

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.

Executive Summary	2
Historical Context	4
Strategic Context	5
Strategic Alignment.	7
Methodology	10
Strategy Scope & Objectives	11
Strategic Priority 1 – Asset Management & Administration	14
Strategic Priority 2 – Activation & Events.	18
Strategic Priority 3 – Marketing & Brand Identity.	24
Strategic Priority 4 – Tourism Innovation & Product Development	26
Strategic Priority 5 – Education & Skills Development	28
Action Plan 2022–2026	30
Future Considerations	35
Appendix A – Historic Vessel Asset Report.	36
Appendix B – Wooden Boat Financial Report, Summary of Income and Expenditure (2016–2021)	46
Appendix C – Wooden Boat Financial Forecast, Summary of Income and Expenditure (2022–2026).	47
Appendix D – Wooden Boat Volunteer Contribution, Summary of time and hours	48

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.

Key Outcomes

Council’s commitment to resourcing and achieving the strategic priorities will achieve the following outcomes:

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

Attract new business investment to establish and create world class historical and cultural tourism products.

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.

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.

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.

Establish a unique tourism brand which attracts visitors and locals seeking interactive, immersive historical and cultural tourism products to engage in.

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.

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.

5. Education and skills development

Provide intergenerational education experiences with all facets of the wooden boat sector in Goolwa.

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

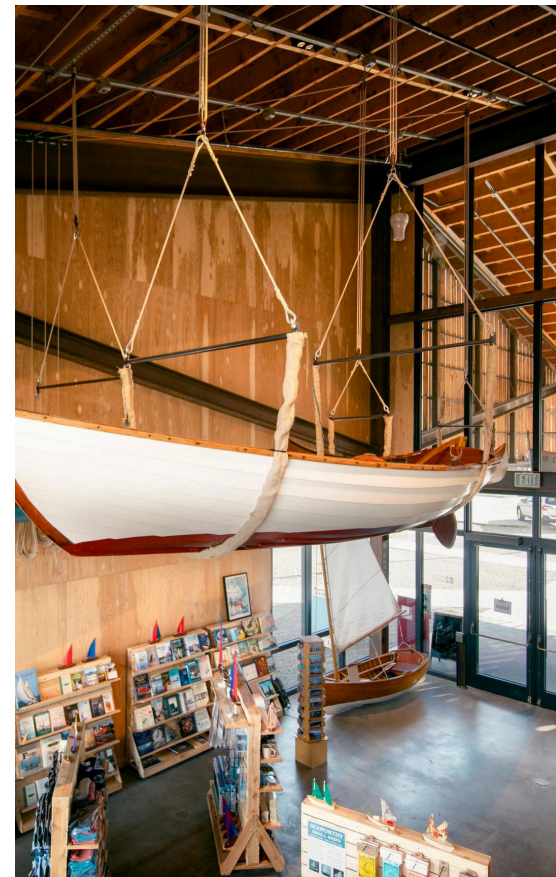
Activate and promote Alexandrina Council's 9 historic vessels through investment in static and digital interpretive display, experiential tourism product development and strategic event programming.



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.

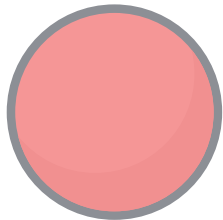


Armfield Slipway and Boatshed workshop



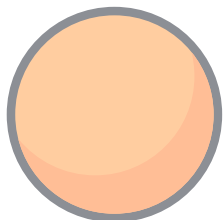
Action Plan 2022–2026

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.



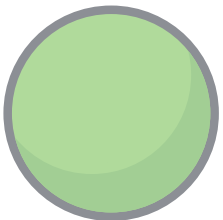
Immediate (2022)

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.

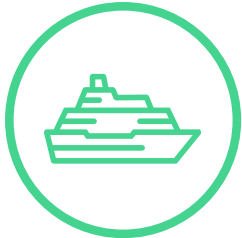
Activity	Strategic Priority	Supported by	Priority
In collaboration with local tourism operators, design and promote dynamic tourism itineraries that are bookable online to engage visitors in historical tourism experiences in the region.	4.1	Local tourism operators	Medium
Identify and establish upstream 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

Status

In water, operational. Not surveyed to take paying passengers.



Not applicable

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

Status

On water, operational

Not surveyed to take paying passengers



Not applicable

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.



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.

Location

Goolwa Slipway and Marina



4 under sail.

6 under motor.

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