

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this strategy with the Goolwa Wharf infrastructure project will ensure a cohesive and coordinated transition from an outdated, dysfunctional place into one which has both the infrastructure, brand and renewed community enthusiasm to drive economic activity, investment and increased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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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)**

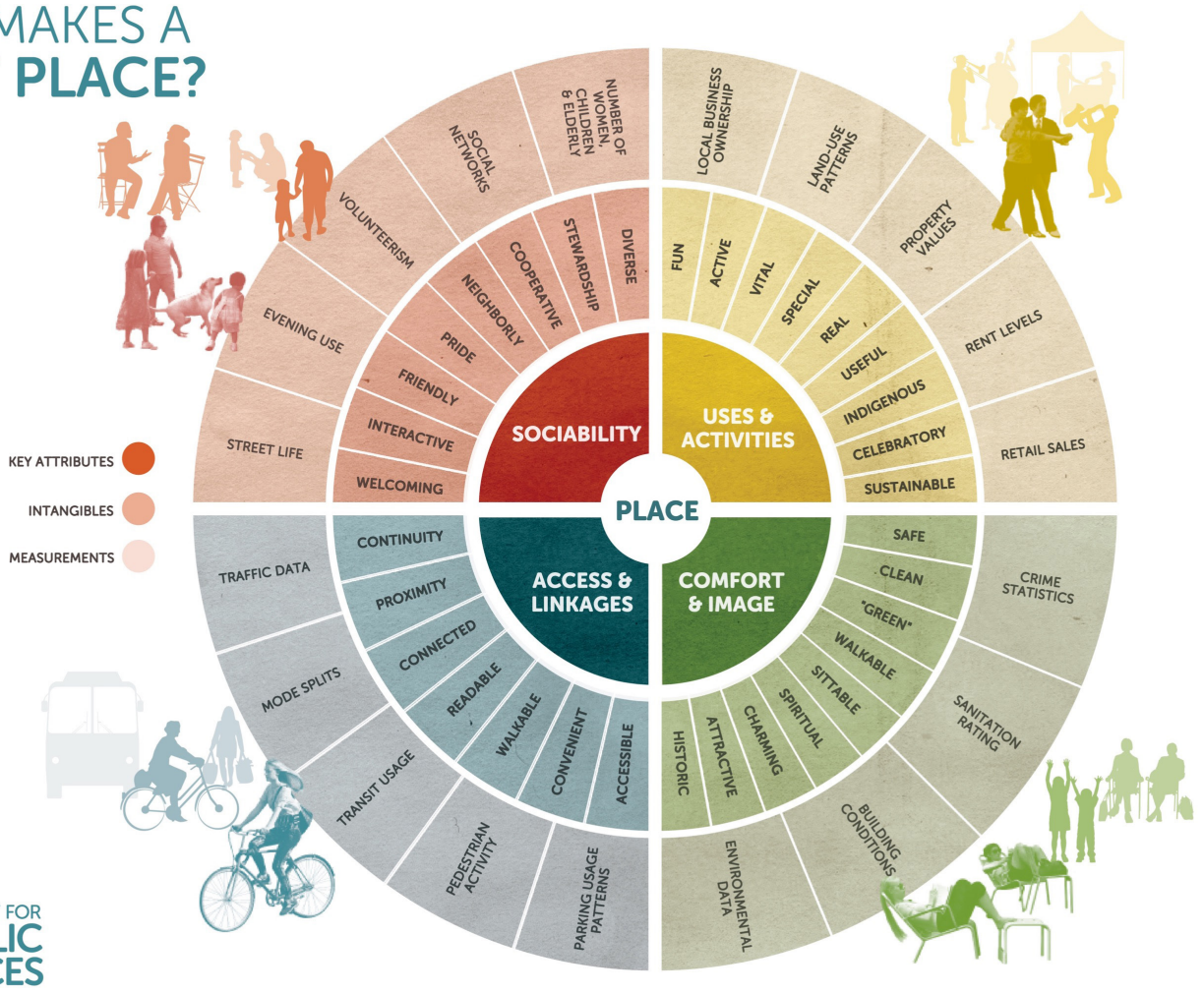
Successful urban spaces help sustain economic, social, cultural and ecological outcomes. They consider both built and natural environments.

- **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 Oscar W paddle boat. It 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 *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.

