

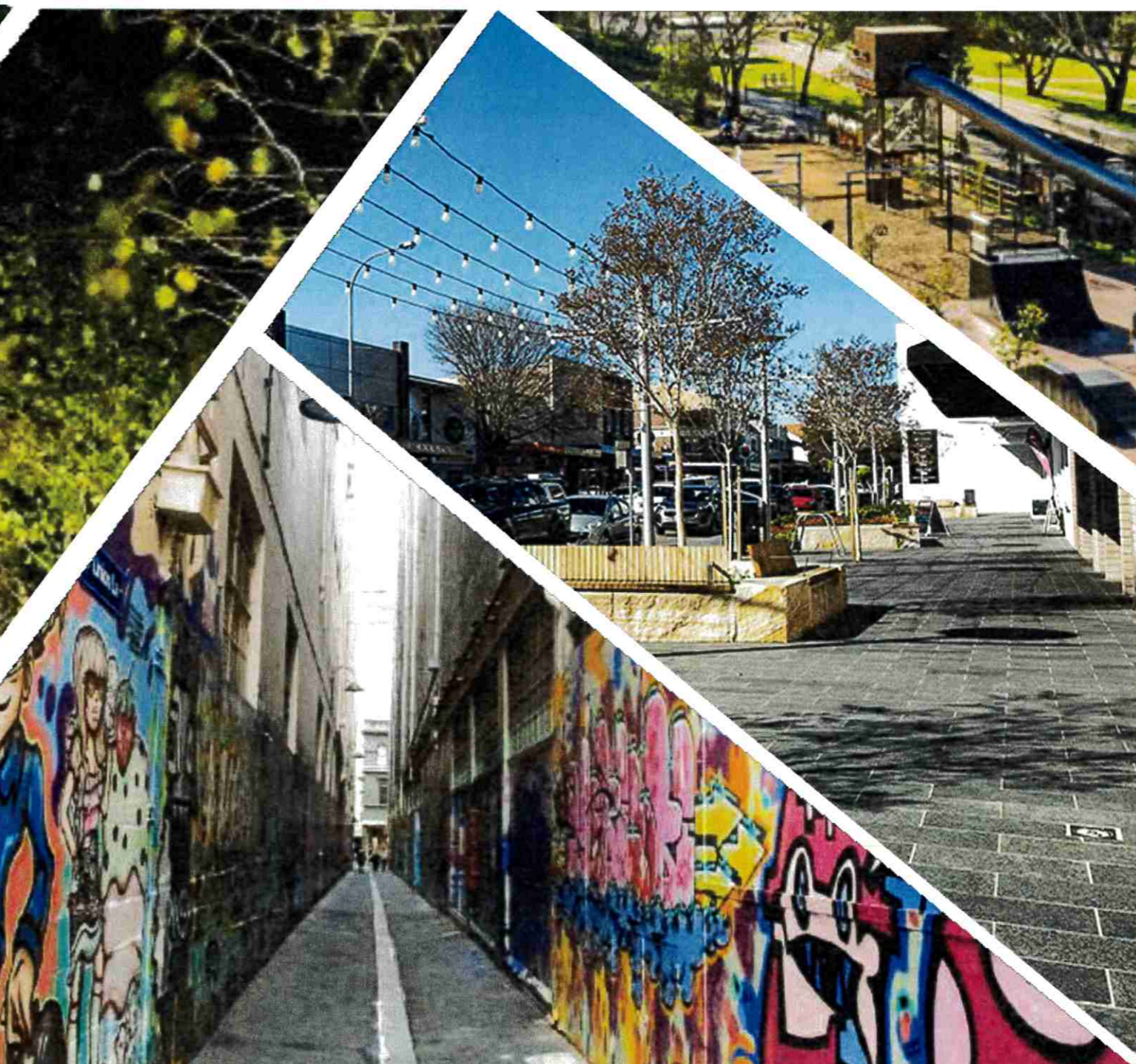
# NARACOORTE TOWN CENTRE REJUVENATION PLAN

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BIRDSEYE : STUDIOS

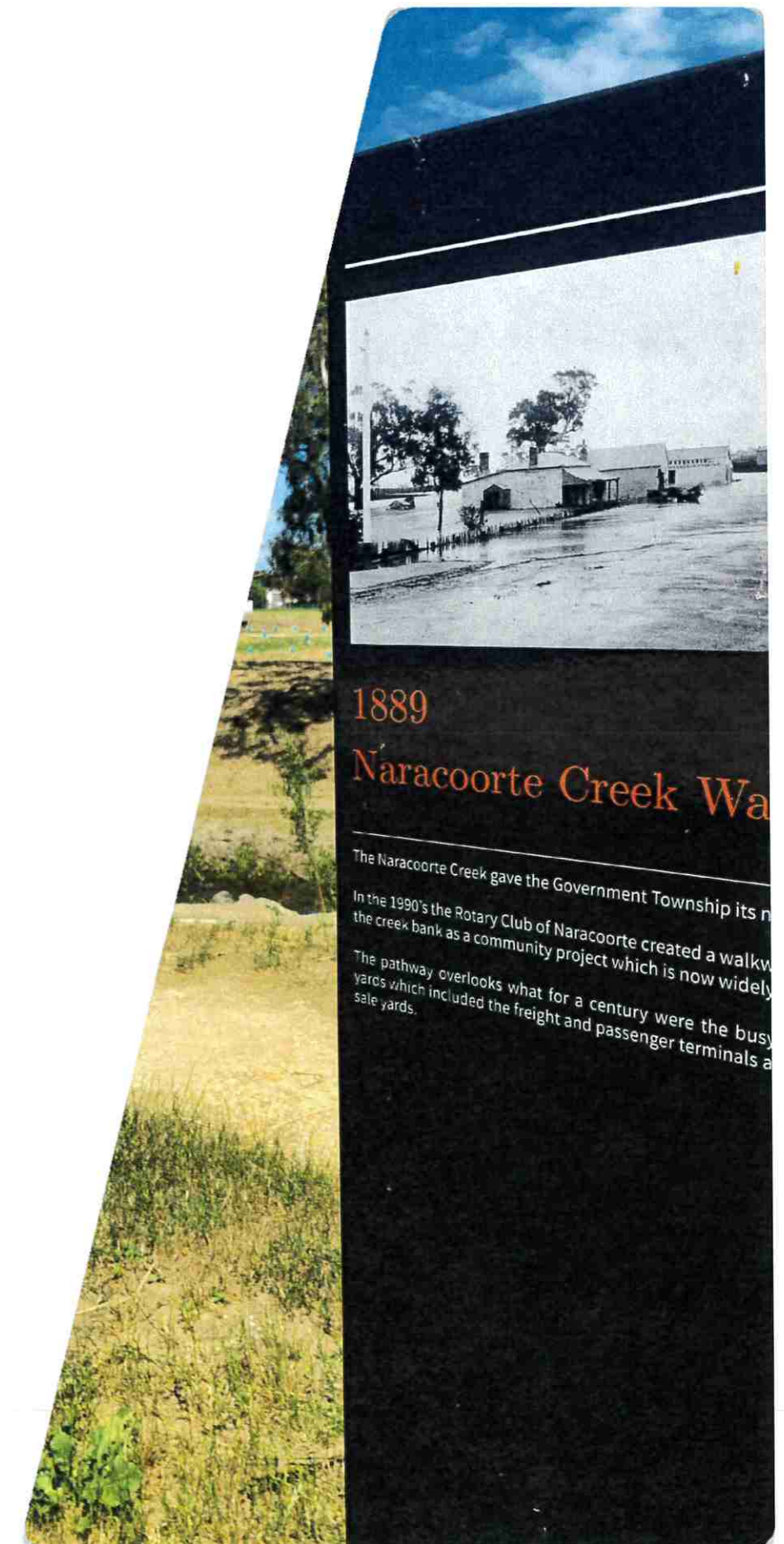


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**Version 2 2023**

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# Introduction

The Naracoorte Town Centre Rejuvenation Plan presents a significant opportunity to transition the township from a service centre for surrounding districts to a thriving economic and community hub for people that live in and visit the Naracoorte and Lucindale Council area.

This Township Rejuvenation Plan provides a 10-year program for the rejuvenation of the Naracoorte Town Centre.

The Plan is a significant reference and planning document for the community and the Council and is framed by key areas of:

- **Economic Development and Land Use**, including business and retail activation and land use and development opportunities and constraints. It looks at selected economic influences for the town centre and areas for attention now and in the future.
- **Access and Movement** through traffic management and flow, pedestrian safety and wayfinding, disabled access, footpath linkages and car and long vehicle parking.
- **Public realm and amenity** including landscape and streetscape improvements, tree planting and species palettes, parks, gardens and open space designs, and utilisation of Naracoorte Town Squares and visual improvements such as public art, furniture and features, and the place branding of the town centre.
- **Visitor experience** including tracks and trails networks, culture and business and tourism opportunities, and events to position Naracoorte Town Centre as a visitor destination and improve the connection between the town and Caves.

The Plan represents a community and Council partnership approach to planning for the Naracoorte Town Centre to support public and private investment in the town.



MACDONNELL STREET, MAIN ENTRY POINT FROM THE HIGHWAY. OPEN SPACE, INDUSTRY AND RESIDENTIAL LAND USE AND THE SHEEPSBACK MUSEUM AND VIC.

