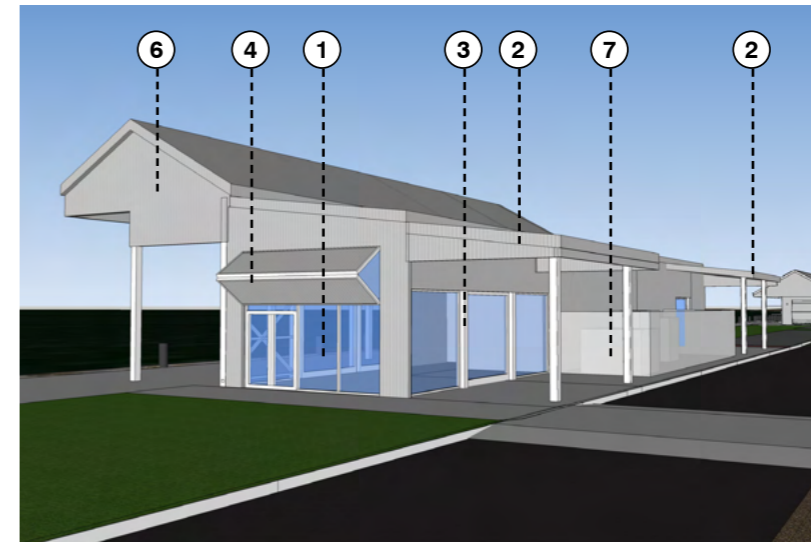


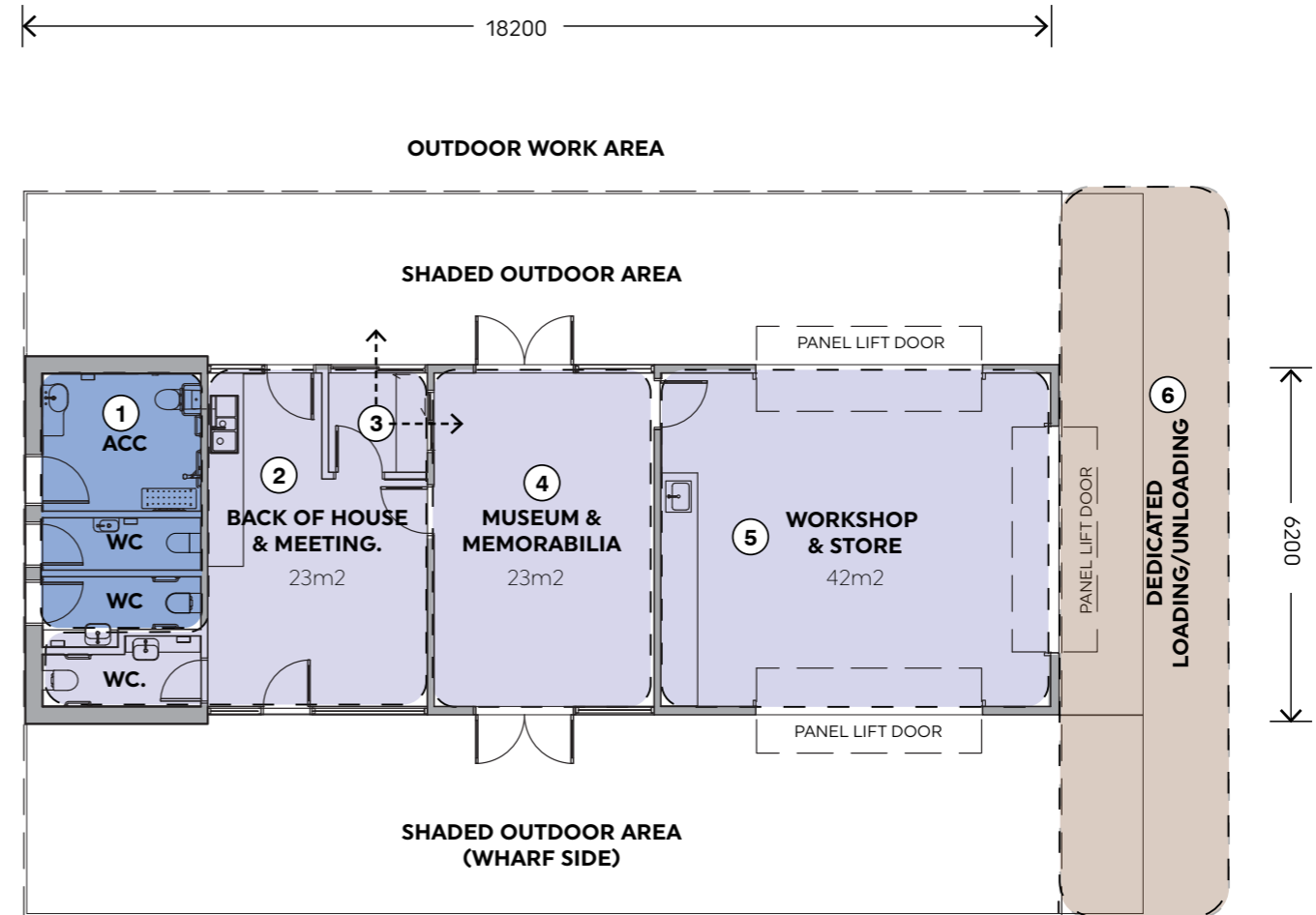
IMAGE 2: MASTERPLAN 'A' WHARF SHED, DUAL TENANCIES (WHARF ROAD SIDE).

1. NEW GLAZING
2. RETAIN CANOPIES.
3. INCREASED ACCESS VIA SLIDING DOORS.
4. PANEL LIFT DOOR
5. CENTRAL WC ACCESS.
6. REPLACE CLADDING WITH NEW GALV. METAL SHEETING.
7. SCREEN TO SERVICE YARD.

DRAFT MASTERPLAN (A)

NEW OSCAR W. VOLUNTEERS BUILDING.

1. WC AMENITIES PROVIDED FOR PUBLIC USE.
2. BACK OF HOUSE/MEETING/LUNCH ROOM WITH KITCHENETTE FACILITIES..
3. 2 WAY TICKET BOOTH (INTERNAL AND EXTERNAL)
4. MUSEUM AND MEMORIBILIA.
5. WORKSHOP AND STORE.
6. ACCESS FOR UNLOADING WOOD.



SITE PLAN - OSCAR W. VOLUNTEERS NEW BUILDING.

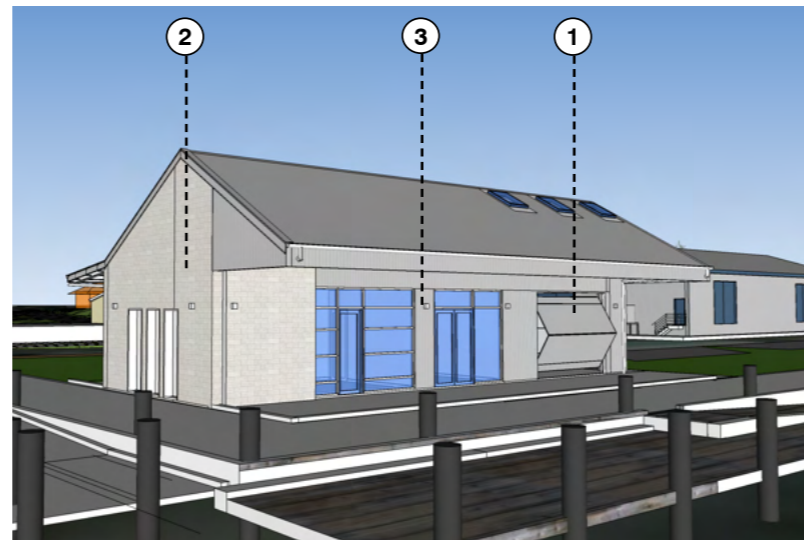


IMAGE 1: MASTERPLAN 'A' OSCART W NEW FACILITY (WHARF SIDE).

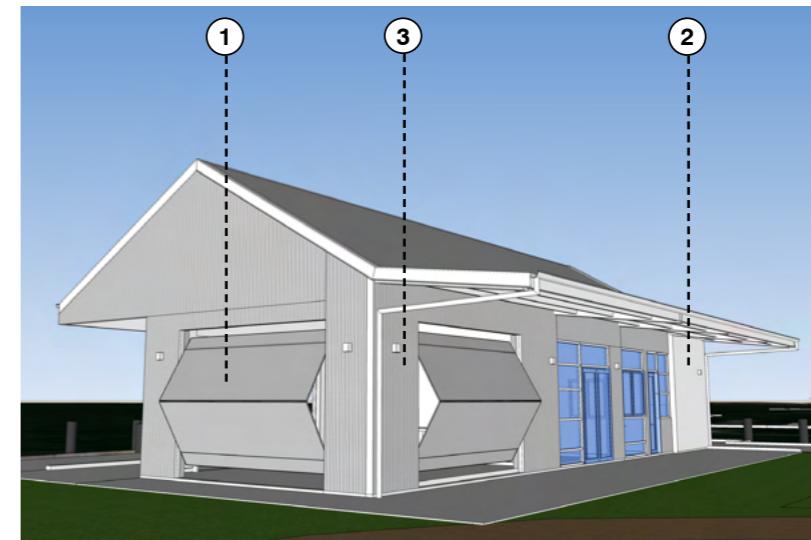


IMAGE 2: MASTERPLAN 'A' OSCART W NEW FACILITY (WHARF ROAD SIDE).

1. PANEL LIFT DOORS TO ALLOW EASE OF ACCESS FOR LOADING/ UNLOADING.
2. PUBLIC USE WC.
3. CLADDING TO MATCH WHARF SHED.



Attachment 8

Goolwa Wharf Precinct Project Master Plan Options Report

Option B Concept Master Plan

DRAFT PLAN (B)

KEY OUTCOMES

- CONTINUOUS WATERFRONT OPEN SPACE
- PEDESTRIAN PRIORITY ALONG THE WHARF
- INCREASE WATERFRONT ACTIVATION (NEW BUSINESS OPPORTUNITIES FOR WHARF SHED)
- REDUCED CAR PARKING IN THE PRECINCT (TOTAL OF 107)
- NEW FACILITY FOR THE PS OSCAR W BOAT AND VOLUNTEERS
- MARKETS IN JARALDE PARK
- EXPANSION OF WIFI
- NEW WAYFINDING SIGNAGE
- NEW LIGHTING
- 12,750 M2 GREEN SPACE AND 1,000 M2 PUBLIC REALM

- ACCESSIBLE CAR PARKS
- LOADING ZONES

1. NEW STATION CAR PARK (ASPHALT)
2. NEW ENTRANCE PLAZA TO STATION AND NEW TOILET
3. JARALDE PARK AND RETENTION OF MARKETS WITH INCREASED AMENITY WITH A SHELTER AND FOOTPATH CONNECTIONS
4. BEYOND ACCESS TO THE RSL AND VIC, ONE WAY ALONG CUTTING ROAD WITH NEW 3 METRE PATHWAY FOR PEDESTRIANS AND CYCLISTS
5. CONNECTION OF THE PRECINCT TO GOOLWA MAIN STREET
6. PLATFORM CONNECTION AND PEDESTRIAN CROSSING
7. INTERNAL AND EXTERNAL IMPROVEMENTS TO SIGNAL POINT BUILDING AND BETTER INTEGRATION WITH THE PRECINCT
8. NEW 30M MAST WITH LIGHTING
9. NEW DEDICATED BUILDING FOR VOLUNTEERS TO SUPPORT THE OPERATION AND MAINTENANCE OF THE PS OSCAR W (9A - RELOCATION OF THE MOORING OF THE PS OSCAR W BOAT)
10. POTENTIAL RELOCATION OF DART AS MARITIME ARTEFACT (PART OF FUTURE WOODEN BOAT STRATEGY)
11. ADDITIONAL OPEN SPACE TO SUPPORT OUTDOOR DINING, POP UPS, COMMUNITY EVENTS/FESTIVALS
12. NEW OPEN SPACE AND EVENT SPACE
13. FORMALISATION OF RAIL CORRIDOR TO IMPROVE SAFETY
14. REFURBISHMENT OF THE WHARF SHED TO MAINTAIN ITS HERITAGE VALUES AND PROVIDE ADDITIONAL BUSINESS OPPORTUNITIES
15. SHARED USE OF WHARF ROAD FOR PEDESTRIANS, CYCLISTS AND VEHICLES (LOW SPEED AND NO KERBS)
16. ACCESS ROAD WITH SHORT TERM (2HR) PARALLEL PARKING (9 SPACES INCLUDING 2 ACCESSIBLE PARKS)
17. EXISTING PLAYGROUND
18. FORMALISATION OF CAR PARKING AT AMELIA PARK (16 SPACES)
19. REFURBISHMENT OF THE WHARF
20. ADDITIONAL PARKING ON PORTER ROAD (SUBJECT TO HARBOUR MASTERS DEVELOPMENT)
21. SOLAR PANELS AND CANOPY TO REAR OF BUILDING ACCESS
22. IMPROVED PEDESTRIAN AND CYCLE LINKAGES TO AND THROUGHOUT THE PRECINCT AND BEYOND
23. NEW RAIL CROSSING PEDESTRIAN MAZES
24. CONNECTION TO MARINA (FOR SMALLER BOATS TO ACCESS WHARF PRECINCT)
25. CONNECTION TO CHART ROOM



DRAFT PLAN (B)

1. NEW STATION CAR PARK (ASPHALT)
2. NEW ENTRANCE PLAZA TO STATION AND NEW TOILET
3. JARALDE PARK AND RETENTION OF MARKETS WITH INCREASED AMENITY WITH A SHELTER AND FOOTPATH CONNECTIONS
4. BEYOND ACCESS TO THE RSL AND VIC, ONE WAY ALONG CUTTING ROAD WITH NEW 3 METRE PATHWAY FOR PEDESTRIANS AND CYCLISTS
5. CONNECTION OF THE PRECINCT TO GOOLWA MAIN STREET
6. PLATFORM CONNECTION AND PEDESTRIAN CROSSING
7. INTERNAL AND EXTERNAL IMPROVEMENTS TO SIGNAL POINT BUILDING AND BETTER INTEGRATION WITH THE PRECINCT
8. NEW 30M MAST WITH LIGHTING
9. NEW DEDICATED BUILDING FOR VOLUNTEERS TO SUPPORT THE OPERATION AND MAINTENANCE OF THE PS OSCAR W (9A - RELOCATION OF THE MOORING OF THE PS OSCAR W BOAT)
10. POTENTIAL RELOCATION OF DART AS MARITIME ARTEFACT (PART OF FUTURE WOODEN BOAT STRATEGY)
11. ADDITIONAL OPEN SPACE TO SUPPORT OUTDOOR DINING, POP UPS, COMMUNITY EVENTS/FESTIVALS
12. NEW OPEN SPACE AND EVENT SPACE
13. FORMALISATION OF RAIL CORRIDOR TO IMPROVE SAFETY
14. REFURBISHMENT OF THE WHARF SHED TO MAINTAIN ITS HERITAGE VALUES AND PROVIDE ADDITIONAL BUSINESS OPPORTUNITIES
15. SHARED USE OF WHARF ROAD FOR PEDESTRIANS, CYCLISTS AND VEHICLES (LOW SPEED AND NO KERBS)
16. ACCESS ROAD WITH SHORT TERM (2HR) PARALLEL PARKING (9 SPACES INCLUDING 2 ACCESSIBLE PARKS)
17. EXISTING PLAYGROUND
18. FORMALISATION OF CAR PARKING AT AMELIA PARK (16 SPACES)
19. REFURBISHMENT OF THE WHARF
20. ADDITIONAL PARKING ON PORTER ROAD (SUBJECT TO HARBOUR MASTERS DEVELOPMENT)
21. SOLAR PANELS AND CANOPY TO REAR OF BUILDING ACCESS
22. IMPROVED PEDESTRIAN AND CYCLE LINKAGES TO AND THROUGHOUT THE PRECINCT AND BEYOND
23. NEW RAIL CROSSING PEDESTRIAN MAZES
24. CONNECTION TO MARINA (FOR SMALLER BOATS TO ACCESS WHARF PRECINCT)
25. CONNECTION TO CHART ROOM





Attachment 9

Goolwa Wharf Precinct Project Master Plan Options Report

Option C Concept Master Plan

DRAFT PLAN (C)

KEY OUTCOMES

- CONTINUOUS WATERFRONT OPEN SPACE (EXCLUDING AMELIA ROAD)
- PEDESTRIAN PRIORITY ALONG THE WHARF
- REDUCED WATERFRONT ACTIVATION (SINGLE BUSINESS OPPORTUNITY IN THE WHARF SHED)
- REDUCED CAR PARKING IN THE PRECINCT (TOTAL OF 127)
- OSCAR W VOLUNTEERS REMAIN IN THE WHARF SHED (SOUTH END)
- MARKETS IN JARALDE PARK
- EXPANSION OF WIFI
- NEW WAYFINDING SIGNAGE
- NEW LIGHTING
- 12,850 M2 GREEN SPACE AND 1,000 M2 PUBLIC REALM