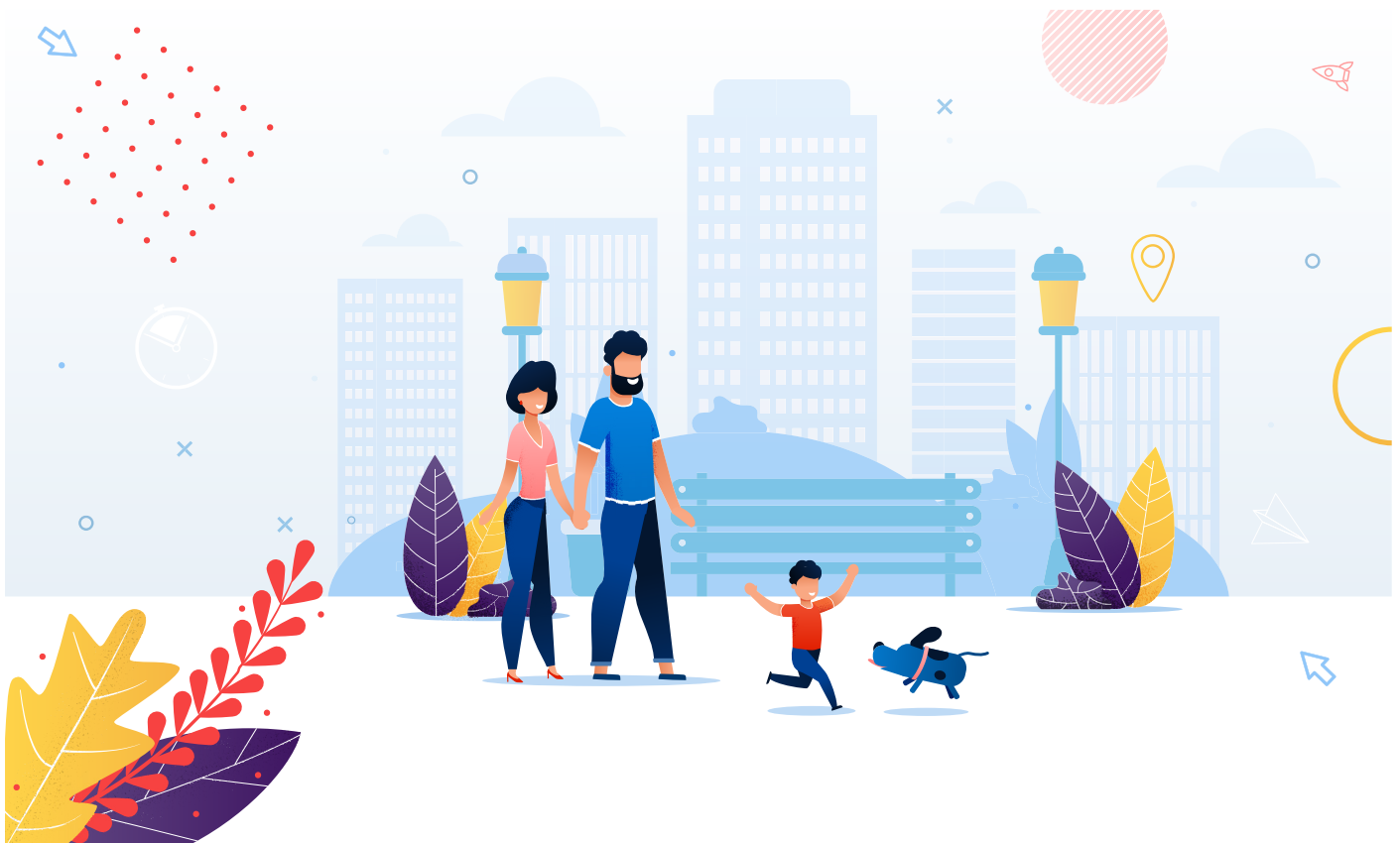
Power access in the upright boat end structure on the waterfront provides another underutilised space for activation.

***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.**



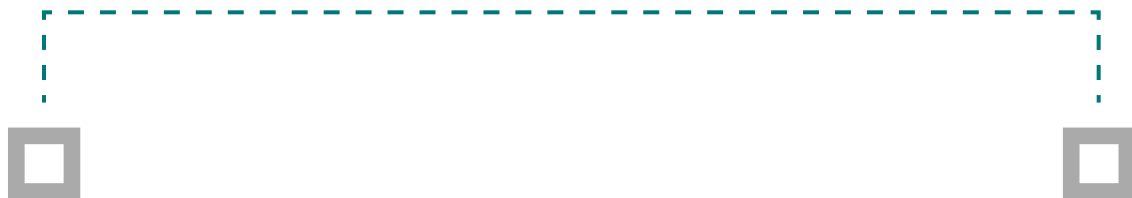
FOOTNOTES

[^]'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 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.