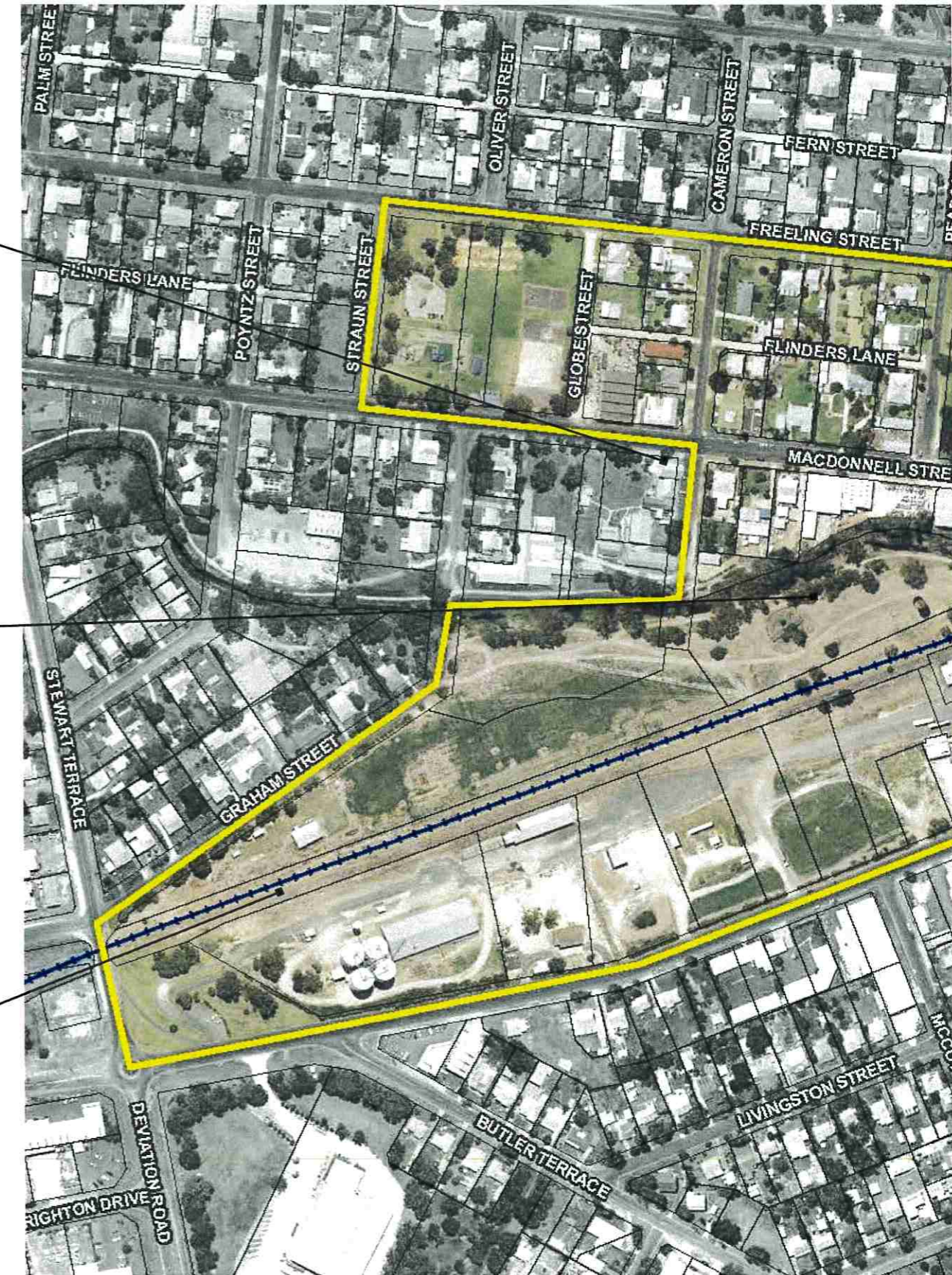


CREEK WALK (WEST) CREATING A PEDESTRIAN LINK FROM THE VIC TO THE TOWN CENTRE VIA THE CREEK AND FORMER RAIL CORRIDOR.

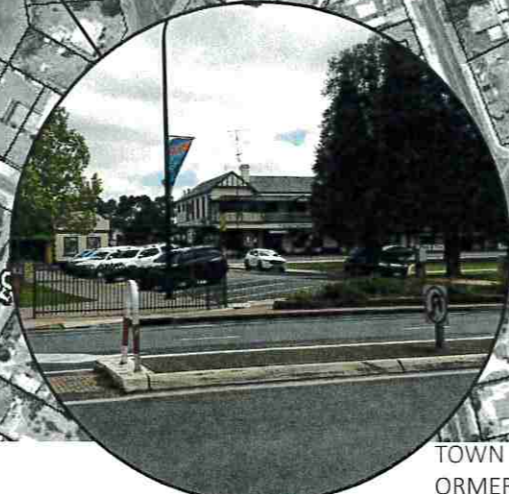


FORMER RAILYARDS NOW BEING DECOMMISSIONED. GRADUAL SALE OF LAND FOR COMMERCIAL AND LIGHT INDUSTRIAL UNDERWAY

# Subject Area



ORMEROD STREET RETAIL PRECINCT



NARACOORTE CREEK WALK AND RIVERSIDE DRIVE

SHOWGROUNDS AT THE EASTERN ENTRY OF THE TOWN CENTRE

TOWN SQUARE MEMORIAL AND SURROUNDS

ROBERTSON STREET PLEC STREETScape AND INTERFACE BETWEEN MALL SHOPPING AND MAIN STREET RETAIL.

TOWN SQUARES BETWEEN SMITH AND ORMEROD STREET AND DEGARIS AND BANK PLACE.