- ACCESSIBLE CAR PARKS
- LOADING ZONES

1. NEW STATION CAR PARK (ASPHALT)
2. NEW ENTRANCE PLAZA TO STATION AND NEW TOILET
3. JARALDE PARK AND RETENTION OF MARKETS WITH INCREASE AMENITY AND ADDITIONAL SHELTERS AND FOOTPATH CONNECTIONS.
4. BEYOND ACCESS TO THE RSL AND VIC, ONE WAY ALONG CUTTING ROAD WITH NEW 3 METRE PATHWAY FOR PEDESTRIANS AND CYCLISTS
5. CONNECTION OF THE PRECINCT TO GOOLWA MAIN STREET
6. PLATFORM CONNECTION AND PEDESTRIAN CROSSING
7. INTERNAL AND EXTERNAL IMPROVEMENTS TO SIGNAL POINT BUILDING AND BETTER INTEGRATION WITH THE PRECINCT
8. NEW 30M MAST WITH LIGHTING
9. FUTURE DEVELOPMENT OPPORTUNITY
10. RETENTION OF OSCAR W VOLUNTEERS AND SCREEN TO NEW SERVICE YARD (10A PS OSCAR W RELOCATED TO SOUTHERN END OF WHARF SHED)
11. ADDITIONAL OPEN SPACE TO SUPPORT OUTDOOR DINING, POP UPS, COMMUNITY EVENTS/FESTIVALS
12. NEW OPEN SPACE AND EVENT SPACE
13. FORMALISATION OF RAIL CORRIDOR WITH FENCING TO IMPROVE SAFETY
14. REFURBISHMENT OF THE WHARF SHED TO PROVIDE ADDITIONAL BUSINESS OPPORTUNITIES
15. SHARED USE OF WHARF ROAD FOR PEDESTRIANS, CYCLISTS AND VEHICLES (LOW SPEED AND NO KERBS)
16. ACCESS ROAD WITH SHORT TERM (2HR) PARALLEL PARKING (9 SPACES INCLUDING 2 ACCESSIBLE PARKS)
17. EXISTING PLAYGROUND
18. FORMALISATION AND ENLARGEMENT OF CAR PARKING AT AMELIA PARK (21 SPACES)
19. REFURBISHMENT OF THE WHARF
20. IMPROVED PEDESTRIAN AND CYCLE LINKAGES TO AND THROUGHOUT THE PRECINCT AND BEYOND
21. SOLAR PANELS AND CANOPY TO REAR OF BUILDING ACCESS
22. ADDITIONAL PARKING ON PORTER ROAD (SUBJECT TO HARBOUR MASTERS DEVELOPMENT)
23. NEW RAIL CROSSING PEDESTRIAN MAZES
24. CONNECTION TO MARINA (FOR SMALLER BOATS TO ACCESS WHARF PRECINCT)
25. CONNECTION TO CHART ROOM
26. POTENTIAL RELOCATION OF DART AS MARITIME ARTEFACT (PART OF FUTURE WOODEN BOAT STRATEGY)



DRAFT PLAN (C)

1. NEW STATION CAR PARK (ASPHALT)
2. NEW ENTRANCE PLAZA TO STATION AND NEW TOILET
3. JARALDE PARK AND RETENTION OF MARKETS WITH INCREASE AMENITY AND ADDITIONAL SHELTERS AND FOOTPATH CONNECTIONS.
4. BEYOND ACCESS TO THE RSL AND VIC, ONE WAY ALONG CUTTING ROAD WITH NEW 3 METRE PATHWAY FOR PEDESTRIANS AND CYCLISTS
5. CONNECTION OF THE PRECINCT TO GOOLWA MAIN STREET
6. PLATFORM CONNECTION AND PEDESTRIAN CROSSING
7. INTERNAL AND EXTERNAL IMPROVEMENTS TO SIGNAL POINT BUILDING AND BETTER INTEGRATION WITH THE PRECINCT
8. NEW 30M MAST WITH LIGHTING
9. FUTURE DEVELOPMENT OPPORTUNITY
10. RETENTION OF OSCAR W VOLUNTEERS AND SCREEN TO NEW SERVICE YARD (10A PS OSCAR W RELOCATED TO SOUTHERN END OF WHARF SHED)
11. ADDITIONAL OPEN SPACE TO SUPPORT OUTDOOR DINING, POP UPS, COMMUNITY EVENTS/FESTIVALS
12. NEW OPEN SPACE AND EVENT SPACE
13. FORMALISATION OF RAIL CORRIDOR WITH FENCING TO IMPROVE SAFETY
14. REFURBISHMENT OF THE WHARF SHED TO PROVIDE ADDITIONAL BUSINESS OPPORTUNITIES
15. SHARED USE OF WHARF ROAD FOR PEDESTRIANS, CYCLISTS AND VEHICLES (LOW SPEED AND NO KERBS)
16. ACCESS ROAD WITH SHORT TERM (2HR) PARALLEL PARKING (9 SPACES INCLUDING 2 ACCESSIBLE PARKS)
17. EXISTING PLAYGROUND
18. FORMALISATION AND ENLARGEMENT OF CAR PARKING AT AMELIA PARK (21 SPACES)
19. REFURBISHMENT OF THE WHARF
20. IMPROVED PEDESTRIAN AND CYCLE LINKAGES TO AND THROUGHOUT THE PRECINCT AND BEYOND
21. SOLAR PANELS AND CANOPY TO REAR OF BUILDING ACCESS
22. ADDITIONAL PARKING ON PORTER ROAD (SUBJECT TO HARBOUR MASTERS DEVELOPMENT)
23. NEW RAIL CROSSING PEDESTRIAN MAZES
24. CONNECTION TO MARINA (FOR SMALLER BOATS TO ACCESS WHARF PRECINCT)
25. CONNECTION TO CHART ROOM
26. POTENTIAL RELOCATION OF DART AS MARITIME ARTEFACT (PART OF FUTURE WOODEN BOAT STRATEGY)





Attachment 10

Goolwa Wharf Precinct Project Master Plan Options Report

Option D Concept Master Plan

DRAFT PLAN (D)

KEY OUTCOMES

- CAR PARKING AT PORTER ROAD AND AMELIA PARK
- IMPROVED FOOTPATH LINKS (ASPHALT)
- IMPROVED SAFETY ALONG RAIL CORRIDOR
- REPAIRED WHARF
- UPGRADES TO SIGNAL POINT
- EXPANSION OF WIFI
- NEW WAYFINDING SIGNAGE
- CAR PARKING IN THE PRECINCT (TOTAL OF 127)
- ACCESSIBLE CAR PARKS

1. NEW CAR PARK (35 SPACES)
2. NEW PAVED ENTRANCE TO THE STATION
3. UPGRADE OF JARALDE PARK FOOTPATH CONNECTIONS.
4. IMPROVEMENTS TO SIGNAL POINT BUILDING (ENTRANCE CANOPY, ROOF REMEDIATION AND SERVICE UPGRADES)
5. NEW SOLAR PANELS AND CANOPY TO REAR BUILDING ACCESS
6. NEW RAIL CROSSING PEDESTRIAN MAZES
7. FENCING TO RAIL CORRIDOR TO IMPROVE SAFETY
8. MAINTENANCE TO THE WHARF SHED, NEW TOILETS AND KITCHEN FACILITIES INTERNALLY (8A - PS OSCAR W RELOCATED TO SOUTHERN END OF WHARF SHED)
9. REFURBISHMENT AND MAINTENANCE OF THE WHARF
10. EXISTING PLAYGROUND
11. FORMALISATION AND ENLARGEMENT OF CAR PARKING AT AMELIA PARK (21 SPACES)
12. PEDESTRIAN AND CYCLE LINKAGES
13. RETENTION OF TWO-WAY ACCESS TO CUTTING ROAD AND FOOTPATH UPGRADES
14. NEW TIMBER BOARD WALK ALONG CUTTING ROAD
15. EXISTING DART BOAT





Attachment 11

Goolwa Wharf Precinct Project Master Plan Options Report

Alexandrina Wooden Boat Strategy 2022 - 2026

Wooden Boat Strategy

2022 - 2026

Alexandrina Council



Executive Summary

Alexandrina Council own 9 historic wooden boat vessels, representing over 125 years of maritime history along the River Murray and in Goolwa from 1853 – 1970. Each provide active historical and cultural context for the trade, migration, traditional boat building techniques and steam powered industry of the region.

The boats, the supporting infrastructure which maintain and house them, and the ecosystem in which they operate, are unique living historical assets in Goolwa. They provide visitors and locals with recreational and educational opportunities to engage with our past in the present day, to experience the “living history” of Goolwa, the Alexandrina region and South Australia.

Over 16,980 volunteer hours from over 125 dedicated volunteers per annum go into the maintenance, preservation, activation and stewardship of council’s historic vessels. These individuals are local residents, who with skill and enthusiasm authentically maintain and activate Alexandrina Council’s wooden boats and seasonal boating events. Their time and passion underpin the success or failure of the ongoing preservation of the wooden boat ecosystem in the region.

The 2022 – 2026 Wooden Boat Strategy identifies 5 strategic priorities and a 5 year action plan to leverage Alexandrina Council’s wooden boat assets as a valuable cultural and historical resource to the region.

The strategy and action plan is a practical and tactical guide for Alexandrina Council. It aligns itself to contributing towards the outcomes set out in A2040 Strategic Plan to create a liveable, green and connected region.

Successful implementation of this strategy by 2026 will enable council to effectively evaluate the economic and social wellbeing benefits, and opportunities for further investment, in preserving, activating and promoting the wooden boat sector in 2027 and beyond.

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Historical Context

Alexandrina Council own 9 historic vessels representing over 125 years of maritime history along the River Murray and in Goolwa from 1853 – 1970.

Each boat provides active historical and cultural context for the trade, migration, traditional boat building techniques and steam powered industry of the region.

Goolwa was one of the country's most important River Murray ports in the mid to late 1800s. It was a centre for transport and trade between South Australia and the eastern colonies and the first Australian river port to engage in shipbuilding and repairs. Between 1853 and 1913, 37 paddle-steamers and 23 barges were built in Goolwa.

The wooden boat industry thrived. From the early 1900's onwards Goolwa became a tourism resort and wooden boats were used as recreational leisure craft. Traditional shipwright skills used to build, preserve and maintain wooden boats remained in the town, and a community of "boaties" would continue to reside and visit the town to experience its vessels.



Goolwa Wharf circa 1910 to 1930



Distant view of fishing sheds at the wharf c 1910.

Trade, migration, transport and life on the River Murray has been in existence for thousands of years as a significant "meeting of the waters" place and home to the Ngarrindjeri people. The use of wooden boats on the river can be traced back to canoes cut and crafted from the river red gums along the water's edge (still visible today). Goolwa was surveyed and established as Australia's first inland river port by 1853. Traditional industries of shipbuilding, boiler making and jetty building utilised in the 1800's are still in operation in Goolwa today thanks to the custodianship of a dedicated community of volunteers who continue to activate and authentically preserve wooden boats.

Strategic Context

The Alexandrina Council has established an ambitious vision and 20-year plan to become a thriving liveable, green and connected region by 2040. In alignment with A2040, council is proactively investing in new infrastructure to revitalise and build sustainable communities in the villages that surround which attract and retain residents and visitors to live, work and play. It is supporting innovation and scalability of its local business community, and actively seeking to promote and develop historical, cultural and nature-based tourism across its regions. From 2016–2021 Alexandrina Council’s ownership of 9 historic vessels (wooden boats) costs \$62,400 per annum on average to maintain, manage and promote¹. It also invested \$130,000 in the operation and marketing of the biennial SA Wooden Boat Festival during this period.

Council’s expenditure on activating its wooden boat assets, maintaining supporting infrastructure and hosting events is an investment in the conservation and promotion of a heritage tourism product and traditional shipbuilding and shipwright industry of important historical and cultural value to Australia. These assets are under the custodianship of over 125 volunteers from the region who dedicate over 16,980 volunteer hours per annum to the authentic preservation and maintenance of each boat, their promotion and activation and to educating and engaging the public on each boat’s origin story.

Aside from the goodwill associated with preserving our nation’s historical assets, these boats support an entire wooden boat ecosystem in Goolwa which contribute towards the wellbeing, economic and tourism outcomes of the region. The quantification of the social and economic impact of investing in a wooden boat tourism and industry sector in Goolwa requires additional research beyond the scope of this strategy. However, our research² has indicated that at minimum, fostering growth in this sector aligns with the achievement of the strategic priorities set out in A2040, the draft Alexandrina Economic Development Strategy (2022 – 2027) and the Goolwa Wharf Roadmap to Revitalisation Plan.

¹ Please refer to Appendix B – Wooden Boat Financial Report, Summary of Income and Expenditure (2016–2021)

² Please refer to page 10 – Methodology

Value of the Wooden Boat Ecosystem



Alexandrina Council owns 9 historic wooden vessels, 27 public jetties and 1 slipway



Goolwa is 1 of 2 locations in the world where you can experience steam to steam powered history in action



Wooden Boats represents the following value add to the Alexandrina Council

- ◇ Cultural heritage preservation
- ◇ Investment and business attraction
- ◇ Community cohesion and development



\$441,790 spent between 2016-2021 on activation, maintenance, management and insurance of council's historic vessels boats and infrastructure and the hosting of 2 Wooden Boat Festivals.



\$258,592 income from Oscar W cruises between 2016 - 2021

- ◇ Annual average income of \$51,700 per annum
- ◇ Average an annual net loss of \$45,625 per annum

Strategic Alignment

Living History

We have been able to close a time loop, linking our past to a future that feels authentic and exciting in equal measure. – A2040

- ▼ Goolwa was Australia's first inland port.
- ▼ Goolwa was the first Australian river port to engage in shipbuilding and repairs.
- ▼ Goolwa is home to one of the oldest regatta yacht clubs in Australia (the Goolwa Regatta Yacht Club was formed in 1854).
- ▼ Goolwa is one of two towns in the world in which you can experience a "steam meets steam" land and water journey on the Steam Ranger and Oscar W.
- ▼ The Goolwa waterfront and River Murray ecosystem are a significant "meeting of the waters" place to the Ngarrindjeri people, whose wooden canoes were one of the first wooden boats to sail along the River Murray thousands of years before colonial settlement.

The historic vessels owned by Alexandrina Council play an important role in telling and *'evoking the spirit and stories of [Goolwa's]... industrial and colonial heritage'*.³

These boat assets do not exist in isolation, they are an integral part of a wooden boat ecosystem in Goolwa which:

- protects and cultivates a traditional shipbuilding and repairs industry;
- provides engaging and rewarding volunteering opportunities; and
- promotes opportunities for experiencing and learning about our nation's riverboat and steam powered history through the SA Wooden Boat Festival, Riverboat Centre and other wooden boat and historical tourism products and on-water events.

The historical and cultural interpretation of Council's wooden boats contextualises maritime trade in Australia, the establishment of shipbuilding and steam powered industries in South Australia, and of settlement to the Alexandrina region. The boats, and the ecosystem in which they operate, are unique living historical assets in Goolwa. They provide visitors and locals with recreational and educational opportunities to engage with our past in the present day, to experience the "living history" of Goolwa, the Alexandrina region and South Australia.

³ Goolwa Wharf Precinct Roadmap to Revitalisation Placemaking Plan, Alexandrina Council, 2020

Community Wellbeing

This is a place where our elders are at the heart of our social and economic success.

We are still the Council of choice for quality places to grow older and we're finding a balance with imaginative approaches across the generations. – A2040

- ▼ Over 16,980 volunteer hours per annum go into the maintenance, preservation, activation and stewardship of council's historic vessels. This is equivalent to over \$750,830 in value of time. ⁴

Over 125 dedicated volunteers work with impressive spirit and skill to authentically maintain and activate Alexandrina Council's wooden boats. They are an essential resource which underpins the success or failure of the ongoing preservation of the wooden boat ecosystem in the region.

The volunteers at Armfield Wooden Boats Incorporated, Friends of the Oscar W and Barge Dart, Riverboat Centre, Friends of the Brigand, and Wooden Boat Festival Committee gain significant wellbeing and social benefits associated with active community service. These groups pride themselves as stewards and wooden boat caretakers, preserving not just wooden boats but also the traditional shipwright techniques used to build and repair them.

Maintenance volunteers also receive an unparalleled opportunity to professionally up-skill and apply traditional boat building, ship master and crewing or boiler making and engineering skills. Goolwa's boat caretaker groups provide creative and social outlets that actively embody council's 2040 vision to '*grow the spirit, innovation and ingenuity of community organisations*' ⁵ in the region.