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

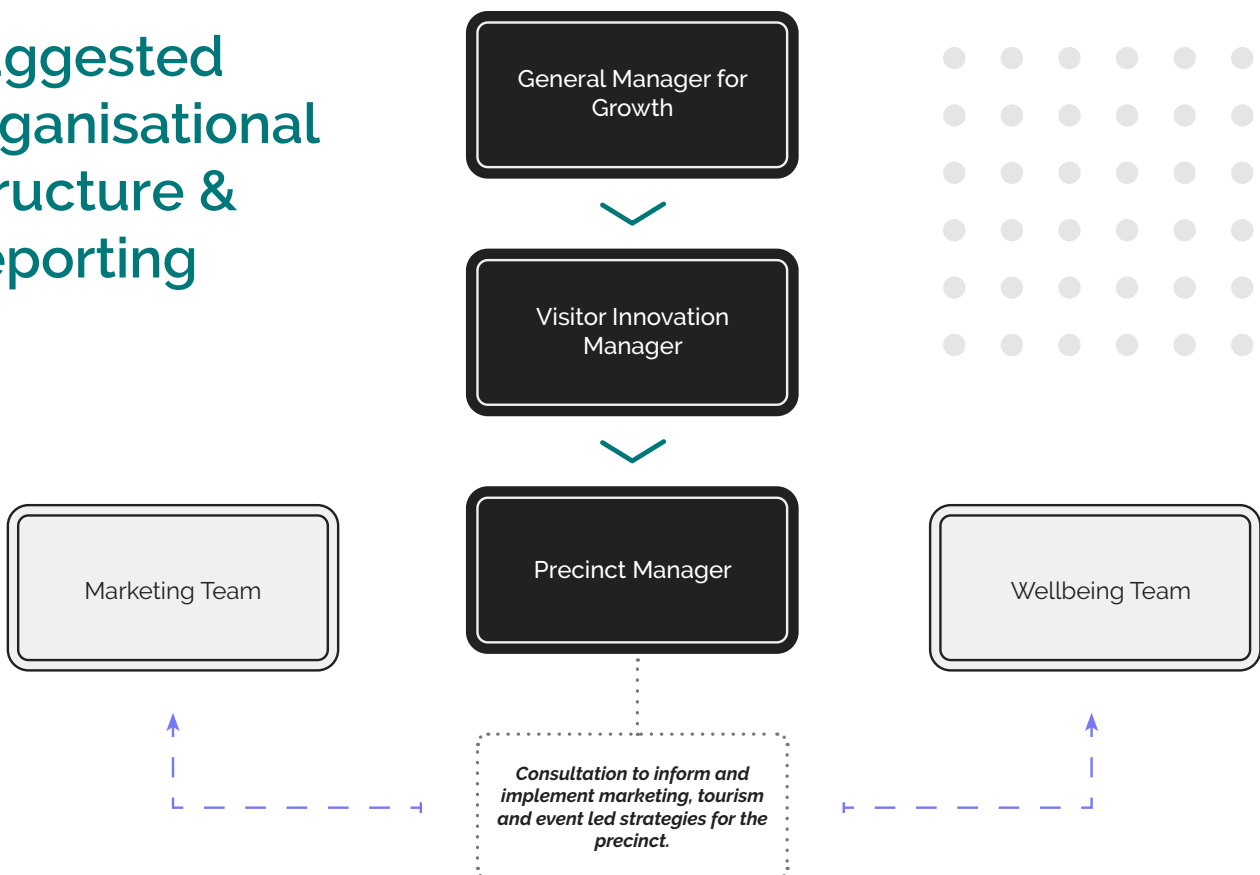
An agile, adaptable and supportive operating environment and council governance process is imperative to successfully implementing the transformation of place in a dynamic, efficient way. A vibrant and active place is carefully curated, defined and aligned with a council's economic and tourism strategies. 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 the General Manager Growth, 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

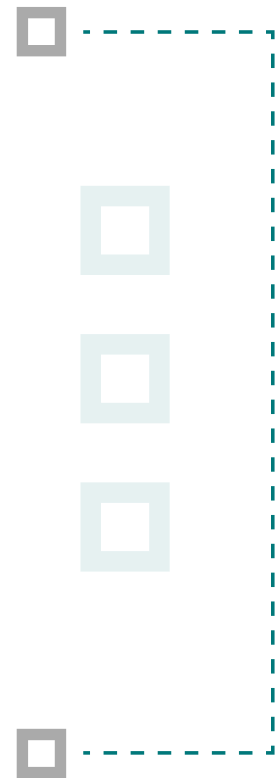
How are we saying it?

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.



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	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
2.7	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
2.8	Invite active members of stakeholder engagement sessions to join a volunteer Precinct Reference Group.	PM	April 2021
2.9	Conduct quarterly meetings with the Precinct Reference Group to discuss and drive initiatives in place.	PM	April 2021
2.10	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.