# Visual Assessment

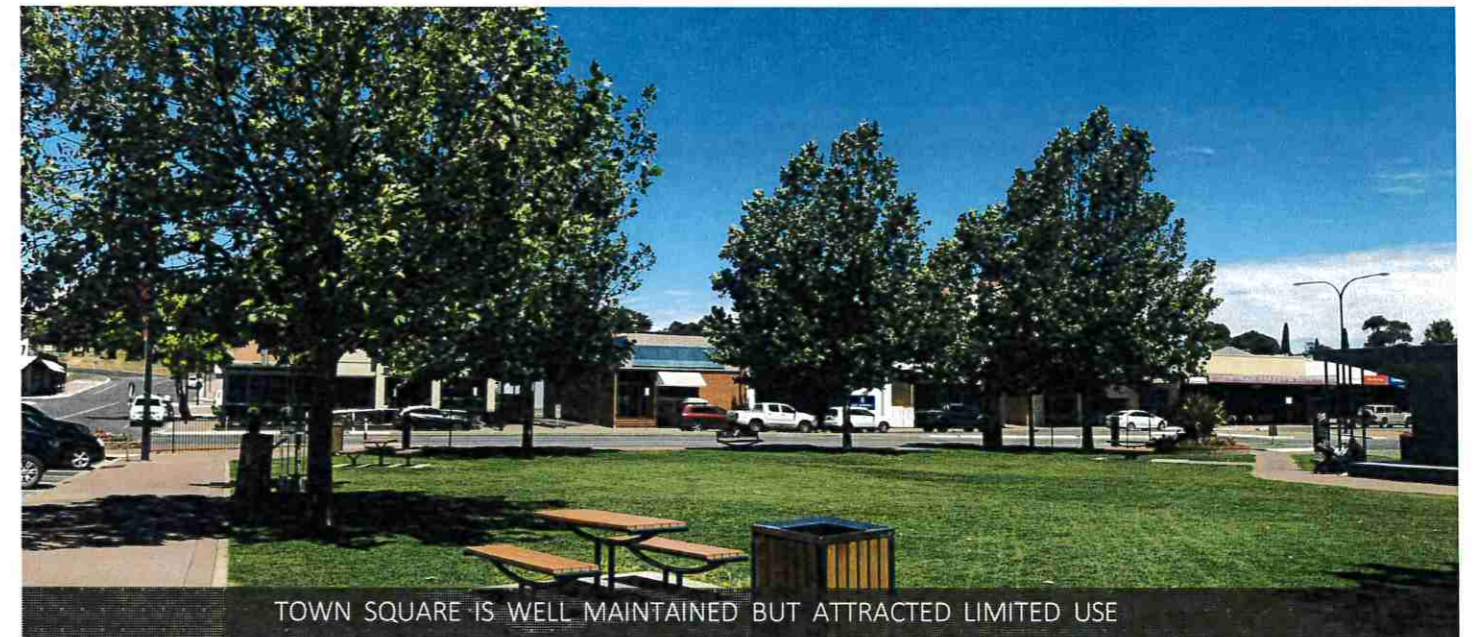
Site visits were undertaken over seven days and seven nights to experience all aspects of the town centre at all possible times of activity.

This included a preliminary site visit to establish a first impression visual assessment of the town centre.

## Preliminary Site Visit

Town centre visual assessments were undertaken 27-29 October 2020. Key observations of the built form, activity and streetscapes include:

- The town square had limited features and did not attract planned or incidental usage by day or night and was broken up by car parking
- There was limited to no shade available and trees either lacked sufficient canopy or scale to soften the built form, provide relief from the weather or encourage people to stop and relax
- Business hours were limited, there was no evening activity at all and minimal activity on weekends to almost no activity after midday on Saturday
- Demand for short-term long vehicle parking was frequent but observed to be limited to two vehicles at any single time
- The town was tidy and well maintained but there was limited colour or obvious points of interest other than to access shops and services
- Car parking was readily available at all times. Peak car parking was observed on Monday; this was the only day that had near capacity car parking on Riverside Drive
- There was limited directional signage or communication to visitors in any form
- Footpaths were very steep on Smith and Ormerod Street, the town slopes from south down to north. North/south pedestrian movement is uphill at the western end of the town centre
- The land uses surrounding town square had limited to no interface/relationship with the open space, including Council offices on Degaris Place
- The town had narrow laneways with low amenity that offered good permeability and have potential to add street level interest
- There was a good retail and hospitality mix and quality supermarket offer suggesting a relatively strong local market
- Low frequency truck movements did not seem to have a significant aural or visual impact
- There were clusters of light industrial and commercial land uses in lower quality buildings along Smith Street and MacDonnell Street within the project area
- Ormerod Street had a better street presentation by retailers, Smith Street facades were less consistent and more rundown
- Robertson Street and Riverside Drive lacked amenity and activation and presented mostly as the 'back end' of shops facing Smith Street or Ormerod Street
- There was no evidence of activities or facilities for young people in the town centre. Young people and families were not observed to use the town centre
- The showgrounds are a significant parcel of underutilised land within the town centre, dry flat and low scale built form that interfaces with the mains streets
- The town centre had key heritage buildings of a more significant scale adding interest and character to the Smith Street and Ormerod roundabouts and framing the town square
- The lawn bowls club provided the majority of weekend public activity
- Specialty stores, personal services, mini-major retailers, hospitality and supermarkets were dispersed across all streets
- Vacancies were obvious across Smith Street