⁴ Volunteering SA&NT 'Value of Volunteering' 2021

⁵ Alexandrina 2040 - Our Plan to Thrive 2020-2040, Alexandrina Council, 2020

Innovative Tourism Product & The Goolwa Wharf Precinct

We have always been comfortable balancing the old with the new – wooden boats, steam-powered trains and paddle steamers, the wharfs and boardwalks of our waterways are all still special Alexandrina attractions. With imagination, we blended the past with a much more mobile future. – A2040

Alexandrina Council's wooden boats, associated boating events and tourism products are situated on the Goolwa waterfront and at Goolwa Wharf. They provide *'recreational activities and opportunities to engage with the water'*, which align with the priorities set out in the Goolwa Wharf Precinct Roadmap to Revitalisation Plan.⁶ They will also strengthen the brand identity and place offering of the Goolwa Wharf precinct, offering unique cultural and historical tourism products to engage with.

Through improved activation and display, the boats will become an important asset in the development of an interpretive, self-guided cultural trail and wayfinding signage at Goolwa Wharf Precinct. These boats can also provide linkages from Goolwa Wharf to other towns in the region, including Milang and Clayton Bay through events and travelling water based activities.

A commitment to invest in the activation and promotion of the wooden boat industry in Goolwa will drive innovation and business investment, and further the development of new tourism, event and business products associated with this sector. This aligns with council's draft Economic Development Strategy (2022 - 2027) to support the development of key local industries and new products in the region.⁷

⁶ Goolwa Wharf Precinct Roadmap to Revitalisation Placemaking Plan, Alexandrina Council, 2020

⁷ Draft Alexandrina Economic Development Strategy (2022-2027), Alexandrina Council, 2021

Methodology

The Pop-Up Co. has undertaken extensive internal and external stakeholder engagement and interviews between April to May 2021. It has also conducted desktop research of the historical significance of council's wooden boat assets and infrastructure, completed a financial analysis of the funding, expenditure and income of its historic vessels, and reviewed internal operations and reports to compile this Wooden Boat Strategy.

Interviews were conducted on 19 April and 5 May 2021 with volunteers and wooden boat specialists including;

- members of Armfield Wooden Boat Inc
- members of Friends of the Oscar W and Barge Dart
- members of Friends of The Brigand
- members of the Wooden Boat Festival Committee
- John Bradbury, Chair of Armfield Wooden Boats Inc
- Kevin Cross and Wayne Burford, Oscar W Chief Engineers
- Randall Cooper, Commodore of Goolwa Regatta Yacht Club
- Alan Edwards, Goolwa Jetty Builders
- Michael Veenstra, Spirit of the Coorong



Strategy Scope & Objectives

Council's wooden boat assets and supporting infrastructure do not operate in a bubble. They are positively impacted by, and contribute towards, the achievement of the strategic priorities set out in Alexandrina Council's A2040 Strategic Plan, the draft Economic Development Strategy (2022 - 2027) and the Goolwa Wharf Roadmap to Revitalisation Placemaking Plan.

The Wooden Boat Strategy aligns the activation, marketing, management and investment in the region's wooden boat ecosystem with the achievement of Alexandrina Council's vision to be a liveable, green and connected region by 2040.

Successful implementation of the Wooden Boat Strategy will enable Alexandrina Council to effectively and accurately evaluate the social and economic impact of investing in its wooden boat assets and supporting infrastructure beyond 2026. It will equip council with the knowledge to evaluate new market opportunities in the future, including;

- development of sustainable business model(s) for council boat management and wooden boat/living history tourism promotion
- expansion of its community programs to include the establishment of a professional training program which provides certification in shipwright or ship master skills
- development of new waterfront infrastructure and facilities within the Goolwa Wharf Precinct and beyond to support the growth of on-water tourism and events such as the SA Wooden Boat Festival

It is beyond the scope of this strategy to detail a budget breakdown within. However, a 2022-2026 Financial Forecast⁹ has been included to summarise and highlight the nominal additional annual expenditure proposed to achieve the strategy's objectives.

⁹ Appendix C – Wooden Boat Financial Forecast, Summary of Income and Expenditure (2022–2026)

5 Strategic Priorities

The 5 strategic priorities of the Wooden Boat Strategy (2022–2026) align with the 5 year action plan detailed on page 31.

1. Asset Management and Administration

Commit to a 5 year funded program supporting the administration, operation and maintenance of council's 9 historic vessels, and the upgrade of its supporting infrastructure

2. Activation and Events

Activate and promote council's 9 historic vessels through investment in static and digital interpretive display, experiential tourism product development and strategic event programming.

3. Marketing and Brand Identity

Integrate the activities and products of Goolwa's wooden boat ecosystem into a centralised destination tourism marketing brand and digital communication plan.

4. Tourism Innovation and Product Development

Foster a thriving community of unique, world class historical and cultural tourism products and experiences in Goolwa through market collaboration and supporting local tourism industry innovation and growth.

5. Education and skills development

Provide intergenerational education experiences with all facets of the wooden boat sector in Goolwa.

Key Outcomes

Council's commitment to resourcing and achieving the strategic priorities will achieve the following outcomes:

Attract new business investment to establish and create world class historical and cultural tourism products.

Create a thriving volunteer community of passionate custodians who authentically preserve wooden boats, maintain traditional shipbuilding techniques and are ambassadors for sharing the stories of the living history of the region.

Establish a unique tourism brand which attracts visitors and locals seeking interactive, immersive historical and cultural tourism products to engage in.

Provide an administrative and reporting framework to evaluate, adapt and improve the economic and social outcomes associated with funding a wooden boat sector in the region.

Creation of a sustainable wooden boat industry which provides employment opportunities for future generations of local residents.

01 *Strategic Priority*

ASSET MANAGEMENT AND ADMINISTRATION

Commit to a 5 year funded program supporting the administration, operation and maintenance of council's 9 historic vessels, and the upgrade of its supporting infrastructure.

The wooden boat ecosystem exists because of the dedication and goodwill of over 125 volunteers. **Over 16,980 volunteer hours on average per annum go into the maintenance, preservation, activation and management of council’s historic vessels. This is equivalent to over \$750,830 in value of time.**

It is evident that absorbing full control and management of the boats in house would be a cost prohibitive exercise, rendering council’s ownership of wooden boats untenable. Ultimately however, these assets are the property and responsibility of council.



▼ 1.1 Resourcing the strategy

It is understood that Alexandrina Council has an Economic Development Coordinator in the Growth team allocated 3 days a week to the coordination and management of the wooden boat ecosystem in the region. The Wooden Boat Strategy accommodates for this role continuing in its current capacity until 2024 with a focus on the following responsibilities;

- develop an annual operational business and marketing plan and budget for the promotion and activation of the wooden boat sector and council’s historic vessels which is aligned to the council’s strategic priorities and the Goolwa Wharf Precinct Placemaking plan
- implement formal channels for communication and reporting between council and the volunteer groups tasked as caretakers of council’s wooden boats
- identify, apply for and manage federal and state funding opportunities to ensure the feasibility of long-term operation of council’s wooden boats and supporting infrastructure
- become a wooden boat industry liaison, establishing and maintaining a network and relationship with volunteers, tourism operators and businesses, event managers, ship-building and repair businesses and infrastructure providers
- drive operational efficiencies through overseeing the central administration, risk management, OH&S, insurance, procedural and policy requirements of each historic vessel owned by council

In order to implement the medium to long term actions of this strategy a dedicated full-time resource will need to be allocated to the role by 2024. This resource (a ‘History and Culture Tourism Coordinator’) would manage, promote and attract investment in the development of unique historical and cultural tourism products (including wooden boats) in the Alexandrina region in 2024 and beyond.

▼ 1.2 The role of council's wooden boat caretakers

The 3 groups who act as the caretakers and passionate advocates for the utilisation and invigoration of council's boats are:

- Friends of Oscar W and Barge Dart
- Friends of the Brigand
- Armfield Wooden Boats Incorporated

▼ A written agreement and terms of reference with boat caretakers

A written agreement and terms of reference document needs to be established between council and each volunteer group associated with the operation and maintenance of council's wooden boats and supporting infrastructure.

A terms of reference document will identify the responsibilities of each party (both council and volunteer group) in the activation, management, maintenance and custodianship of each boat. It will clarify 5-year funding commitments of council to the volunteer group and each boat, and it will specify procedural and reporting requirements of the volunteer group relating to this funding.

The agreement and reference document will assist the Economic Development Coordinator to manage the relationship and accountability of each group proactively and with a greater degree of autonomy.



Armfield Slipway and Boatshed workshop

▼ 1.3 Risk mitigation and management

A risk management plan and procedures are in development for the operation and maintenance of the Oscar W. Strict workplace health and safety guidelines exist in South Australia relating to sites where manual labour and the operation or maintenance of machinery occur. Alexandrina Council must seek expert advice as to their responsibilities and current level of compliance in providing a safe workspace for volunteers who maintain the Oscar W.

▼ 1.4 Upgrade to operational facilities

There are 3 council owned assets that are pivotal to the ongoing successful operation, activation and maintenance of wooden boats in Goolwa:

- Oscar W workshop (Goolwa Wharf & Skewes Rd)
- Armfield Slipway and Boatshed workshop
- Riverboat Centre

These commercial assets all require upgrades to ensure high visibility and safe public interaction with council's vessels and its shipbuilding and workshop facilities. It is imperative that council invests in providing a supportive, safe and ambient space for the volunteer groups who work in these facilities on a daily basis.

▼ Purpose built Oscar W workshop in new location

The Oscar W workshop needs to be relocated to provide a dedicated facility for conducting maintenance, fueling the boat and volunteer respite. During maintenance and refuelling days once a week there is limited space for volunteers to work on and off the boat, to transport wood between the street and the vessel for fuelling and minimal power available for the use of tools.

The workshop site is in a high foot traffic area and poses an inherent risk for public and volunteer safety. Despite volunteer risk mitigation and management in their maintenance procedures, the area currently allocated in the Goolwa Wharf Shed for volunteers to work is unsuitable and an ongoing threat to public safety. A purpose built workshop facility should be constructed at the southern end of Goolwa Wharf, providing another tourism attraction and safe space for the Oscar W volunteers to operate from.

▼ Armfield Boatshed secondary workshop space on Skewes Rd

The Armfield Slipway and Boatshed workshop is currently at capacity and a dedicated facility for the storage and maintenance of its boats is required. Providing a secondary workshop site on council land at Skewes Rd, will also free up the original Armfield Slipway Boatshed on Riverside Drive to be developed as a purpose-built tourism attraction with public viewing platforms for demonstrating traditional wooden boat building techniques and repairs in the future.

▼ Riverboat Centre upgraded as part of new Signal Point Experience Centre

The investment in the new Signal Point Experience Centre at Goolwa Wharf will provide the opportunity for unique, curated historical and cultural interpretation of council's wooden boats. A dedicated and resourced exhibition space will contextualise the riverboat history of Goolwa, as well as the 'living history' of the Alexandrina region. It will have the space and resources to explore Goolwa's role in maritime trade in Australia, in the establishment of shipbuilding and steam powered industries in South Australia, and of settlement to the Alexandrina region.

▼ 1.5 Funding, evaluation and reporting

▼ Economic and social impact analysis

An economic and social impact analysis report needs to be conducted to establish a baseline for measuring the effect that investment in the wooden boat sector has on wellbeing, cultural, tourism and business factors for the Alexandrina region. This data, and the outcomes of the Wooden Boat Strategy will inform council on the future investment priorities, business opportunities, government funding and administration of council's wooden boats beyond 2026.

▼ Funding opportunities analysis

To deliver the Wooden Boat Strategy and build capacity for future growth in the sector, a funding opportunity analysis needs to be conducted by Alexandrina Council. This will assess the alignment of the 5 strategic priorities and outcomes of this strategy with state and federal funding objectives and opportunities including;

- tourism
- maritime history
- regional visitor strategy and Building Better Regions
- Heritage Trust and Department of Environment and Water historical preservation fund

The strategy will provide a useful supporting document for sourcing and applying for external funding.

02 *Strategic Priority*

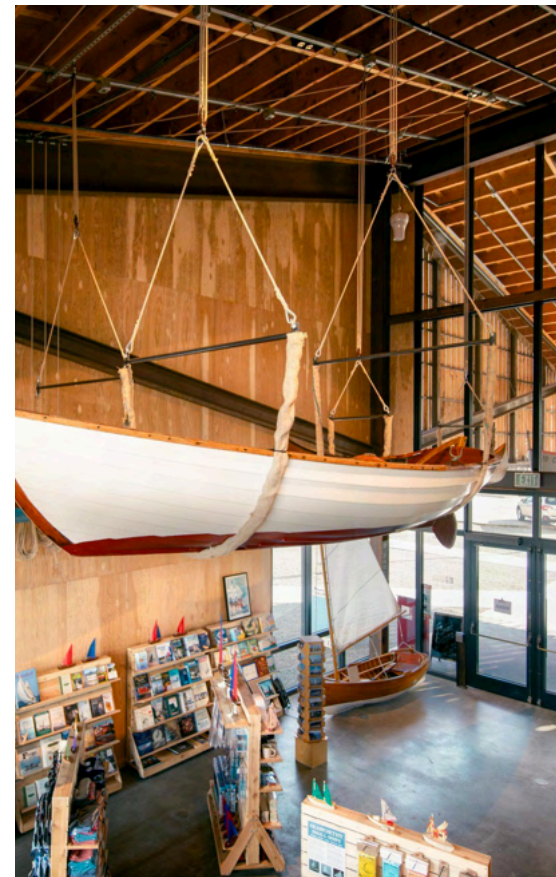
ACTIVATION & EVENTS

Activate and promote Alexandrina Council's 9 historic vessels through investment in static and digital interpretive display, experiential tourism product development and strategic event programming.

2.1 Static display and interpretive signage

Alexandrina Council's 9 historic vessels are situated on and off the water in the township of Goolwa.¹⁰ Each vessel is representative of an era of trade, migration and tourism history along the River Murray in Goolwa and South Australia between 1853 –1970. Despite there being well maintained historical archives, memorabilia, written and visual documentation of their construction and usage, there is no static curated display of printed or digital signage or historical information relating to council's boats and their contextual relevance to the broader origin story of Goolwa and the River Murray during colonisation. Furthermore, 8 of the 9 vessels are not easily visible or safely accessible to the general public.

Stakeholder interviews with caretakers of council's wooden boats report that their prior activation in the last 5 years has drawn significant public engagement and attention. Comparatively, dedicated interpretive displays of wooden boats are prominent tourist attractions at [The Centre for Wooden Boats, Seattle, USA](#), [The Wooden Boat Centre, Franklin TAS](#) and the [Axel Stenross Maritime Museum, Port Lincoln](#). These centres serve as successful models for replication in Goolwa.



Foyer of The Centre for Wooden Boats, Seattle

▼ Armfields public viewing platform and historic vessel moorings

Alexandrina Council's non-passenger vessels should be displayed and positioned in an easily visible and safe mooring area at Armfields. A viewing platform with accompanying interpretive signage will make this place a unique new tourism attraction in Goolwa for historical and cultural tours, immersion in traditional boat building skills and self-guided waterfront cycling and walking trails.

▼ Design digital interpretive signage, aligned to Goolwa Wharf Precinct

The written and visual digital interpretation of the wooden boats at Armfields will engage new generations of visitors. It will provide a unique way to capture people's imagination around the history and culture of Goolwa.

▼ The Barge Dart

The Friends of the Oscar W and Barge Dart have identified that the vessel can no longer be restored or preserved. It currently poses a public safety threat and needs to be carefully dismantled, with any salvagable items placed in storage. The Pop-Up Co. recommends exploring the design and installation of a replica static display or sculpture which interprets the history of 'The Dart' next to the new Oscar W workshop at Goolwa Wharf.

¹⁰ Please refer to Appendix A – Historic Vessel Asset Report

▼ 2.2 Oscar W Passenger Cruises

The Oscar W Paddle Steamer is the only marine vessel owned by council that is surveyed to take a total of 49 passengers and 5 crew members on water. Despite the impact of COVID-19, Oscar W's one hour cruise product has consistently operated at 50%-65% capacity, and its monthly lunch cruises operated at 100% capacity from 2016-2021.

As an authentically preserved heritage asset, the Oscar W will never be a profit-making product. The Oscar W Paddle Steamer operates on a lean budget of on average \$97,340 per annum. This is due to the significant contribution of over 12,500 volunteer hours per annum towards selling tickets, crewing, cleaning and maintaining the vessel.¹¹ This is in comparison to other paddle steamer operating models, for example Echuca's 3 paddle steamers¹² which between 2018-2021 operated at an average cost of \$771,000 per annum.

▼ Develop a business management and marketing plan for Oscar W

There is significant identified value in the ongoing operation of this vessel (refer to Strategic Context and Alignment, page 5-11). With a considered management and marketing plan, and improved operational facilities, the Oscar W has the potential to expand its tourism and educational product offering; increasing its net income and contribute towards the ongoing maintenance costs of the vessel. By aiming to build cruise capacity to 75%-85% by 2026 the Alexandrina Council will be in an informed and positive financial position to review business models for the vessel beyond 2026.