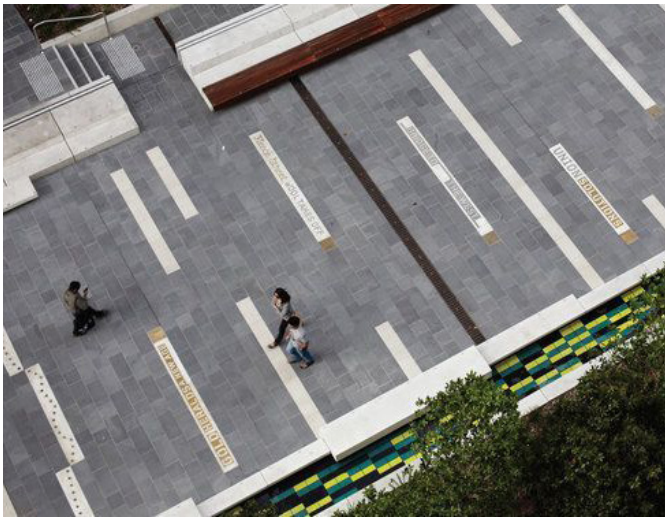
"We could double our outdoor dining area and utilise the existing space available throughout all seasons with the appropriate investment in protective blinds and outdoor heating facilities".

- 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



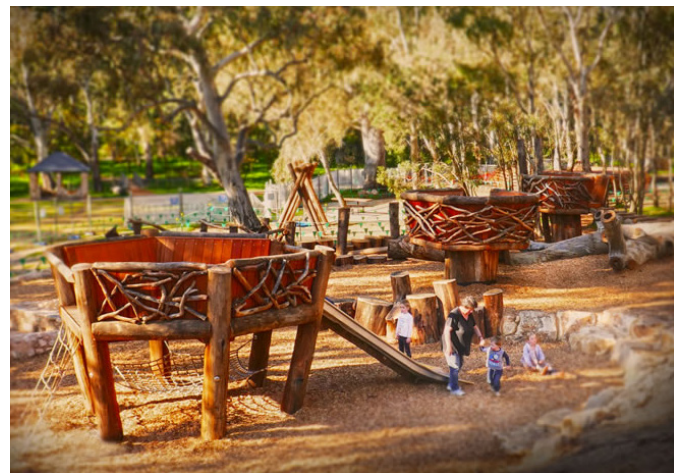
Planned footpath redevelopment for the precinct will significantly positively impact to the walkability and connectivity of precinct and township.*

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.	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.

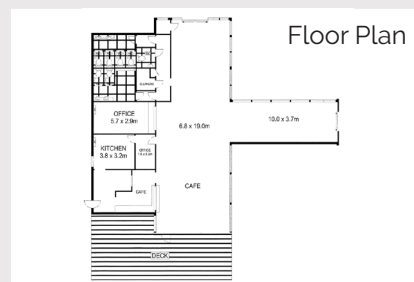
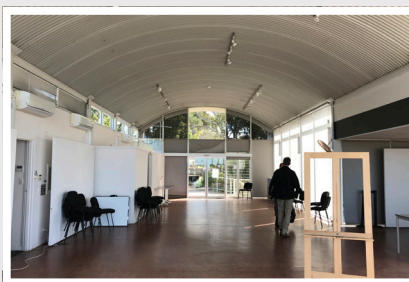
Essential works required for temporary activation:

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

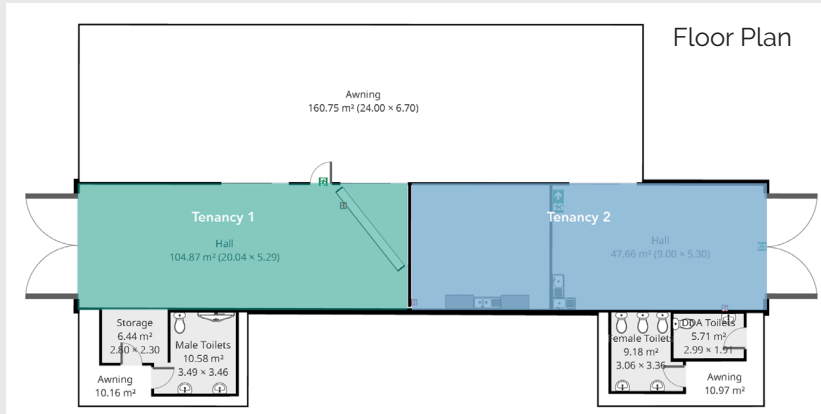
Brick + Mortar Norwood



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.

The Kiikstart Reimagining VIC's Report 2020 has identified the opportunity for the Oscar W 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 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.

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. The Oscar W volunteers should also be accommodated for with a purpose built boat shed built behind the Wharf Shed for storage and as a tea break room.

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 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 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 biannual 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.