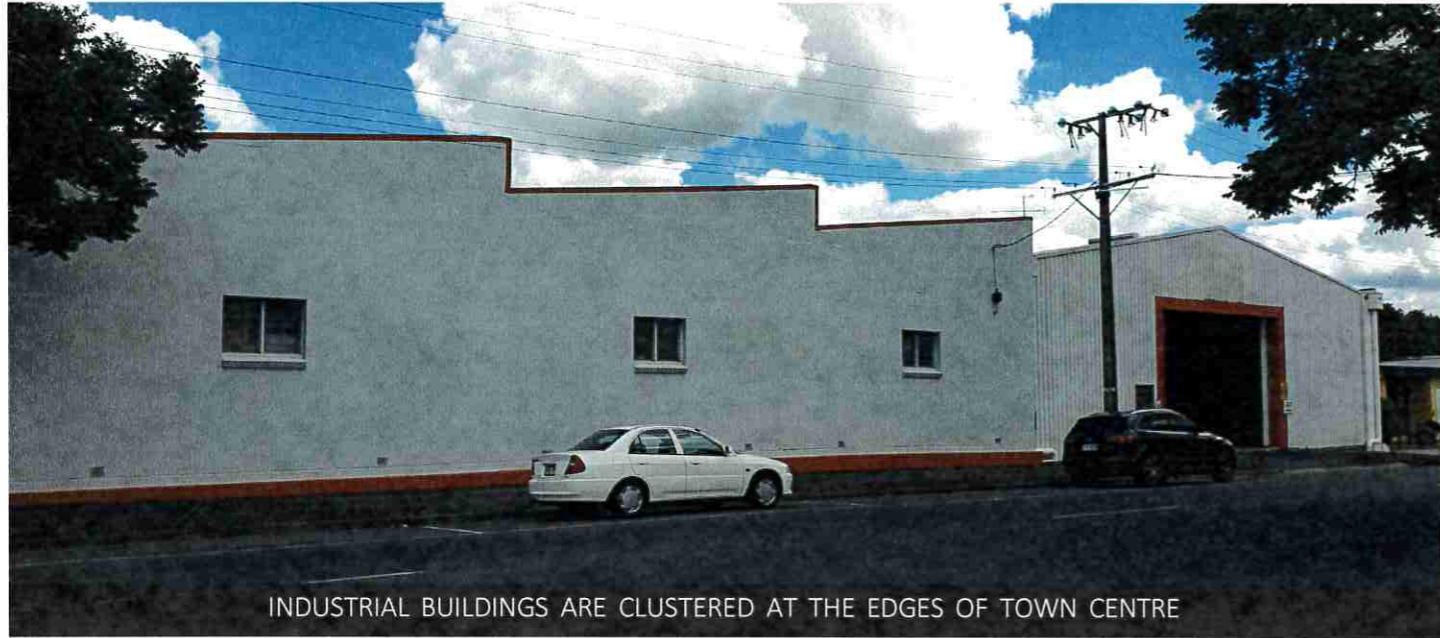
TOWN SQUARE IS WELL MAINTAINED BUT ATTRACTED LIMITED USE



MAIN STREET FACADES WERE TIRED AND INCONSISTENT



THE TOWN CENTRE HAS GOOD EXAMPLES OF BUILT FORM HERITAGE



INDUSTRIAL BUILDINGS ARE CLUSTERED AT THE EDGES OF TOWN CENTRE



LIMITED SHADE AND WIDE ROADS, POWERLINES ARE THE MAIN FEATURES OF TOWN ENTRANCES



SHOWGROUNDS ARE LARGE AND FLAT WITH LOW SCALE BUILT FORM



LIMITED SIGNAGE AND WAYFINDING CREATES LIMITED SENSE OF ACCESS TO SHOP FRONTS



THERE ARE A NUMBER OF LANEWAYS BETWEEN MAINSTREETS



SMITH STREET IS DESIGNED FOR HEAVY VEHICLE MOVEMENT

# Targeted Literature Review

The Naracoorte Town Centre services a 100km catchment across the south east of South Australia and far west Victoria. It plays an important socio-economic role for the region and, through its rejuvenation, can support key strategic directions of Council, the region and the State, align with key stimulus opportunities and be delivered in conjunction with existing Council programs.

## Council's Strategic Planning Direction

Naracoorte Lucindale Council Strategic Plan 2016-2026

Council has a vision to be:

*The best place in regional South Australia to live, work, do business, raise a family and retire.*

A key component is the creation of a **Prosperous Community** by positioning the district as a regional centre for visitors, with attractive services, facilities, signage and promotions and delivering a vibrant and progressive Naracoorte business centre and township.

Initiatives to support this ambition include:

- Promote the **Naracoorte Town Hall** as a premier conference and meeting facility in the region
- Promote **local business growth and innovation** through regular targeted support programs, such as entrepreneur and innovation grants, and access to business support
- Develop a **Naracoorte Main Street Strategy** as part of the CBD Master Plan to guide a collaborative effort to **build on the strengths of Naracoorte** as a retail and business centre
- Lead a process with local businesses and the community to achieve an **integrated visitor offering** that includes both Naracoorte and the World Heritage site
- Establish an **interpretive trail to link Naracoorte with the World Heritage Naracoorte Caves site**
- Create and maintain a **vibrant retail hub** in the centre of Naracoorte
- Create an environment that encourages **innovation and investment**
- **Engage the local business community** through a number of forums to discuss opportunities and issues
- Advocate for **advanced education and research support for primary and secondary industries**

Of equal importance is the creation of an **Inclusive and Creative Community** through the delivery of safe, healthy and diverse environments and **Liveable Neighbourhoods** and celebrating similarities and differences.