▼ Cost and trial the use of paid skippers and engineers

The trial of deploying paid skippers and engineers during peak season and periods (weekends) will enable more regular scheduling of cruises and alleviate the pressure on volunteers to dedicate such a large volume of hours to crewing the vessel. Casual paid positions also provide an incentive for volunteers to upskill and become qualified skippers or engineers with the support of a council subsidised education program.



Oscar W Paddle Steamer moored at Goolwa Wharf Shed

¹¹ Please refer to Appendix D – Wooden Boat volunteer contribution, summary of time and hours

¹² Echuca Paddle Steamer Review – Consideration of past performance and future options, 2020

2.3 Activation and event programming

Alexandrina Council needs to leverage the fact that 7 of its 9 wooden boats are surveyed to be operational, 4 of which can take passengers on complimentary pleasure cruises and 1 which can take paying customers (Oscar W). This provides council with the unique opportunity to activate and engage audiences with interactive demonstrations of its historical assets.

Develop and manage an annual activation plan for each vessel, activations could include;

- on water "joy rides", demonstrations and historical re-enactments
- historical and cultural storytelling tours
- public open days aligned with shipbuilding and boat maintenance working bees
- scheduling hospitality offerings with regional businesses (high tea, wine and distillery or seafood cruises)
- twilight and stargazing tours
- multi-town cruises, linking to different hospitality, historical and cultural tourism products
- music and art events held on the Oscar W, or near the boat moorings

Develop partnerships and activate at high profile state and local events

- Weekly twilight and weekend vintage wooden sail boat racing (Goolwa Regatta Yacht Club and Aquatic Clubs)
- Goolwa Wharf and Cittaslow Weekend Markets (Goolwa Wharf)
- SA Schools Team Sailing State Championships (Goolwa Regatta Yacht Club)
- Goolwa Regatta (January, Goolwa Regatta Yacht Club)
- Adelaide Guitar Festival (April)
- Vogalonga Down Under (May, Goolwa Aquatic Club)
- History Festival (May)
- SA Living Artists Festival (August)

▼ 2.4 Wooden Boat Festival

The award-winning SA Wooden Boat Festival attracts a strong following of over 15,000 local and interstate visitors biennially. The volunteer Wooden Boat Festival committee is well resourced with the support of a council member sitting on the committee, and total grant and council funding commitments of \$130,000 per festival. The event budget would need to be at least doubled to outsource or bring in-house the operation of a festival of this scale.

There is capacity to grow festival attendance and audience reach utilising the following strategies...



Increase the festival physical footprint

In partnership with associated waterfront venues, a curated program of events could be scheduled along the bank of the River Murray during the Wooden Boat Festival.

This will increase the visibility and utilisation of alternative private moorings outside of Goolwa Wharf, and it will provide exposure to new audiences who engage with these venues.



Utilising satellite events in the years and week leading up to each festival

The festival has a strong, recognisable brand reach amongst the sailing and boating community. It is important to grow this following to new markets in the future to avoid stagnating growth.

This can be achieved by establishing experiential satellite events and partnerships coordinated and promoted by the Wooden Boat Festival committee in the year and weeks leading up to festival.

Examples of satellite events and partnerships could include:

- a Parade of Sail, themed Flotilla or Twilight Sail scheduled each year in the lead up to the festival;
- Oscar W Paddle Steamer overnight food and wine, astrology or historical themed cruises with neighbouring towns in the week leading up to, and post, the festival;
- Oscar W Paddle Steamer and Canoe the Coorong hosting “Paddle Powered” kayak and paddle steamer tours in the week leading up to, and post, the festival; and
- coordinating voyages on sister steam powered vessels from interstate river towns such as Echuca to finish in Goolwa at the commencement of the Wooden Boat Festival.



Investing in social media channel content production and management throughout the year

In 2021 the SA Wooden Boat Festival invested in a digital marketing plan which and is currently being implemented.

Further investment in targeted social media channel marketing and production of engaging digital content production on a regular monthly basis, in and out of festival years, will serve dual benefit to the SA Wooden Boat Festival and to increasing awareness of the region’s wooden boat ecosystem.

03 *Strategic Priority*

MARKETING & BRAND IDENTITY

Integrate the activities and products of Goolwa's wooden boat ecosystem into a centralised destination tourism marketing brand and digital communication plan.

▼ 3.1 Marketing and tourism branding

The promotion and marketing of council’s wooden boats and Wooden Boat Festival currently occur in isolation to one another, managed by individual volunteer groups.¹³

8 of the 9 historic vessels owned by council do not have a dedicated social media presence or website. Online research of each vessel produces a variety of non-council owned, outdated, incongruous or inconsistent web pages or web content.

▼ Establish a single communication channel for the promotion of wooden boat information, activities and events in the Alexandrina region

A dedicated social channel needs to be utilised by council to grow the visibility, attraction and awareness of Goolwa’s wooden boat sector in the immediate term. The Pop-Up Co. understands that investment has been made in 2021 to develop and implement a digital communications plan for the Wooden Boat Festival. It is suggested that the social channels and plan associated with this festival is leveraged to promote all facets of wooden boat information, history, activities and events in the region. This will broaden the audience reach for the festival and establish a consistent dialogue and awareness for wooden boats as a tourism product worth visiting in the region.

▼ Integrate historical and present day boating information into a tourism destination brand for the Alexandrina region

A tourism destination brand for the Alexandrina region needs to be developed. Although the development of this brand sits outside the scope and mandate of priorities in the Wooden Boat Strategy, it would enable Alexandrina Council to leverage its key tourism activities, events and products in a curated, considered and attractive way.

An overarching tourism destination brand would house 4 brand pillars, one being “living history”. This brand pillar would establish a structure and guidelines for promoting a variety of interactive living history and cultural tourism products across the region. It is within this brand pillar that the information about the wooden boat ecosystem, tourism products, historical information, practical boating information, waterfront events and more could be promoted.

Please refer to the Alexandrina Regional Tourism Brand Hierarchy diagram on page 26.

¹³ A Facebook page exists for the Friends of the Oscar W group, Wooden Boat Festival and Armfield Slipway and Boatshed. A website exists for the PS Oscar W, Wooden Boat Festival and Armfield Slipway and Boatshed.

Alexandrina Regional Tourism Brand Hierarchy

Tourism destination brand

Alexandrina region



Tourism brand pillars

Living History



Nature Based Tourism



Food&wine



Adventure



Tourism products

Examples of products in Goolwa include;

- Wooden boats & boating
- Ngarrindjeri culture
- Steam power machines
- SA Wooden Boat Festival

04 *Strategic Priority*

TOURISM INNOVATION & PRODUCT DEVELOPMENT

Foster a thriving community of unique, world class historical and cultural tourism products and experiences in Goolwa through market collaboration and supporting local tourism industry innovation and growth.

4.1 Tourism product development & innovation

Define and upskill in the development of unique product offerings

The visitor economy within South Australia is currently seeking hyper local, self-guided short stay immersive experiences¹⁴. There is a market opportunity available for the development of unconventional, outstanding historical tourism products that attract both on-water and on-land visitors to Goolwa over other river towns. The Visitor Information Centre can be a driving force for change through the establishment of its own unique packaged historical tourism product offerings. Unique packaged product offerings that provide visitors with online, easily bookable “choose your own adventure” experiences are needed to grow the overnight stay economy in Goolwa. These products can also link into offerings from towns upstream in the region and other councils associated with the Murray River Lakes & Coorong Alliance and Destination Riverland.

Alexandrina Business Hub also has a role to play in upskilling local tourism businesses on how to develop world-class historical and cultural tourism products in Goolwa and the region, whilst also encouraging collaboration amongst operators to cater to a growing short-stay visitor economy from 2022-2026.

Promote the broader wooden boat tourism product offerings in Goolwa

The wooden boat ecosystem extends beyond council’s 9 historic vessels and its Wooden Boat Festival. Four unique on-water wooden boat accommodation offerings are available in the immediate vicinity of the Goolwa Wharf Precinct¹⁵ and two aquatic clubs, Goolwa Regatta Yacht Club and Goolwa Aquatic Club, host events for a thriving community of passionate boaties from SA and interstate.



¹⁴ South Australian Visitor Economy Sector Plan 2030, South Australian Tourism Commission, 2019

¹⁵ Swamp Fox, PS Federal, Goolwa Boat Haven and Birks Harbour Retreat

05 *Strategic Priority*

EDUCATION AND SKILLS DEVELOPMENT

Provide intergenerational education experiences with all facets of the wooden boat sector in Goolwa.

5.1 Integration of history into local school curriculum

- ▼ Provide intergenerational education experiences with all facets of the wooden boat sector in Goolwa.

Goolwa's historical narrative from its origins as home to the Ngarrindjeri people, through to its role in maritime river trade, shipbuilding and steam powered industry and migration, should be incorporated in its local primary and secondary curriculum.

Support for the integration of this content could be provided by;

- subsidising experiential tours on the Oscar W Paddle Steamer
- connecting the Armfield Slipway and Boatshed with wood tech and design students to encourage practical exploration of traditional shipwright and building skills
- providing industry connections for the study of the mechanics of steam powered engines through STEM subjects

Advocacy for the development of local content by Goolwa's primary and secondary schools will foster an appreciation for, and connection to, the region amongst its young generation of residents.

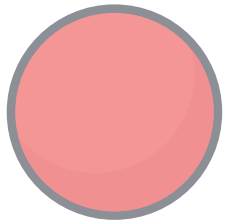


Armfield Slipway and Boatshed workshop



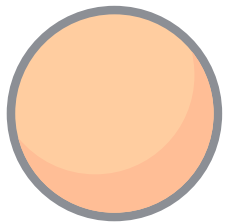
Action Plan 2022–2026

A high level 5 year action plan has been developed for the Alexandrina Council's Growth team to ensure the successful implementation of the 5 strategic priorities outlined in the Wooden Boat Strategy 2022 - 2026. A traffic light system has been created to highlight immediate (2022), medium term (2023–2024) and long term (2025–2026) priorities and action steps.



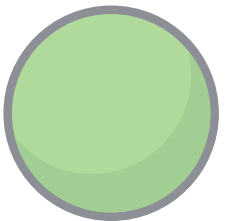
Immediate (2022)

Allocating a council resource to establishing the structure and business plans for improving efficiencies in the operation, maintenance, marketing and activation of council's wooden boats. Scoping, budgeting and seeking funding opportunities for purpose built supporting wooden boat infrastructure.



Medium Term (2023–2025)

Developing purpose built supporting infrastructure which displays council's boats and provides safe, ambient workshops for the volunteer caretakers of historic vessels. Fostering collaboration and innovation amongst tourism operators and the Wooden Boat Festival to establish and enhance the quality of heritage tourism products and events in Goolwa and Alexandrina region.



Long Term (2026)

Evaluate the social and economic impact of the wooden boat sector on the region's wellbeing and employment indicators, and on its visitor economy. Review future business operational models for the vessels and the expansion of the Goolwa Wharf Precinct boundaries to incorporate historic and present day boating and waterfront assets.

Strategic Priority 1 – Asset management and administration

Commit to a 5 year funded program supporting the administration, operation and maintenance of council's 9 historic vessels, and the upgrade of its supporting infrastructure

Activity	Strategy	Supported by	Priority
Redefine the responsibilities and role description of the Economic Development Coordinator in the Growth team to incorporate a broader focus on both administrative and strategic planning, budgeting and reporting functions.	1.1	HR Team	Immediate
Develop a 5 year written agreement and terms of reference document with each volunteer group allocated as the caretaker of each council owned historic vessel.	1.2	Friends of Oscar, Brigand & Armfields	Immediate
Develop formal operating, risk management and OH&S procedures with each boat caretaker group relating to the maintenance and operation of each vessel when under the responsibility of volunteers.	1.2	Friends of Oscar, Brigand & Armfields	Immediate
Review and seek efficiencies in contract provision of suppliers for insurance, boat survey and maintenance costs across all council vessels.	1.2, 2.2	Friends of Oscar, Brigand & Armfields	Immediate
Establish and define an annual maintenance schedule and budget with boat caretakers.	1.2, 2.2	Friends of Oscar, Brigand & Armfields	Immediate
Establish an appropriate communication and governance process, which enables the effective dialogue and feedback from boat caretakers with council administration to report on the operations, maintenance schedules and activation of each council vessel.	1.2	Friends of Oscar, Brigand & Armfields	Immediate
Finalise the risk management plan and procedures for the operation and maintenance of the Oscar W.	1.3	Friends of Oscar	Immediate
Employ the services of an occupational work, health and safety expert with marine surveying experience to review workplace compliance and establish a WH&S program for Oscar W maintenance volunteers.	1.3	Friends of Oscar	Immediate

Strategic Priority 1 – Asset management and administration

Commit to a 5 year funded program supporting the administration, operation and maintenance of council's 9 historic vessels, and the upgrade of its supporting infrastructure

Activity	Strategy	Supported by	Priority
Explore and conduct stakeholder engagement around the inclusion of the construction of a creative static display of the Barge Dart next to the Oscar W moorings as part of Stage 2 of the Goolwa Wharf Precinct development.	1.4	Friends of Oscar W	Long
<p>Establish a business case and funding plan for presentation to council for investment and development support for the following major asset and infrastructure upgrades required to display and support the operation and maintenance of council's historic vessels (in order of priority);</p> <ul style="list-style-type: none"> ◇ build a dedicated workshop facility at the southern end of Goolwa Wharf for conducting Oscar W maintenance, functional operations and providing volunteer respite ◇ develop purpose-built pontoon and mooring to safely house and display the Lotus, Brigand, Hideaway, Cutter and Coorong Flattie ◇ support the development and lease of a site for the Armfield Slipway and Boatshed secondary workshop on Skewes Rd 	1.4	Friends of Oscar W, Brigand and Armfields	Immediate-Medium term
Conduct a funding opportunities analysis to identify alignment between the Wooden Boat Strategy and regional, state and federal funding that may exist to support implementation of actions	1.5		Immediate
Conduct an economic and social impact analysis to establish a baseline measurement of the wellbeing, cultural, tourism and business indicators that impact the wooden boat sector. Utilise baseline data to establish annual strategic priorities and measurable goals for implementation of business and marketing plans for each historic vessel	1.5		Immediate
Review council's ownership of its boats to establish their and connection to council to ensure relevance and connectivity to the story and maritime history of SA and Australia.	1.5		Long

Strategic Priority 2 – Activation and events

Activate and promote Alexandrina Council's 9 historic vessels through investment in static and digital interpretive display, experiential tourism product development and strategic event programming.

Activity	Strategy	Supported by	Priority
Build a viewing platform and install digital, creative interpretive and wayfinding signage at Armfield Slipway and Boatshed. Align the look and functionality of the signage with the Goolwa Wharf Precinct and establish wayfinding between these two places to encourage visitor exploration beyond the boundaries of the precinct via foot or bike.	2.1	Planning & Development Team and Armfields	Immediate
Utilise the Forerunner replica boat as part of a creative interactive hardstand historical display at the Signal Point Experience Centre to educate on the colonial and maritime trade history of Goolwa.	2.1	Armfields	Medium
Conduct stakeholder engagement on the functions and historic interpretation of council's wooden boats in the new Signal Point Experience Centre. Identify and promote opportunity for volunteer engagement with the new centre and re-align with the tourism volunteer roles in the Visitor Information Centre.	2.1	Riverboat Centre volunteers, VIS Friends of Oscar W, Brigand and Armfields	Medium to Long term
Develop and manage an annual operational tourism plan for the Oscar W with a focus on conducting a one-year trial of all, or some, of the following initiatives to drive an increase in average operating capacity up to 75-85%; <ul style="list-style-type: none"> ◇ increase number of cruising days by 10% ◇ review cruise schedule timings ◇ expand cruise product offerings including option for running twilight, themed charter cruises and events, and multiple lunch cruises per day ◇ establish a formal school holiday packaged product ticket offering with the Steam Ranger 	2.2	Friends of the Oscar W	Immediate
Cost and implement a 12 month trial of the deployment of paid skippers and engineers during peak season and periods (weekends) on the Oscar W cruises.	2.2	Friends of Oscar W	Medium

Strategic Priority 2 – Activation and events

Activate and promote Alexandrina Council's 9 historic vessels through investment in static and digital interpretive display, experiential tourism product development and strategic event programming.