Key opportunities being:

- Strengthen identity and culture through celebration of **festivals, events and activities that celebrate our diverse community** and enrich the cultural identity of our district
- **Advocate for services for new arrivals** to ensure accessibility of education, services, language skills and community connection
- Use art to create a **sense of place and identity**
- Develop the library service into a **modern community learning hub** to cater for current and future community needs
- Development of **open spaces to improve community lifestyles**
- Progressively link recreational areas with trails
- Proactively plan and develop townships to meet the needs of changing demographics, and preserve the rural atmosphere and open spaces

## Limestone Coast Strategic Direction

Limestone Coast Regional Growth Strategy (2018)

The Regional Australia Institute in conjunction with the Limestone Coast Local Government Association and Regional Development Australia released a strategy to underpin delivery of a 20 per cent lift in economic performance; equal to \$700M in growth annually and more than 5,700 new jobs by 2026.

There are opportunities for the Naracoorte Town Centre to support key regional growth priorities:

- Invigorate the working age population, by **attracting and retaining more people across the region** to fill key skills gaps and support vibrant and sustainable regional communities, underpinned by effective migration and settlement in the region and enhanced livability through hard and soft social infrastructure provision
- Building on the region's **competitive advantage in agribusiness** by building capability through diversification, research and development and innovation in the agribusiness industry
- Capturing employment opportunities in growing sectors like **healthcare** and social assistance. As growth in the region's ageing population will grow demand for independent living, aged care and specialized and allied health services
- Supporting the development of a **vibrant business ecosystem** by attracting businesses with more specialised professional knowledge and raising the level of digital skilling so businesses can take advantage of digital economy growth opportunities
- Region-wide collaboration to develop a **more coordinated tourism market**, targeting highest priority domestic and international opportunities for growth, aligned with well-defined regional 'hero experiences' and associated high quality local tourism offerings
- Securing **investment to deliver infrastructure and services** including connectivity, education and training, medical, allied health, aged care and child care and arts and culture.

## State Government Strategic Direction

South Australian Regional Visitor Strategy (2018)

The SATC Regional Visitor Strategy provides a priority for the Limestone Coast to **increase overnight visitor volumes** from international and domestic markets and convert some existing day trippers to linger longer and stay overnight.

Being a predominantly self-drive visitor market, leveraging existing touring routes and **promoting and developing hero tourism experiences and events** that reflect the region's uniqueness will be key.

Key opportunities for the Naracoorte Town Centre include:

- Strengthen the coordination and promotion of the region's events calendar, **refresh existing events to meet changing consumer expectations**, attract new markets and encourage overnight stays and **identify gaps and seek opportunities to host events** that complement the regional calendar and brand
- Build a regional proposition to **attract corporate and business travellers** and **establish a regional business bureau**
- Leverage the Melbourne to Adelaide touring route (Southern Ocean Drive) via packaging or bundling existing experiences to visitors to drive increased visitation
- Collaborate with the region's strong network of Visitor Information Centres and outlets to adapt to changing consumer needs, **embrace new technologies** and drive visitor dispersal and spend
- **Grow the region's accommodation yields** by fostering the development of new rooms and **upgrade of rooms from 3 to 4-star**

## South Australian 2030 Growth Sector Plans

The **South Australian Visitor Economy Sector Plan** identifies a need to **upgrade and refresh the quality of accommodation** across South Australia to match consumer expectations and create immersive experiential accommodation options.

It also identifies a strategic opportunity to **increase aviation access** to, and within, South Australia through increased domestic and international capacity, **directly to Adelaide and regional airports**.

The **Food, Wine and Agribusiness Sector Plan** identifies a need to **increase local processing capacity** and improve efficiencies, drive the adoption of **AgTech**, **enhance research, development**, technology and innovation and add value through the supply chain to capitalise on the international demand for regional products.



## Key Stimulus Programs

### Regional Growth Fund

PIRSA offers up to \$2M matched funding for projects drive new economic activity and produce outcomes that would not occur otherwise, demonstrate transformational change for an industry or sector, create new or additional sustained economic benefits for the community/region.

Projects are also assessed on contribution to:

- Growing regional population and promoting skilled migration
- Providing productive economic infrastructure
- Increasing merchandise and service exports, import replacement and direct investment into South Australia
- Business facilitation factors (e.g. Greater skills training opportunities)
- Building the resilience of the economy to deal with shocks and take advantage of emerging opportunities
- Reducing the cost of doing business in South Australia

### Planning and Development Fund

The Attorney General's Department offers matched funding to local government for open space and public realm projects that revitalise open space, trails and linkages, civic plazas, town squares and main street precincts that are important to the social, cultural and economic life of the communities.

The fund also offers matched funding for planning and design projects and for the strategic acquisition of property for the creation of open space.

### Tourism Development Fund

The South Australian Tourism Commission is offering 30% contribution to private sector projects of up to \$500,000 aligned to the South Australian Regional Visitor Strategy.

The objective is to improve tourism infrastructure and experiences that appeal to target markets, grow economic benefit via increased visitor expenditure, create new jobs and develop skills, encourage further development in infrastructure and visitor facilities, encourage businesses to working collaboratively and implement sustainable business practices.

Available streams fund development or enhancement of tourism infrastructure, facilitate new private sector investment in building new accommodation or refurbishing existing properties and to develop new products and/or enhance existing products and visitor experiences within regional South Australia.

## Existing Programs

### Assets and Capital Works

Council is responsible for the delivery of significant assets and capital works per annum. There is potential to leverage forecast works to reduce 'new' investment required to deliver a town centre rejuvenation program.

Council's Asset Management and Capital Works Program can be utilised to assist timing of works and optimise the value for money. The town centre already has capital works scheduled as a component of delivering Council's Disability Access and Inclusion Plan, Naracoorte Trails Plan and Naracoorte Caves Wayfinding Plan.

While forecast spending is dependent on annual review, community consultation and decision making by Council, it is possible to identify opportunities to integrate rejuvenation projects into existing programs.

For example:

- Council's Disability Access and Inclusion Plan directs just over \$610K of works within the town centre between 2020 - 2029 (shown overleaf)
- The Naracoorte Caves Wayfinding Project has identified just under \$215K worth of spending to 2022
- The Naracoorte Trails Plan identifies the potential to spend over \$300K by 2023 to improve connectivity with the town centre.

### Services and Programs

Council also manages a significant services and programs budget that would include initiatives such as:

- Events
- Community and business grants
- Community and cultural development
- Economic development

Existing programs and services could be reviewed to deliver rejuvenation outcomes as a component of current business.

For example Council's 2020/21 Annual Business Plan and Budget allocated \$10K to the Community Arts program, almost \$140K on events and event support and \$15K to a Heritage Assistance Grant.

## Implications for the Rejuvenation Plan

### Key Considerations for the Rejuvenation Plan

Town Hall should be the focus of proposed social and economic activity which should include business support programs and events.

It will be important to look at how businesses and the caves better integrate through value add such as trading hours and quality and diversity of hospitality and retail offer.

There is potential for implementation of the rejuvenation plan to bring community, businesses and stakeholders together, maybe formally as part of a town centre committee.

Assets and groups such as the Pastoral and Agricultural Society showgrounds could be important partners in advancing agricultural research and development - providing a point of difference to the town centre.

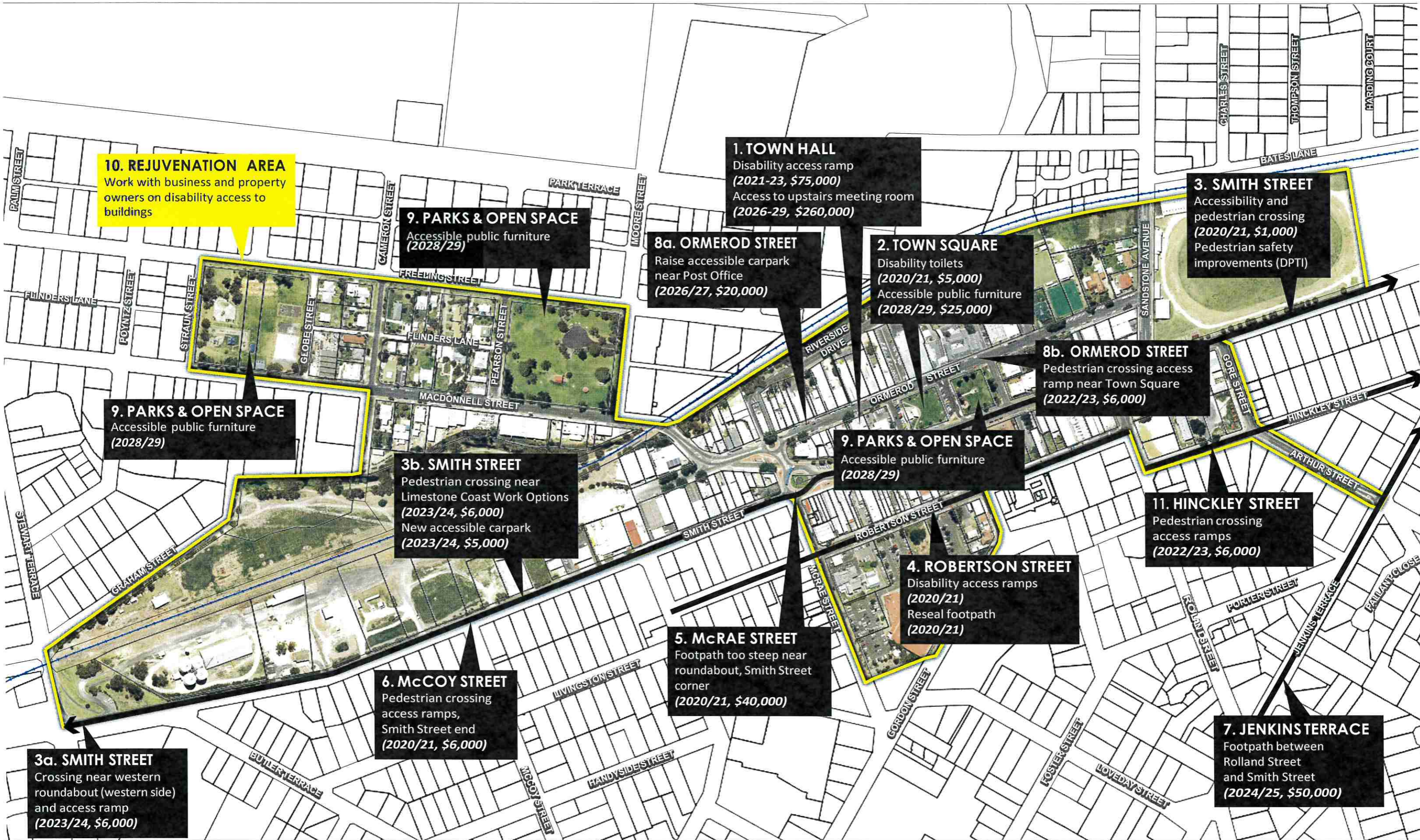
Activation opportunities include increased quantity and diversity of events, increased use of public art to create a sense of engagement and identity and the improvement of open space such as the town squares and unlocking the potential of community land that forms part of the former railyards.