Activity	Strategy	Supported by	Priority
Conduct a business case analysis for the commercial operation and ownership of the Oscar W from 2026 onwards.	2.2	Friends of the Oscar W	Long
Develop an annual strategic marketing and activation plan for the Lotus, Brigand, Hideaway & Cutter for the operation of demonstrations, “joy rides” or historical interpretation, aligned with Goolwa Wharf Precinct’s seasonal events calendar.	2.3	Friends of Oscar, Brigand & Armfields and Goolwa Wharf Precinct	Immediate
Proactively seek local and state based partnerships to leverage the Oscar W as a host venues for events and to align the coordination of “joy rides” with SA’s seasonal event calendar.	2.3	Friends of Oscar W, Brigand and Armfields	Medium
<p>Drive the instigation of the following growth strategies for the Wooden Boat Festival;</p> <ul style="list-style-type: none"> ◊ facilitate the development of a 24-month schedule of satellite events and product partnerships which align to the promotion of the wooden boat ecosystem in Goolwa and with the Goolwa Wharf Precinct seasonal calendar of events ◊ partner with waterfront venues outside the Goolwa Wharf Precinct to curate a program of events during the Wooden Boat Festival ◊ invest in the development and implementation of a digital marketing strategy for the Wooden Boat Festival 	2.4	Wooden Boat Festival Committee	Medium

Strategic Priority 3 – Marketing and brand identity

Integrate the activities and products of Goolwa’s wooden boat ecosystem into a centralised destination tourism marketing brand and digital communication plan.

Activity	Strategy	Supported by	Priority
Develop a contemporary suite of visual design collateral of council’s historic vessels and integrate into the Wooden Boat Festival digital communications strategy and Alexandrina tourism marketing promotions.	3.1	Digital Marketing contractor	Immediate
Develop a digital communications plan for the integration of promoting wooden boat information, activities and event details in the Alexandrina region.	3.1	Digital Marketing contractor	Immediate
Integrate the strategic marketing and digital communications plan for the wooden boat sector in Goolwa into a tourism marketing plan for the region.	3.1		Long

Strategic Priority 4 – Tourism innovation and product development

Foster a thriving community of unique, world class historical and cultural tourism products and experiences in Goolwa through market collaboration and supporting local tourism industry innovation and growth.

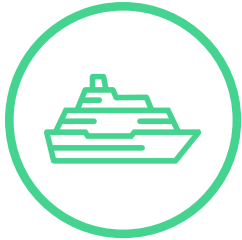
Activity	Strategic Priority	Supported by	Priority
In collaboration with local tourism operators, design and promote dynamic tourism itineraries that are bookable online to engage visitors in historical tourism experiences in the region.	4.1	Local tourism operators	Medium
Identify and establish upstream partnerships and a promotional plan for developing a roadmap to touring historic vessel sites and related living history tourism products across SA.	4.1	Destination Riverland, Murray River, Lakes & Coorong Alliance	Medium
Host tourism industry networking and education opportunities to instigate and drive innovation in the establishment of world-class historical and cultural tourism products in the region.	4.1	Alexandrina Business Hub	Medium

Strategic Priority 5 – Education and skills development

Provide intergenerational education experiences with all facets of the wooden boat sector in Goolwa.

Activity	Strategic Priority	Supported by	Priority
Advocate for and support the education of the origin story and historical foundations of Goolwa (and its wooden boats) in the local primary and high school.	5.1		Long

Future Considerations



Private Moorings

There is a demand for short stay and events based private moorings in Goolwa. Goolwa Regatta Yacht Club, Goolwa Marina and Slipway and Goolwa Aquatic Club are almost at capacity and the current temporary moorings at Goolwa Wharf are not fit for purpose for weekend boating enthusiasts. Growth in attendance and engagement with the Wooden Boat Festival beyond 2025 will be limited without more private mooring facilities.

An opportunity has been identified for building up to 80 fixed moorings at Hector's Jetty to cater for the short stay market and for peak season waterfront events. These facilities would complement the expansion and development of the Goolwa Wharf Precinct, growing the demand for a night-time economy in the precinct and attracting unique hospitality and cultural offerings to cater to the boating market.

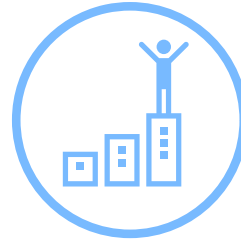


Waterfront Precinct

The Goolwa waterfront from the Chart Room through to the Goolwa Barrages has the potential to become an interconnected, regionally unique waterfront precinct offering recreational, hospitality, community, nature based, historical and cultural tourism experiences.

Consideration for the design of a dedicated cycling and walking path with curated interactive interpretive displays and signage of key historical and cultural waterfront assets will encourage day trippers to extend their itinerary beyond an A to B location in Goolwa. This investment will also have a flow on effect to attract new business and tourism investment along the waterfront.

At minimum the extension of a cycling and pedestrian interpretive trail from Goolwa Wharf to Goolwa Aquatic Club should be explored as part of the Stage 2 development of Goolwa Wharf precinct.



Skill Development

Further investigation into attracting a private educational institution to establish ship building or ship master training facilities in Goolwa should be conducted to further attract and retain a young population to the Alexandrina region.

The "on-water" work experience hours required for certification as part of these courses could also aid in a pipeline of volunteers for the Oscar W and Armfield Wooden Boats Incorporated community groups.



Further afield

The River Boat Trail was established in 2009 by the Department of Environment and Water (DEW) and SATC. It includes 18 interpretive signs and a self-guided map from Goolwa Chart Room to the Customs House at Border Cliffs.

Renewed visitor enthusiasm for exploring and holidaying in regional townships in South Australia could see popularity in the reinterpretation and revitalisation of such a trail to tell the story of South Australia's history, ecosystem, nature and places more broadly. It is recommended that this opportunity is further explored with DEW and SATC by 2022, aligning to regional funding priorities in South Australia.

Appendix A – Historic Vessel Asset Report



Cutter (1941)

A British-built Naval ship's cutter. It saw service on the third HMAS Sydney, an aircraft carrier converted to military transport vessel whose tours of duty included the Vietnam War. The cutter was used for transport and mine patrols during this tour.

After the Sydney was decommissioned the cutter was used by Naval Sea Cadets at Port Adelaide before being sold in 1993 to the Milang Historical Society. The Society granted Armfield Slip permanent loan of the craft, which was in poor condition, in 2002.

A distinctive feature is the Kitchen Rudder system which has two movable metal cups on either side of the propeller.

This craft has been restored previously, but is due once again for major restoration. This boat has significant historical relevance as not many of her type are known to exist.

Location

Armfield Slip jetty



Not applicable

Status

In water, operational. Not surveyed to take paying passengers.

Management & maintenance

Managed and maintained by Armfield.



Lotus (1910)

A 30ft long classic river boat, was meticulously rebuilt over three years by volunteer members of Goolwa’s Armfield Slip who worked from old photographs to bring her back to her former glory.

Lotus was built for the Robertson family of Chowilla Station in Goolwa in 1910 and was transported there aboard the paddle steamer Gem.

The maiden voyage of Lotus was to attend a show at Wentworth at the junction of the Murray and Darling rivers, taking eight passengers who lived on board.

Lotus was used both as a pleasure and work boat well into the latter half of last century until she was lifted out of the water and parked on the banks of the Murray near Chowilla Station.

After three years of intensive work and a spend of \$12,000 (the bulk of which was raised by the Armfield volunteers) Lotus was recommissioned at the Goolwa Regatta Yacht Club in 2004.

Subsequently Lotus has been a star turn of Armfield’s activities at Goolwa, especially during the Wooden Boat Festivals and her longest voyage, the 1194km trip from Goolwa to Chowilla and back for Chowilla centenary celebrations.

Location

Armfield Slip jetty



8 passengers

3 crew

Status

In water, operational. Not surveyed to take paying passengers. Can be used for demonstration days and as a free cruise boat.

Management & maintenance

Managed and maintained by Armfield. Boat trips managed and used by Armfield for demonstration days and historical celebrations. Maintenance schedule p.a



Hideaway I (~ 1930/40)

The locally-built 18ft 6in. carvel-construction fishing boat used in the 1976 film Storm Boy, shot in and around Goolwa, the Coorong and Pt Elliott.

HideAway is believed to have been built in Goolwa around 1930 to 1940 and was originally powered by sail although an engine was fitted later. A rudimentary cabin was fitted for the film.

When discovered by an Armfield Slip member about 20 years ago she was in poor condition and has subsequently been restored and used on numerous occasions relating to celebrations of the original film. She is a favourite with children.

Location

Armfield Slip jetty



Not applicable

Status

On water, operational

Not surveyed to take paying passengers

Management & maintenance

Managed and maintained by Armfield.



Coorong Flattie

A traditional Goolwa flat-bottomed, double-ended fishing boat (a “Goolwa flattie”) which is a rowing boat and is used as Armfield’s slipway work boat.

Status

On water, operational

Not surveyed to take paying passengers. Used as a service boat for Armfield.

Management & maintenance

Managed and maintained by Armfield.

Maintenance schedule p.a

Location

Armfield Slip jetty



Not applicable.



Forerunner III (1993)

A replica of the canoe-style craft built by River Murray paddle steamer pioneer Francis Cadell to plot the course of the River Murray from Swan Hill to Wellington.

Designed and built by Armfield Slip in 1993 from photographs of the original. It is similar to Forerunner II which was built at Cockenzie, Scotland (Cadell's original home) by historian-artist Kenny Munro.

Built with the assistance of a grant from the Australian Geographic magazine and the Goolwa Historical Society.

Status

Out of water. Not operational

Management & maintenance

Not applicable. Used as a static replica boat for display purposes only.

Location

Displayed on hardstand at the Riverboat Centre



Not applicable.



Location

Goolwa Slipway and Marina



4 under sail.

6 under motor.

Brigand (1890)

The 28' gaff rig cutter was launched in 1890 at Milang. The vessel was built by Fred Potts in Langhorne Creek.

Late in November 1890 Fred loaded the boat onto a timber wagon pulled by 8 bullocks for transportation to Milang, where it was slung and lowered into the waters of Lake Alexandrina. Shortly after the launch, Fred entered 'Brigand' in the Milang Regatta, taking out first prize. It competed in multiple regattas based out of Milang until 1916.

In 2002, 'Brigand' came into the possession of Dr. Roger Badham of Port Hacking, New South Wales, after which the vessel underwent a major re-fit and extensive restoration bringing it to the remarkable condition that it is in today. It was gifted by him to Alexandrina Council in 21 September 2015.

'Brigand' is very rare as there remain only a handful of sail boats in Australia that were built before 1890 and it is particularly significant to South Australia's yachting history. Small open cutters such as 'Brigand' were the staple of boating for commerce and pleasure in South Australia in the 19th century.

Status

On water, operational. Not surveyed to take paying passengers. Can be used for demonstration days and as a free cruise boat.

Management & maintenance

Managed under the care of the Friends of the Brigand. MoU with council expired in 2019 for the management of the boat.

Maintained by committee, funded by council to do so. Boat trips managed and used by Friends of the Brigand for demonstration days and historical celebrations.



Location

Situated on chocks under the Hindmarsh Bridge.



Not applicable

Barge Dart (1912)

The Dart was built in 1912 by D. Milne at Goolwa for the Engineering & Water Supply Department.

It was built as a floating work platform and used as a pile-driving vessel on the construction of the weirs and locks. It was steam powered using a vertical boiler.

In 1985 the Dart was purchased by the District Council of Port Elliot and Goolwa and brought to Goolwa to be used as part of the Signal Point River Murray Interpretive Centre.

In 1999/2000 the Dart was transformed into a film set as the “Tingalla Rose” for the children’s TV series “Chuck Finn”.

It has been used on numerous occasions as part of the Oscar W plant for re-enactments. The Dart later sank at its moorings and was raised and placed on land pending restoration.

The barge ‘DART’ is listed on the National Maritime Museum Register of Historic Vessels.

Status

Out of water. Not operational.

Evaluated in February 2021 by the Friends of the Oscar W and a reputable SA marine engineer as in a current state of disrepair and not able to be restored.

A static on land display commemorating The Barge Dart has been estimated at costing approximately \$200,000.

Management & maintenance

Managed under the care of the Friends of the Oscar W



Location

Goolwa Wharf



49 passengers

7 crew

Oscar W (1908)

The paddle steamer Oscar W was built in 1908 by Franz Oscar (Charlie) Wallin at Echuca. It served on the Murrumbidgee River and Upper Murray trade until 1914 when it was sold.

With the falling off of the river trade by 1919 the Oscar W came into ownership by the Murray Shipping Company as a work boat. During World War II (1942–43) the boat changed multiple hands and ended up as a service boat for ferries along the river, owned by the South Australian Government Highways Department in until 1960 when bought by Paddy Hogg for £50 and transferred into a tourist vessel.

In 1985 the SA Tourist Commission acquired the Oscar W as part of the establishment of an interpretive centre at Signal Point. The Oscar W was put back into riverworthy condition and steamed to Goolwa arriving on 31 March 1988. It was acquired by (the now) Alexandrina Council in 2000.

The Oscar W is maintained at Goolwa as a working exhibit and is used to demonstrate how the vessels were worked on the rivers.

Status

On river.

Passenger boat, surveyed for operation.

Management & maintenance

Managed under the care of the Friends of the Oscar W.

Council part responsible for the marketing and ticket sales.



Location

Goolwa

St Ayles Skiff (2014)

A 4 oared rowing boat, designed by Iain Oughtred and inspired by the traditional Fair Isle skiff. It is normally crewed by four sweep rowers with a coxswain.

The boat design was commissioned by The Scottish Fisheries Museum in 2009 as a vessel for use in The Scottish Coastal Rowing Project. It is suitable for construction by community groups and amateur boat builders. The boats are normally supplied in kit form.

Over 200 boats have been built by communities around the Scottish coast and overseas in England, Northern Ireland, the United States, Australia and New Zealand.

In 2014 the Armfield Wooden Boat Shed Inc built the skiff and donated it to the Goolwa Rowing Club for use.

Status

Stored in a shed on private property.

Management & maintenance

Managed by a private caretaker who uses the boat on occasion on River Murray.

Appendix B – Wooden Boat Financial Report, Summary of Income and Expenditure (2016–2021)

The Pop-Up Co. has developed the Wooden Boat Financial Report utilising the 2016–2021 Alexandrina Council financial reports relating to cost centres associated with Oscar W, Armfield Slipway and Boatshed and the Brigand.

Figures for the 20/21 financial year are based on an Alexandrina Council financial cost centre report dated up until 3 May 2021.

Boat	Maintenance (avg p.a)	Maintenance (16-21)	Insurance (avg p.a)	Oth. expenses (16-21)	Total expenditure 2016-2021	Income (avg p.a)	Total income 2016-2021	Net profit 2016-2021
Cutter	\$ 2,071.00	Refer to total expenditure for summary	\$ 1,803.91	\$ -	\$ 48,716.53	\$ -	\$ -	\$ (48,716.53)
Lotus	\$ 1,055.00		\$ 2,345.08	\$ -		\$ -		
Hideaway	\$ 180.00		\$ 432.94	\$ -		\$ -		
Flattie	\$ -		\$ 90.20	\$ -		\$ -		
Forerunner	\$ -		\$ 180.39	\$ -		\$ -		
Armfield Jetty	\$ 500.00		N/A	N/A		N/A		
Armfield Slipway	\$ 1,026.00		N/A	N/A		N/A		
Brigand	\$ 3,827.12	\$ 19,135.59	\$ 1,717.26	\$ 7,225.16	\$ 34,947.05	\$ -	\$ -	\$ (34,947.05)
Oscar W	\$ 75,452.20	\$ 377,261.00	\$ 18,482.84	\$ 17,044.18	\$ 486,719.38	\$ 51,718.40	\$ 258,592.00	\$ (228,127.38)
Wooden Boat Festival			N/A		\$ 260,000.00	N/A	\$ 130,000.00	\$ (130,000.00)
TOTAL					\$ 830,382.96		\$ 388,592.00	\$ (441,790.96)
AVG PER ANNUM					\$ 166,076.59		\$ 77,718.40	\$ (88,358.19)

Appendix C – Wooden Boat Financial Forecast, Summary of Income and Expenditure (2022–2026)

The Pop-Up Co. has developed this forecast utilising the following information;

- 2016–2021 Alexandrina Council financial reports relating to cost centres associated with Oscar W, Armfield Slipway and Boatshed and the Brigand
- A formal quote received for the 5 year maintenance and repair schedule of boats under guardianship of Armfield Wooden Boat Incorporated
- Consultation and review of the 5 year historic and forecasted maintenance schedule and budget for the Oscar W with its Chief Engineer
- Consultation with the Wooden Boat Festival Committee regarding a 5 year funding commitment for the festival

Formal quotes will need to be sought by Alexandrina Council to include these forecasted figures in an annual business plan and budget for approval. This financial forecast is used to demonstrate the approximate nominal additional funding commitment required per annum to achieve the outcomes proposed in the Wooden Boat Strategy.

Additional expenditure required on major asset and infrastructure upgrades suggested in this strategy have not been included in this forecast as they sit across multiple council departments and responsibilities, and are outside the scope of work to specify. Formal project budgets and quotes would need to be sought for any major asset expenditure suggested in this strategy.

Boat	Maintenance	Insurance	Marketing	Total expenditure 2022-2026	Total income 2022-2026	Net profit 2022-2026
Cutter	\$ 19,000.00	\$ 9,019.55	\$ 5,000.00	\$ 67,262.60	\$ -	\$ (67,262.60)
Lotus	\$ 10,000.00	\$ 11,725.40				
Hideaway	\$ 4,000.00	\$ 2,164.70				
Flattie	\$ 2,000.00	\$ 451.00				
Forerunner	\$ -	\$ 901.95				
Armfield Jetty	\$ 3,000.00	N/A	N/A			
Armfield Slipway	\$ -	N/A	N/A			
Brigand	\$ 17,500.00	\$ 8,586.30	\$ 2,500.00	\$ 28,586.30	\$ -	\$ (28,586.30)
Oscar W	\$ 380,000.00	\$ 90,000.00	\$ 20,000.00	\$ 490,000.00	\$ 258,592.00	\$ (231,408.00)
Wooden Boat Festival	N/A			\$ 260,000.00	\$ 130,000.00	\$ (130,000.00)
TOTAL				\$ 845,848.90	\$ 388,592.00	\$ (457,256.90)
AVG PER ANNUM				\$ 169,169.78	\$ 77,718.40	\$ (91,451.38)

Appendix D – Wooden Boat volunteer contribution, summary of time and hours (2016 – 2021)

The Pop-Up Co. has developed this report utilising the following information;

- 2016-2021 Alexandrina Council volunteer hours reports
- Volunteering SA & NT 'Value of Volunteering' hourly rate attributed at \$45.10 per hour

Please note due to the closure of the Riverboat Centre in the 20/21 financial year, the volunteer hours were not included in the calculation of average per annum hours for that centre.

Volunteer Hours	Hours (avg p.a)	Hours (16-21)	Value of time (avg p.a)	Value of time (16-21)
Armfield Incorporated (unpaid maintenance on council boats only)	1,750	8,750	\$ 78,925.00	\$ 394,625.00
Oscar W	12,536	62,682	\$ 565,391.64	\$ 2,826,958.20
Riverboat Centre	1,949	8,060	\$ 87,899.90	\$ 439,499.50
Wooden Boat Festival	745	3,723	\$ 18,615.00	\$ 93,075.00
TOTAL	16,980	83,215	\$ 750,831.54	\$ 3,754,157.70



Attachment 12

Goolwa Wharf Precinct Project Master Plan Options Report

Economic Analysis of Goolwa Wharf Precinct Project



ECONOMIC ANALYSIS OF GOOLWA WHARF PRECINCT PROJECT

**A Report to Hudson Howells on
behalf of Alexandrina Council**

18 February 2022

Prepared by

BDO EconSearch

Level 7, BDO Centre, 420 King William Street
Adelaide SA 5000

Tel: +61 (8) 7324 6190

<https://www.bdo.com.au/en-au/econsearch>

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ABBREVIATIONS

BCR	benefit cost ratio
CBA	cost benefit analysis
fte	full time equivalent
GRP	gross regional product
I-O	Input Output
IRR	internal rate of return
LGA	local government area
NPV	net present value
RISE	Regional Industry Structure and Employment

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Project Manager: Anders Magnusson

Principal Author/s: Lisa Carlin

Name of Client: Hudson Howells on behalf of Alexandrina Council

Name of Project: Economic Analysis of Goolwa Wharf Precinct Project

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EXECUTIVE SUMMARY

Goolwa, situated on Fleurieu Peninsula, is a major town within the Alexandrina Council (the Council). The town is located at the mouth of the Murray River on Lake Alexandrina, 83 km south of Adelaide and 19 km from Victor Harbour. With a rich heritage as a thriving river port in the 1800's and an ideal location for water sports, outdoor activities and fishing, the town is a major tourist destination in the region. The Goolwa Wharf Precinct is itself, a significant driver of economic and tourism activity within the Alexandrina Council and Fleurieu Region.

However, the Precinct lacks quality, fit for purpose and state-of-the-art facilities for business expansion or to attract new businesses to the Precinct. Without improvements there is the risk that tourism will decline as visitors to South Australia may choose other destinations with better facilities.

The Goolwa Wharf Precinct project seeks to upgrade infrastructure within the Precinct that will improve the access and amenity of the Precinct, creating a more desirable environment for people to stay, enjoy and learn about the region, thus increasing economic activity and creating jobs. It also seeks to make Goolwa and the Fleurieu Region a more attractive place to live, work and visit and protect and celebrate the rich cultural and heritage assets of the historic and Southern-most River Murray port.

The Council was successful in securing \$7.5m in funding through the Commonwealth Government's Building Better Regions grant in November 2020. However, costs to upgrade the wharf to the minimum required has now increased to \$10.2m. Council need to decide whether to secure funding for the additional \$3m or consider three higher cost options which will make the wharf more fit for purpose and attract more visitors to the region. As such, BDO EconSearch have been contracted to undertake an economic analysis to estimate the regional economic impacts of each of the new master plan options and to see which is the preferred option from an economic perspective.

Method of Analysis

Two economic methods were utilised to provide the necessary outputs required. Firstly, cost benefit analysis (CBA) was used to determine the efficient allocation of resources. Secondly, extended input-output (I-O) analysis was employed for estimation of regional economic impacts.

A key objective of this project was to undertake a CBA to determine the net benefit of the Goolwa Wharf Precinct master plan options. The master plan options (Option A, B and C) were compared against a base case scenario, as described below.

Base Case: Project business plan for the original application.

Total cost of \$10.2m (originally costed at \$7.5m)

Option A: Draft master plan.

Total cost of \$16.0m

Option B: Draft master plan with no car park in Jaralde Park and some timed parallel car parking on the Amelia roadway near Hectors.

Total cost of \$15.5m

Option C: Draft master plan with no car park in Jaralde Park and some additional timed parallel car parking near Hectors. No new building for Oscar W at the South end of the Wharf. This area will instead be grassed and ear-marked for a potential future development (subject to a

private developer investment). Maintain the new retail/business opportunity on the north side of wharf shed. Maintaining Oscar W Volunteers residing in the south side of the Wharf Shed. Remove external toilets, add new toilets and kitchen facilities internally (provide basic services but tenants to fit out kitchens).

Total cost of \$14.9m

The CBA was conducted over a 25-year period and three standard evaluation criteria were employed: net present value (NPV); benefit cost ratio (BCR); and internal rate of return (IRR).

The regional economic impacts were estimated using an extension of the conventional input-output method. Over the past decade BDO EconSearch has developed an extended I-O model known as the RISE model (Regional Industry Structure and Employment). I-O models are widely used to assess the economic contribution of existing levels of economic activity and the economic impacts of shocks. The indicators used in impact analysis typically include employment and contribution to gross regional product (GRP) which are used in this report. A RISE model for the Alexandrina local government area (LGA) economy was used for the assessment of regional impacts.

Cost Benefit Analysis

While the impact analysis illustrates the economic activity arising from the proposed development, the CBA shows whether or not the proposed investment represents an efficient use of public money. The results of the CBA are shown in Table ES-1.

Table ES-1 Result of the cost benefit analysis

	NPV (\$m)	BCR	IRR
Option A	29.4	1.22	62%
Option B	29.7	1.23	67%
Option C	19.1	1.22	53%

The results indicate that according to the three evaluation criteria used all three master plan options would increase net social benefit. Accordingly, the net benefit of investing in any of the master plan options outweigh the net benefits of investing in the business plan for the original application (Base Case).

In terms of ranking the options, Option B ranks first with the largest NPV (\$29.7m), BCR (1.23) and IRR (67 per cent). This is a result of similar benefits to Option A but slightly lower construction costs. The NPV of \$29.7m represents the present value of benefits received by the community, over and above all investment and operating costs, of choosing Option B instead of the Base Case. Under Option B, the present value of benefits would be approximately \$160.7m larger than the base case and the present value of costs is approximately \$131.0m larger than the base case, resulting in a net present value (NPV) of \$29.7m.

The second ranked option is Option A, NPV of \$29.4m, BCR of 1.22 and IRR of 62 per cent.

Option C is ranked third with a NPV of \$19.1m, BCR 1.22 and IRR of 53 per cent.

Economic Impact Analysis

The impact analysis investigated the economic impact to the Alexandrina LGA region resulting from the construction of the master plan options and the expenditures made by visitors to Goolwa as a result over the base case.

Construction phase

The total contribution to GRP as a result of the master plan option construction expenditure over the base case is expected to be:

- Option A: \$2.4m, \$1.8m directly and \$0.6m in flow-on impacts
- Option B: \$2.1m, \$1.6m directly and \$0.5m in flow-on impacts
- Option C: \$1.9m, \$1.4m directly and \$0.5m in flow-on impacts.

The employment effect in the Alexandrina LGA region is expected to be on average over the three-year period:

- Option A: 9 fte jobs, 7 fte jobs directly and 2 flow-on fte jobs
- Option B: 8 fte jobs, 6 fte jobs directly and 2 flow-on fte jobs
- Option C: 7 fte jobs, 6 fte jobs directly and 1 flow-on fte jobs.

Operating phase

The expected annual contribution to GRP once the redevelopment is complete is expected to be \$12.1m under Options A and B and \$8.1m under Option C.

The estimates show that total employment generated by the redevelopment in the Alexandrina LGA is expected to be around 142 on-going fte jobs under Options A and B and 95 on-going fte jobs under Option C.

1. INTRODUCTION

Goolwa, situated on Fleurieu Peninsula, is a major town within the Alexandrina Council (the Council). The town is located at the mouth of the Murray River on Lake Alexandrina, 83 km south of Adelaide and 19 km from Victor Harbour. With a rich heritage as a thriving river port in the 1800's and an ideal location for water sports, outdoor activities and fishing, the town is a major tourist destination in the region. The Goolwa Wharf Precinct is itself, a significant driver of economic and tourism activity within the Alexandrina Council and Fleurieu Region.

However, the Precinct lacks quality, fit for purpose and state-of-the-art facilities for business expansion or to attract new businesses to the Precinct. Without improvements there is the risk that tourism will decline as visitors to South Australia may choose other destinations with better facilities.

The Goolwa Wharf Precinct project seeks to upgrade infrastructure within the Precinct that will improve the access and amenity of the Precinct, creating a more desirable environment for people to stay, enjoy and learn about the region, thus increasing economic activity and creating jobs. It also seeks to make Goolwa and the Fleurieu Region a more attractive place to live, work and visit and protect and celebrate the rich cultural and heritage assets of the historic and Southern-most River Murray port.

The Council was successful in securing \$7.5m in funding through the Commonwealth Government's Building Better Regions grant in November 2020. However, costs to upgrade the wharf to the minimum required has now increased to \$10.2m. Council need to decide whether to secure funding for the additional \$3m or consider three higher cost options which will make the wharf more fit for purpose and attract more visitors to the region. As such, BDO EconSearch have been contracted to undertake an economic analysis to estimate the regional economic impacts of each of the new master plan options and to see which is the preferred option from an economic perspective.

Two economic methods were utilised to provide the necessary outputs. Extended input-output (I-O) analysis was employed for estimation of regional economic impacts. Cost benefit analysis (CBA) was used to determine the efficient allocation of resources.

The remainder of the report is presented in three parts. Section 2 outlines the methods and data used. Section 3 presents the CBA results (including sensitivity analysis) and Section 4 presents the economic impact assessment results.

2. METHOD OF ANALYSIS AND DATA

2.1. Cost Benefit Analysis - Method and Data

2.1.1. Purpose and scope of cost benefit analysis

A key objective of this study was to undertake a cost benefit analysis (CBA) to determine the net benefit of the draft master plan options. The proposed master plan options were compared against a base case scenario, as described in Table 2-1. The base case and master plan options are detailed in the following sections.

Table 2-1 Alternative options for the cost benefit analysis

Option	Description
Base Case	Project business plan for the original application. Total cost of \$10.2m (originally costed at \$7.5m)
Option A	Draft master plan. Total cost of \$16.0m
Option B	Draft master plan with no car park in Jaralde Park and some timed parallel car parking on the Amelia roadway near Hectors. Total cost of \$15.5m
Option C	Draft master plan with no car park in Jaralde Park and some additional timed parallel car parking near Hectors. No new building for Oscar W at the South end of the Wharf. This area will instead be grassed and ear-marked for a potential future development (subject to a private developer investment). Maintain the new retail/business opportunity on the north side of wharf shed. Maintaining Oscar W Volunteers residing in the south side of the Wharf Shed. Remove external toilets, add new toilets and kitchen facilities internally (provide basic services but tenants to fit out kitchens). Total cost of \$14.9m

2.1.2. Method of analysis

The cost benefit analysis conducted for this project conforms to South Australian and Commonwealth Government guidelines for conducting evaluations of public sector projects (Department of Treasury and Finance (2008) and Department of Finance and Administration (2006)).

The starting point for the economic analysis was to develop the ‘base case’ scenario, that is, the benchmark against which the options were compared.

Given that costs and benefits were specified in real terms (i.e. constant 2022 dollars), future values were converted to present values by applying a discount rate of 7 per cent. The choice of discount rate is consistent with the rate used in the South Australian and Commonwealth Government guidelines.

The economic analysis was conducted over a 25-year period and results were expressed in terms of net benefits, that is, the incremental benefits and costs of the master plan options relative to those generated by the Base Case. The evaluation criteria employed for this analysis are described below.

- Net present value (NPV) - discounted option benefits less discounted option costs. Under this decision rule an option is considered to be potentially viable if the NPV is greater than zero. The NPV for the Option A (OptA) was calculated as an incremental NPV, using the standard formulation:

$$NPV_{OptA} = PV(B_{OptA} - B_{Base Case}) - PV(C_{OptA} - C_{Base Case})$$

- Internal rate of return (IRR) - the discount rate at which the NPV of an option is equal to zero. Under this decision rule an option is considered to be potentially viable if the IRR is greater than the benchmark discount rate (i.e. 7 per cent).
- Benefit cost ratio (BCR) - the ratio of the present value of benefits to the present value of costs. Under this decision rule an option is considered to be potentially viable if the BCR is greater than one. The ratio was expressed as:

$$BCR_{OptA} = \frac{PV(B_{OptA} - B_{Base Case})}{PV(C_{OptA} - C_{Base Case})}$$

2.1.3. Costs and benefits

The costs and benefits of the master plan options were measured using a ‘with’ and ‘without’ project framework, that is, quantification of the incremental changes associated with the option (i.e. the Redevelopment Case) compared to the Base Case. The method, data sources and assumptions used to quantify these values are described below. Consideration was given to those benefits and costs likely to occur over a 25-year period. The major economic costs and benefits of the project are listed in Table 2-2.

Table 2-2 Costs and benefits in the scope of the cost benefit analysis

Item	Cost or Benefit	Agent	Description
Base Case			
Visitation revenue	Benefit	Existing businesses	Direct increase in revenue for the region due to increased tourism
Residual value of capital	Benefit	Alexandrina Council	Value of the initial investment at the end of the period of analysis (25 years)
Non-market social benefits (not quantified)	Benefit	Community	Value gained by the community and tourists by using the public facilities such as ablutions, paths, barbeques, wharf, park, Wi-Fi facilities, etc.
Construction costs	Cost	Alexandrina Council	Capital expenditure for the redevelopment
Visitation costs	Cost	Existing businesses	Increased intermediate expenditures and wages paid by businesses who service the increase in tourism
Options A, B & C			
New Council revenue	Benefit	Alexandrina Council	Additional revenue from wharf shed lease and outdoor dining fees
Visitation revenue	Benefit	Existing businesses	Direct increase in revenue for the region due to increased tourism
Residual value of capital	Benefit	Alexandrina Council	Value of the initial investment at the end of the period of analysis (25 years)
Non-market social benefits (not quantified)	Benefit	Community	Value gained by the community and tourists by using the public facilities such as ablutions, paths, barbeques, wharf, park, Wi-Fi facilities, etc.
Construction costs	Cost	Alexandrina Council	Capital expenditure for the redevelopment
Visitation costs	Cost	Existing businesses	Increased intermediate expenditures and wages paid by businesses who service the increase in tourism

2.1.4. Data and assumptions

Construction costs

Total construction costs are detailed in Table 2-3 and are expected to be \$10.2m under the Base Case, \$16.0m under Option A, \$15.5m under Option B and \$14.9m under Option C. Construction is expected to occur between 2021/22 and 2023/24.

Table 2-3 Construction costs and time profile

Item	Expenditure in year (\$m)			Total (\$)
	2020/21	2021/22	2022/23	
Base Case	0.3	0.9	9.0	10.2
Option A	0.4	1.3	14.4	16.0
Option B	0.4	1.3	13.8	15.5
Option C	0.3	1.2	13.3	14.9

Source: ProcurePM 2022

Operating and Maintenance costs

Total operating and maintenance costs once construction is complete (including annual capital replacement) were provided by ProcurePM and estimated to be:

- Base Case: \$223,142
- Option A: \$358,976
- Option B: \$323,760
- Option C: \$307,477

Residual value of project capital

The residual value of capital at the end of the period of analysis (25 years) was estimated using a straight line depreciation schedule and estimated asset life for capital items (materials and plant and equipment). An asset life of 25 years was assumed.

New Council revenue

As a result of new lease space and outdoor dining the Council expect to receive new revenue of \$40,489 per annum under Options A and B and \$19,441 under Option C (the Council).

Visitation

Visitation is expected to increase on the Fleurieu Peninsula into the near future. An increase is expected for Goolwa regardless of whether the redevelopment takes place, however, the increase is likely to be much larger with the redevelopment. The 10-year average annual growth rate (2008/09 to 2018/19) for South Australia was 3.2 per cent (TRA 2019). The visitation increase as a result of the project (i.e. beyond natural increases) for the base case was estimated to be around 5 per cent (Alexandrina Council, pers. comm.). This assumption was applied uniformly across the three categories of visitors (i.e. domestic day, domestic overnight and international visitors). The additional visitation to Goolwa was assumed to commence in 2024/25, after construction is complete.

With Options A and B it was assumed there will be a larger increase in tourism (with more attractions/better facilities) of 20 per cent (the Council). There is no real difference in the tourism benefits between Options A and B since the only difference in construction is a car park.

Option C will be less developed than Options A and B but more developed than the base case it was assumed an increase in tourism of 15 per cent (the Council).

Visitation costs

The expenditures by the additional visitors resulting from the project generates additional activity (revenue and expenditures) by local businesses providing goods and services to the visitors. These costs include expenditures on intermediate goods and services (e.g. food, electricity, accountancy services, etc.) and on wages. A RISE model of the Alexandrina Council local government area (LGA) was used to estimate these costs within the region, based on the expected tourist expenditure profile (TRA 2020a).

Visitation revenue

As per visitation costs, A RISE model of the Alexandrina Council LGA was used to estimate the revenues generated by businesses servicing the additional visitors within the region, based on the expected tourist expenditure profile (TRA 2020a).

2.2. Economic Impact - Method and Data

2.2.1. Economic activity

Economic activity indicators: the focus of this report is the generation of economic activity resulting from the redevelopment. The key economic activity indicators considered in the analysis are employment and gross regional product (GRP).

Economic impact: changes in economic activity are referred to as economic impacts. Generally, changes in *economic activity indicators* result from some stimulus or external shock imposed. In this analysis the concept of economic impact includes the increase in economic contribution from the construction and operation of the redevelopment, i.e. the contribution the master plan options make to the economy. This economic impact is measured in terms of the economic activity indicators referred to above.

2.2.2. Indicators of economic activity defined

Employment units: Employment numbers are usually reported in either full time equivalent (fte) units or total job units defined as follows:

- *fte:* is a way to measure a worker's involvement in a project or industry activity. An fte of 1.0 means that the person is equivalent to a full-time worker, while an fte of 0.5 signals that the worker is only half-time. Typically, different scales are used to calibrate this number, depending on the type of industry and scope of the analysis but the basic calculation is the total hours worked divided by average annual hours worked in full-time jobs.
- *Jobs:* is used to refer to the number of workers employed in an industry or on a project at any point in time. It typically refers to either:
 - the *maximum* number of workers required at any point over the analytical period or the duration of the project; or

- the *average* number of workers required over the analytical period/duration of the project. This can be calculated on a daily, weekly, monthly or annual basis.

In this report employment has been reported in terms of fte units on a per annum basis.

Gross regional product (GRP): is a measure of the contribution of an activity to the economy. GRP is measured as value of gross output (business revenue) less the cost of goods and services (including imports) used in producing the output. In other words, it can be measured as the sum of household income, gross operating surplus and gross mixed income net of payments to owner managers and taxes less subsidies on products and production. It represents payments to the primary inputs of production (labour, capital and land). Using GRP as a measure of economic impact avoids the problem of double counting that may arise from using value of output for this purpose.

2.2.3. Categories of economic activity

A useful way to think about economic activity and economic impact (as measured by employment, GRP, etc.) is using the concept of a 'supply chain'. The supply chain, in the context of an infrastructure project, includes the planning and management of all activities involved in sourcing and procurement, conversion of materials, and all the logistics management activities. It also includes coordination and collaboration with suppliers, intermediaries and third-party service providers.

Broadly speaking there are four categories of employment and GRP along the infrastructure supply chain.

1. *Direct employment and GRP* - this is employment in those firms, businesses and organisations that are directly engaged in providing goods and services to the Precinct redevelopment.
2. *First round employment and GRP* - refers to employment in firms that supply inputs and services to the 'direct employment' businesses, i.e. those categorised under #1 above.
3. *Industrial-support employment and GRP* - is the term applied to 'second and subsequent round' effects as successive waves of output increases occur in the economy to provide industrial support, as a response to the original expenditure. This category excludes any employment associated with increased household consumption.
4. *Consumption-induced employment and GRP* - is the term applied to as those effects induced by increased household income associated with the original expenditure. The expenditure of household income associated with all three categories of employment (direct, first round and industrial-support) will generate economic activity that will in itself generate jobs.

Flow-on (or indirect) economic impact is the sum of categories 2, 3 and 4. In this analysis *direct* and *flow-on* employment and GRP generated by the supply chain have been reported.

For this project these categories of economic impact will apply to the construction of the master plan options and to the increase in expenditures made by visitors to the region.

2.2.4. Economic impact modelling

Over the past decade BDO EconSearch has developed an extended input-output (I-O) model known as the RISE model (Regional Industry Structure & Employment). BDO EconSearch updates the RISE model annually for use by the Department of the Premier and Cabinet, Government of South Australia (EconSearch 2020). A RISE model based on the 2018/19 financial year of the Alexandrina LGA was used to make regional economic estimates.

Input-output models are widely used to assess the economic contribution of existing levels of economic activity and the economic impacts of shocks. The models are based upon I-O tables that describe the interdependencies between industries within the regional economy and with the economy outside of the region. This makes the comprehensive economic framework provided by the RISE model extremely useful for disentangling the direct and flow-on effects of activity in a regional economy.

2.2.5. Data and assumptions

The data and assumptions used to calculate the economic impacts are the same as those used for the cost benefit analysis (Section 2.1.4).

In addition to the assumptions embodied in the input-output model itself, it was necessary to make a number of other general assumptions in estimating the economic impacts:

- The impacts were measured using a model that represents the structure of the regional economy for the year in which the most recent data are available (2018/19). However, over time there are likely to be improvements in primary factor productivity in these economies. To allow for the improvements an across-the-board (all sectors) labour productivity improvement rate of 0.5 per cent per annum for subsequent years of the construction and operation phases have been incorporated into the modelling.
- When new jobs are created, it should be determined where the people come from to fill those jobs. In some cases, the jobs will be taken by previously unemployed locals or by someone who is currently employed locally but whose own job is taken by a previously unemployed local. In both cases the impact of the newly created job and associated income is partially offset by the fact that someone who was previously receiving unemployment benefits for example is no longer doing so. To calculate this effect requires estimates of the parameter ρ , the proportion of new jobs that are likely to be filled by previously unemployed locals. For the construction and operating phases, it was estimated to be 0.7 for the local area.

3. COST BENEFIT ANALYSIS RESULTS

3.1. Results

The primary focus of the cost benefit analysis in this study was the costs and benefits that accrue as a result of the master plan options. That is, the cost benefit analysis was used to determine whether the master plan options would increase net social benefits relative to the Base Case.

The results of the analysis have been expressed in terms of three evaluation criteria, the net present value (NPV), the internal rate of return (IRR) and the benefit cost ratio (BCR). The NPV is a measure of the aggregate, annual net benefits (i.e. benefits - costs) of the redevelopment over a 25-year period, discounted (i.e. expressed as a present value) using a discount rate of 7 per cent. If the NPV for a scenario is positive, then it is preferred to the Base Case. The BCR is a ratio of the present value of benefits to the present value of costs after 25 years and the IRR is the discount rate at which the NPV of the redevelopment equals zero after 25 years. While the impact analysis illustrates the economic activity arising from the proposed investment, the CBA shows whether or not the proposed investment represents a more efficient allocation of resources. The results of the CBA are detailed in Table 3-1¹.

Table 3-1 Results of the cost benefit analysis

	NPV (\$m)	BCR	IRR
Option A	29.4	1.22	62%
Option B	29.7	1.23	67%
Option C	19.1	1.22	53%

Source: BDO EconSearch analysis

The results indicate that according to the three evaluation criteria used all three master plan options would increase net social benefit. Accordingly, the net benefit of investing in any of the master plan options outweigh the net benefits of investing in the business plan for the original application (Base Case).

In terms of ranking the options, Option B ranks first with the largest NPV (\$29.7m), BCR (1.23) and IRR (67 per cent). This is a result of similar benefits to Option A but slightly lower construction costs. The NPV of \$29.7m represents the present value of benefits received by the community, over and above all investment and operating costs, of choosing Option B instead of the Base Case. Under Option B, the present value of benefits would be approximately \$160.7m larger than the base case and the present value of costs is approximately \$131.0m larger than the base case, resulting in a net present value (NPV) of \$29.7m.

The second ranked option is Option A, NPV of \$29.4m, BCR of 1.22 and IRR of 62 per cent. Option C is ranked third with a NPV of \$19.1m, BCR 1.22 and IRR of 53 per cent.

3.2. Sensitivity Analysis

The results of the CBA were re-estimated using values for key variables that reflect the uncertainty of those variables. The sensitivity analysis included the following:

- discount rates
- investment costs

¹ For more detailed results see Appendix 1.

- increase in visitation.

The range of values used for each uncertain variable and detailed results of the sensitivity analysis are set out in Table 3-2 along with the conclusions. Note that the sensitivity analysis for each uncertain variable was undertaken by holding all other variables constant at their ‘assumed’ values.

Table 3-2 Results of the sensitivity analysis - discount rate

Scenario	Discount rate	NPV	BCR	IRR	Conclusion
Option A					
High	46.6	1.23	62%	46.6	The result for Option A remains positive across a reasonable range of assumed discount rates.
Assumed	29.4	1.22	62%	29.4	
Low	21.4	1.21	62%	21.4	
Option B					
High	46.9	1.24	67%	46.9	The result for Option B remains positive across a reasonable range of assumed discount rates.
Assumed	29.7	1.23	67%	29.7	
Low	21.7	1.22	67%	21.7	
Option C					
High	30.6	1.23	53%	30.6	The result for Option C remains positive across a reasonable range of assumed discount rates.
Assumed	19.1	1.22	53%	19.1	
Low	13.8	1.20	53%	13.8	

Source: BDO EconSearch analysis

Table 3-3 Results of the sensitivity analysis - construction costs

Scenario	Cost	NPV	BCR	IRR	Conclusion
Option A					
Low	32.9	1.26	208%	32.9	The result for Option A remains positive if construction costs are increased by 25 per cent. I.e. a 25 per cent budget overrun. A decrease in construction cost makes the result more positive.
Assumed	29.4	1.22	62%	29.4	
High	25.8	1.19	37%	25.8	
Option B					
Low	33.1	1.26	208%	33.1	The result for Option B remains positive if construction costs are increased by 25 per cent. I.e. a 25 per cent budget overrun. A decrease in construction cost makes the result more positive.
Assumed	29.7	1.23	62%	29.7	
High	26.3	1.20	37%	26.3	
Option C					
Low	22.4	1.26	308%	22.4	The result for Option C remains positive if construction costs are increased by 25 per cent. I.e. a 25 per cent budget overrun. A decrease in construction cost makes the result more positive.
Assumed	19.1	1.22	53%	19.1	
High	15.8	1.17	29%	15.8	

Source: BDO EconSearch analysis

Table 3-4 Results of the sensitivity analysis - increase in visitation

Scenario	Increase	NPV	BCR	IRR	Conclusion
Option A					
Low	15.0%	18.0	1.20	43%	The results remain positive even with only a 15 per cent increase in visitation (25 per cent lower than assumed).
Assumed	20.0%	29.4	1.22	62%	
High	25.0%	40.8	1.23	80%	
Option B					
Low	15.0%	18.3	1.21	46%	The results remain positive even with only a 15 per cent increase in visitation (25 per cent lower than assumed).
Assumed	20.0%	29.7	1.23	67%	
High	25.0%	41.1	1.24	87%	
Option C					
Low	11.3%	10.6	1.19	34%	The results remain positive even with only a 11.3 per cent increase in visitation (25 per cent lower than assumed).
Assumed	15.0%	19.1	1.22	53%	
High	18.8%	27.7	1.23	70%	

Source: BDO EconSearch analysis

4. ECONOMIC IMPACT RESULTS

The impact analysis investigated the economic impact to the Alexandrina LGA region resulting from the construction of the master plan options and the expenditures made by visitors to Goolwa as a result over the impact under the base case.

4.1. Construction Phase

The capital cost estimates for the redevelopment are detailed in Section 2.1.4. The master plan options will involve a total capital investment of:

- Option A: \$16.0m or \$5.5m more than the base case
- Option B: \$15.5m or \$5m more than the base case
- Option C: \$14.9m or \$4.4m more than the base case

The economic impact of the options will be determined by the extent of local labour and raw materials used and the level of expenditures associated with the specialised contractors and equipment that will occur in the region.

Gross regional product (GRP)

GRP is a measure of the net contribution of an activity or industry to the regional economy. It represents payments to the primary inputs of production (labour, capital and land) and is a regional level equivalent of gross domestic product. Estimates for the 3-year construction period are provided in Table 4-1.

The total contribution to GRP as a result of the master plan option construction expenditure over the base case is expected to be:

- Option A: \$2.4m, \$1.8m directly and \$0.6m in flow-on impacts
- Option B: \$2.1m, \$1.6m directly and \$0.5m in flow-on impacts
- Option C: \$1.9m, \$1.4m directly and \$0.5m in flow-on impacts.

Employment (fte)

Employment is a key indicator of both regional economic activity and the welfare of regional households.

The estimates presented in Table 4-1 show that the direct employment effect in the Alexandrina LGA region is expected to be on average over the three-year period:

- Option A: 9 fte jobs, 7 fte jobs directly and 2 flow-on fte jobs
- Option B: 8 fte jobs, 6 fte jobs directly and 2 flow-on fte jobs
- Option C: 7 fte jobs, 6 fte jobs directly and 1 flow-on fte jobs.

Table 4-1 Economic impact of the Goolwa Wharf Precinct master plan options over the base case on the Alexandrina LGA region, construction phase

	2021/22	2022/23	2023/24	Total ^a
Option A				
GRP (\$m)				
Direct	0.0	0.1	1.6	1.8
Flow-on (production induced)	0.0	0.0	0.3	0.4
Flow-on (consumption induced)	0.0	0.0	0.2	0.2
Total	0.0	0.2	2.2	2.4
Employment (fte)				
Direct	0	1	19	7
Flow-on (production induced)	0	0	3	1
Flow-on (consumption induced)	0	0	1	1
Total	1	2	23	9
Option B				
GRP (\$m)				
Direct	0.0	0.1	1.5	1.6
Flow-on (production induced)	0.0	0.0	0.3	0.3
Flow-on (consumption induced)	0.0	0.0	0.2	0.2
Total	0.0	0.2	1.9	2.1
Employment (fte)				
Direct	0	1	17	6
Flow-on (production induced)	0	0	3	1
Flow-on (consumption induced)	0	0	1	1
Total	0	2	21	8
Option C				
GRP (\$m)				
Direct	0.0	0.1	1.3	1.4
Flow-on (production induced)	0.0	0.0	0.3	0.3
Flow-on (consumption induced)	0.0	0.0	0.1	0.2
Total	0.0	0.1	1.7	1.9
Employment (fte)				
Direct	0	1	15	6
Flow-on (production induced)	0	0	2	1
Flow-on (consumption induced)	0	0	1	0
Total	0	2	18	7

^a GRP impacts are a total over the three-year construction period and employment impacts are an average over the same period.

Source: BDO EconSearch analysis.

4.2. Operating Phase

The second component of the economic impact estimates relates to the operational phase of the proposed development. As described in Section 2.1.4, it is expected that the annual number of visitors to the Alexandrina LGA region will grow by around 5 per cent per annum under the base case. It is expected that the number of visitors will increase by 20 per cent per annum under Options A and B and 15 per cent under Option C.

Based on the projected growth in visitor numbers and profile of visitor expenditure, the impact of visitor expenditure over the 10 years to 2030/31 on the Alexandrina LGA economy are presented in Table 4-2 for Options A and B and in Table 4-3 for Option C.

Gross regional product (GRP)

The expected annual contribution to GRP once the redevelopment is complete is \$12.1m under Options A and B and \$8.1m under Option C.

Employment (fte)

The estimates show that total employment generated by the redevelopment in the Alexandrina LGA is expected to be around 142 on-going fte jobs under Options A and B and 95 on-going fte jobs under Option C.

Table 4-2 Economic impact of Options A and B on the Alexandrina LGA region, operating phase,

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31 Onwards
<i>GRP (\$m)</i>										
Direct	0.0	0.0	0.0	9.3	9.4	9.5	9.6	9.8	9.9	9.9
Flow-on (production induced)	0.0	0.0	0.0	1.4	1.5	1.5	1.5	1.5	1.5	1.5
Flow-on (consumption induced)	0.0	0.0	0.0	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Total	0.0	0.0	0.0	11.4	11.6	11.7	11.9	12.0	12.1	12.1
<i>Employment (fte)</i>										
Direct	0	0	0	120	121	122	123	124	125	124
Flow-on (production induced)	0	0	0	13	13	13	14	14	14	14
Flow-on (consumption induced)	0	0	0	4	4	4	5	5	5	5
Total	0	0	0	138	139	140	141	142	143	142

Source: BDO EconSearch analysis.

Table 4-3 Economic impact of Option C on the Alexandrina LGA region, operating phase,

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31 Onwards
<i>GRP (\$m)</i>										
Direct	0.0	0.0	0.0	6.2	6.3	6.3	6.4	6.5	6.6	6.6
Flow-on (production induced)	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Flow-on (consumption induced)	0.0	0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	0.0	0.0	0.0	7.6	7.7	7.8	7.9	8.0	8.1	8.1
<i>Employment (fte)</i>										
Direct	0	0	0	80	81	82	82	83	83	83
Flow-on (production induced)	0	0	0	9	9	9	9	9	9	9
Flow-on (consumption induced)	0	0	0	3	3	3	3	3	3	3
Total	0	0	0	92	93	94	94	95	95	95

Source: BDO EconSearch analysis.

REFERENCES

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Department of Finance and Administration 2006, *Handbook of Cost-Benefit Analysis*, Financial Management Reference Material No. 6, Commonwealth of Australia, Canberra.

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Disclaimer

The assignment is a consulting engagement as outlined in the 'Framework for Assurance Engagements', issued by the Auditing and Assurances Standards Board, Section 17. Consulting engagements employ an assurance practitioner's technical skills, education, observations, experiences and knowledge of the consulting process. The consulting process is an analytical process that typically involves some combination of activities relating to: objective-setting, fact-finding, definition of problems or opportunities, evaluation of alternatives, development of recommendations including actions, communication of results, and sometimes implementation and follow-up.

The nature and scope of work has been determined by agreement between BDO and the Client. This consulting engagement does not meet the definition of an assurance engagement as defined in the 'Framework for Assurance Engagements', issued by the Auditing and Assurances Standards Board, Section 10.

Except as otherwise noted in this report, we have not performed any testing on the information provided to confirm its completeness and accuracy. Accordingly, we do not express such an audit opinion and readers of the report should draw their own conclusions from the results of the review, based on the scope, agreed-upon procedures carried out and findings.



APPENDIX 1 Detailed CBA Models

Appendix Table 1-1 Detailed CBA model^a - Option A, years 1-12

	PV	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33
Base case													
Benefits (\$m)													
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	56,199,567	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Costs (\$m)													
Construction costs	9,286,139	251,507	899,908	9,380,848	0	0	0	0	0	0	0	0	0
Replacment costs	189,682	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,494,750	0	0	0	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	0	0	0	4,349,961	4,407,305	4,462,926	4,515,052	4,568,511	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	251,507	899,908	9,380,848	4,504,676	4,562,020	4,617,641	4,669,767	4,723,226	4,777,492	4,777,492	4,777,492	4,777,492
Option A													
Benefits (\$m)													
New Council revenue	391,177	0	0	0	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489
Visitation revenue	223,845,847	0	0	0	22,099,444	22,391,438	22,674,713	22,940,276	23,212,658	23,489,184	23,489,184	23,489,184	23,489,184
Residual value of project capital	363,099	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	224,600,123	0	0	0	22,139,933	22,431,927	22,715,202	22,980,765	23,253,147	23,529,673	23,529,673	23,529,673	23,529,673
Costs (\$m)													
Construction costs	14,106,830	356,015	1,274,060	14,380,064	0	0	0	0	0	0	0	0	0
Replacment costs	587,017	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,477,824	0	0	0	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963
Visitation costs	176,221,914	0	0	0	17,399,843	17,629,220	17,851,706	18,060,207	18,274,044	18,491,107	18,491,107	18,491,107	18,491,107
Total Costs (\$m)	192,393,585	356,015	1,274,060	14,380,064	17,552,806	17,782,183	18,004,669	18,213,170	18,427,007	18,644,070	18,644,070	18,644,070	18,644,070
Incremental benefits (\$m)	161,069,701	0	0	0	16,615,072	16,834,067	17,046,524	17,245,696	17,449,983	17,657,377	17,657,377	17,657,377	17,657,377
Incremental costs (\$m)	131,708,674	104,508	374,152	4,999,216	13,048,130	13,220,163	13,387,027	13,543,403	13,703,781	13,866,579	13,866,579	13,866,579	13,866,579
Net benefits (NPV) (\$m)	29,361,027	-104,508	-374,152	-4,999,216	3,566,942	3,613,904	3,659,497	3,702,293	3,746,202	3,790,799	3,790,799	3,790,799	3,790,799
Benefit Cost Ratio	1.22												
Internal rate of Return	62%												

Source: BDO EconSearch analysis



Appendix Table 1-2 Detailed CBA model^a - Option A, years 13-25

	PV	2033/ 34	2034/ 35	2035/ 36	2036/ 37	2037/ 38	2038/ 39	2039/ 40	2040/ 41	2041/ 42	2042/ 43	2043/ 44	2044/ 45	2045/ 46
Base case														
Benefits (\$m)														
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0	1,207,755
Total benefits (\$m)	56,199,567	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	7,080,051
Costs (\$m)														
Construction costs	9,286,139	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacment costs	189,682	41,576	0	0	0	0	254,600	0	0	0	0	401,492	0	0
Operating & Maintenance costs	1,494,750	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	4,819,068	4,777,492	4,777,492	4,777,492	4,777,492	5,032,092	4,777,492	4,777,492	4,777,492	4,777,492	5,178,984	4,777,492	4,777,492
Option A														
Benefits (\$m)														
New Council revenue	391,177	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489
Visitation revenue	223,845,847	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184
Residual value of project capital	363,099	0	0	0	0	0	0	0	0	0	0	0	0	1,841,773
Total benefits (\$m)	224,600,123	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	23,529,673	25,371,446
Costs (\$m)														
Construction costs	14,106,830	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacment costs	587,017	340,555	0	0	0	0	254,600	0	0	0	0	1,573,709	0	0
Operating & Maintenance costs	1,477,824	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963	152,963
Visitation costs	176,221,914	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107
Total Costs (\$m)	192,393,585	18,984,625	18,644,070	18,644,070	18,644,070	18,644,070	18,898,670	18,644,070	18,644,070	18,644,070	18,644,070	20,217,779	18,644,070	18,644,070
Incremental benefits (\$m)	161,069,701	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	17,657,377	18,291,396
Incremental costs (\$m)	131,708,674	14,165,557	13,866,579	13,866,579	13,866,579	13,866,579	13,866,579	13,866,579	13,866,579	13,866,579	13,866,579	15,038,795	13,866,579	13,866,579
Net benefits (NPV) (\$m)	29,361,027	3,491,820	3,790,799	3,790,799	3,790,799	3,790,799	3,790,799	3,790,799	3,790,799	3,790,799	3,790,799	2,618,582	3,790,799	4,424,817
Benefit Cost Ratio	1.22													
Internal rate of Return	62%													

Source: BDO EconSearch analysis



Appendix Table 1-3 Detailed CBA model^a - Option B, years 1-12

	PV	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Base case													
Benefits (\$m)													
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	56,199,567	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Costs (\$m)													
Construction costs	9,286,139	251,507	899,908	9,380,848	0	0	0	0	0	0	0	0	0
Replacment costs	189,682	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,494,750	0	0	0	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	0	0	0	4,349,961	4,407,305	4,462,926	4,515,052	4,568,511	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	251,507	899,908	9,380,848	4,504,676	4,562,020	4,617,641	4,669,767	4,723,226	4,777,492	4,777,492	4,777,492	4,777,492
Option A													
Benefits (\$m)													
New Council revenue	391,177	0	0	0	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489
Visitation revenue	223,845,847	0	0	0	22,099,444	22,391,438	22,674,713	22,940,276	23,212,658	23,489,184	23,489,184	23,489,184	23,489,184
Residual value of project capital	350,042	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	224,195,889	0	0	0	22,099,444	22,391,438	22,674,713	22,940,276	23,212,658	23,489,184	23,489,184	23,489,184	23,489,184
Costs (\$m)													
Construction costs	13,624,770	356,015	1,274,060	13,828,153	0	0	0	0	0	0	0	0	0
Replacment costs	541,326	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,308,152	0	0	0	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401
Visitation costs	176,221,914	0	0	0	17,399,843	17,629,220	17,851,706	18,060,207	18,274,044	18,491,107	18,491,107	18,491,107	18,491,107
Total Costs (\$m)	191,696,161	356,015	1,274,060	13,828,153	17,535,244	17,764,621	17,987,107	18,195,608	18,409,445	18,626,508	18,626,508	18,626,508	18,626,508
Incremental benefits (\$m)	160,695,048	0	0	0	16,574,583	16,793,578	17,006,035	17,205,207	17,409,494	17,616,888	17,616,888	17,616,888	17,616,888
Incremental costs (\$m)	131,018,418	104,508	374,152	4,447,305	13,030,568	13,202,601	13,369,465	13,525,841	13,686,219	13,849,017	13,849,017	13,849,017	13,849,017
Net benefits (NPV) (\$m)	29,676,630	-104,508	-374,152	-4,447,305	3,544,015	3,590,977	3,636,570	3,679,366	3,723,275	3,767,872	3,767,872	3,767,872	3,767,872
Benefit Cost Ratio	1.23												
Internal rate of Return	67%												

Source: BDO EconSearch analysis



Appendix Table 1-4 Detailed CBA model^a - Option B, years 13-25

	PV	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Base case														
Benefits (\$m)														
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0	1,207,755
Total benefits (\$m)	56,199,567	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	7,080,051
Costs (\$m)														
Construction costs	9,286,139	0	0	0	0	0	0	0	0	0	0	0	0	0
Replant costs	189,682	41,576	0	0	0	0	254,600	0	0	0	0	401,492	0	0
Operating & Maintenance costs	1,494,750	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	4,819,068	4,777,492	4,777,492	4,777,492	4,777,492	5,032,092	4,777,492	4,777,492	4,777,492	4,777,492	5,178,984	4,777,492	4,777,492
Option A														
Benefits (\$m)														
New Council revenue	391,177	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489	40,489
Visitation revenue	223,845,847	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184
Residual value of project capital	350,042	0	0	0	0	0	0	0	0	0	0	0	0	1,775,544
Total benefits (\$m)	224,195,889	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	23,489,184	25,264,728
Costs (\$m)														
Construction costs	13,624,770	0	0	0	0	0	0	0	0	0	0	0	0	0
Replant costs	541,326	273,316	0	0	0	0	254,600	0	0	0	0	1,503,547	0	0
Operating & Maintenance costs	1,308,152	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401	135,401
Visitation costs	176,221,914	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107	18,491,107
Total Costs (\$m)	191,696,161	18,899,824	18,626,508	18,626,508	18,626,508	18,626,508	18,881,108	18,626,508	18,626,508	18,626,508	18,626,508	20,130,055	18,626,508	18,626,508
Incremental benefits (\$m)	160,695,048	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	18,184,677
Incremental costs (\$m)	131,018,418	14,080,756	13,849,017	13,849,017	13,849,017	13,849,017	13,849,017	13,849,017	13,849,017	13,849,017	13,849,017	14,951,072	13,849,017	13,849,017
Net benefits (NPV) (\$m)	29,676,630	3,536,132	3,767,872	3,767,872	3,767,872	3,767,872	3,767,872	3,767,872	3,767,872	3,767,872	3,767,872	2,665,817	3,767,872	4,335,661
Benefit Cost Ratio	1.23													
Internal rate of Return	67%													

Source: BDO EconSearch analysis



Appendix Table 1-5 Detailed CBA model^a - Option C, years 1-12

	PV	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Base case													
Benefits (\$m)													
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	56,199,567	0	0	0	5,524,861	5,597,859	5,668,678	5,735,069	5,803,165	5,872,296	5,872,296	5,872,296	5,872,296
Costs (\$m)													
Construction costs	9,286,139	251,507	899,908	9,380,848	0	0	0	0	0	0	0	0	0
Replacement costs	189,682	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,494,750	0	0	0	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	0	0	0	4,349,961	4,407,305	4,462,926	4,515,052	4,568,511	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	251,507	899,908	9,380,848	4,504,676	4,562,020	4,617,641	4,669,767	4,723,226	4,777,492	4,777,492	4,777,492	4,777,492
Option A													
Benefits (\$m)													
New Council revenue	187,826	0	0	0	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441
Visitation revenue	167,884,385	0	0	0	16,574,583	16,793,578	17,006,035	17,205,207	17,409,494	17,616,888	17,616,888	17,616,888	17,616,888
Residual value of project capital	337,115	0	0	0	0	0	0	0	0	0	0	0	0
Total benefits (\$m)	168,409,325	0	0	0	16,594,024	16,813,019	17,025,476	17,224,648	17,428,935	17,636,329	17,636,329	17,636,329	17,636,329
Costs (\$m)													
Construction costs	13,121,575	342,867	1,227,006	13,317,447	0	0	0	0	0	0	0	0	0
Replacement costs	540,891	0	0	0	0	0	0	0	0	0	0	0	0
Operating & Maintenance costs	1,162,594	0	0	0	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335
Visitation costs	132,166,436	0	0	0	13,049,882	13,221,915	13,388,779	13,545,155	13,705,533	13,868,331	13,868,331	13,868,331	13,868,331
Total Costs (\$m)	146,991,496	342,867	1,227,006	13,317,447	13,170,217	13,342,250	13,509,114	13,665,490	13,825,868	13,988,666	13,988,666	13,988,666	13,988,666
Incremental benefits (\$m)	107,309,924	0	0	0	11,069,163	11,215,160	11,356,798	11,489,579	11,625,770	11,764,033	11,764,033	11,764,033	11,764,033
Incremental costs (\$m)	88,206,426	91,359	327,098	3,936,599	8,665,542	8,780,230	8,891,473	8,995,723	9,102,642	9,211,174	9,211,174	9,211,174	9,211,174
Net benefits (NPV) (\$m)	19,103,498	-91,359	-327,098	-3,936,599	2,403,622	2,434,930	2,465,325	2,493,856	2,523,128	2,552,859	2,552,859	2,552,859	2,552,859
Benefit Cost Ratio	1.22												
Internal rate of Return	53%												

Source: BDO EconSearch analysis



Appendix Table 1-6 Detailed CBA model^a - Option C, years 13-25

	PV	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Base case														
Benefits (\$m)														
New Council revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Visitation revenue	55,961,462	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296
Residual value of project capital	238,105	0	0	0	0	0	0	0	0	0	0	0	0	1,207,755
Total benefits (\$m)	56,199,567	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	5,872,296	7,080,051
Costs (\$m)														
Construction costs	9,286,139	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement costs	189,682	41,576	0	0	0	0	254,600	0	0	0	0	401,492	0	0
Operating & Maintenance costs	1,494,750	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715	154,715
Visitation costs	44,055,479	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777	4,622,777
Total Costs (\$m)	55,026,050	4,819,068	4,777,492	4,777,492	4,777,492	4,777,492	5,032,092	4,777,492	4,777,492	4,777,492	4,777,492	5,178,984	4,777,492	4,777,492
Option A														
Benefits (\$m)														
New Council revenue	187,826	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441	19,441
Visitation revenue	167,884,385	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888	17,616,888
Residual value of project capital	337,115	0	0	0	0	0	0	0	0	0	0	0	0	1,709,969
Total benefits (\$m)	168,409,325	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	17,636,329	19,346,298
Costs (\$m)														
Construction costs	13,121,575	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement costs	540,891	272,336	0	0	0	0	254,600	0	0	0	0	1,503,547	0	0
Operating & Maintenance costs	1,162,594	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335	120,335
Visitation costs	132,166,436	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331	13,868,331
Total Costs (\$m)	146,991,496	14,261,001	13,988,666	13,988,666	13,988,666	13,988,666	14,243,266	13,988,666	13,988,666	13,988,666	13,988,666	15,492,213	13,988,666	13,988,666
Incremental benefits (\$m)	107,309,924	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	11,764,033	12,266,247
Incremental costs (\$m)	88,206,426	9,441,934	9,211,174	9,211,174	9,211,174	9,211,174	9,211,174	9,211,174	9,211,174	9,211,174	9,211,174	10,313,229	9,211,174	9,211,174
Net benefits (NPV) (\$m)	19,103,498	2,322,100	2,552,859	2,552,859	2,552,859	2,552,859	2,552,859	2,552,859	2,552,859	2,552,859	2,552,859	1,450,804	2,552,859	3,055,074
Benefit Cost Ratio	1.22													
Internal rate of Return	53%													

Source: BDO EconSearch analysis



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