A strong portfolio of social and economic hard and soft infrastructure and services (education, arts, training, health, recreation) will play a key role in supporting and maintaining growth and rejuvenation of Naracoorte for the benefit of Council's ageing community members, diverse families and new arrivals.

By Positioning the Naracoorte Caves and the Naracoorte Town Centre as part of a cluster of eco-tourism experiences across the south east region, attracting corporate and business sector events, and identifying opportunities to capitalise on a growing migrant population through a calendar of events there may be potential to increase overnight yields and drive demand that will support investment in higher quality accommodation.

All of these initiatives would form strong submissions to key stimulus programs and could be timed so that existing capital works programs can be leveraged as co-contribution.





**10. REJUVENATION AREA**  
Work with business and property owners on disability access to buildings

**9. PARKS & OPEN SPACE**  
Accessible public furniture  
(2028/29)

**1. TOWN HALL**  
Disability access ramp  
(2021-23, \$75,000)  
Access to upstairs meeting room  
(2026-29, \$260,000)

**3. SMITH STREET**  
Accessibility and pedestrian crossing  
(2020/21, \$1,000)  
Pedestrian safety improvements (DPTI)

**8a. ORMEROD STREET**  
Raise accessible carpark near Post Office  
(2026/27, \$20,000)

**2. TOWN SQUARE**  
Disability toilets  
(2020/21, \$5,000)  
Accessible public furniture  
(2028/29, \$25,000)

**8b. ORMEROD STREET**  
Pedestrian crossing access ramp near Town Square  
(2022/23, \$6,000)

**9. PARKS & OPEN SPACE**  
Accessible public furniture  
(2028/29)

**9. PARKS & OPEN SPACE**  
Accessible public furniture  
(2028/29)

**3b. SMITH STREET**  
Pedestrian crossing near Limestone Coast Work Options  
(2023/24, \$6,000)  
New accessible carpark  
(2023/24, \$5,000)

**11. HINCKLEY STREET**  
Pedestrian crossing access ramps  
(2022/23, \$6,000)

**4. ROBERTSON STREET**  
Disability access ramps  
(2020/21)  
Reseal footpath  
(2020/21)

**5. McRAE STREET**  
Footpath too steep near roundabout, Smith Street corner  
(2020/21, \$40,000)

**6. McCOY STREET**  
Pedestrian crossing access ramps, Smith Street end  
(2020/21, \$6,000)

**3a. SMITH STREET**  
Crossing near western roundabout (western side) and access ramp  
(2023/24, \$6,000)

**7. JENKINS TERRACE**  
Footpath between Rolland Street and Smith Street  
(2024/25, \$50,000)

# Town Centre Snapshots

The Naracoorte Town Centre is many things to many different stakeholders, provides multiple functions and is subject to a range of influencing factors. The demography, economy, visitor profile, heritage, traffic and infrastructure all intersect within the town centre setting.

## Demographic Snapshot

Naracoorte is ageing and diversifying.

Naracoorte has an ageing demographic, the town is regarded as the retirement centre for the surrounding smaller settlements as it offers access to hospital, health, recreation and retail.

Between 2006 and 2016, the Council experienced an increase of 515 persons aged 55 years and over.

This ageing community profile is offset by the recent increase in working age migrant populations attracted to labouring opportunities in the region.

Due to the size and function of Naracoorte, it also has a family demographic that is comparable to the broader region, attracted to the employment, education, retail and recreation the town offers.

Naracoorte is slowly growing with help from migration

Between 2006 and 2016 the Naracoorte Lucindale Council population grew by 190 persons. This was the equivalent of just over 2.2% total growth or 0.2% on average per annum.

Over the same period the Council received 639 overseas arrivals.

Almost 64% of Naracoorte-Lucindale's overseas arrivals occurred in the last 10 years. The highest overseas birthplace by number of persons and proportion of population for Naracoorte-Lucindale is Afghanistan (223 persons or 2.7%).

At 2016, over half of overseas arrivals were from Afghanistan (+220 persons) or Philippines (+132 persons).

This suggests that without overseas arrivals the Naracoorte-Lucindale population could have naturally decreased by over 400 persons (or by just over 5%) and would have a higher median age profile.

## Economic Snapshot

Employment spike since 2016

There was just under 4,900 local jobs in Naracoorte Lucindale Council in 2019.

This represented an increase of 520 jobs since 2006, made up of 120 additional jobs between 2006 and 2016 and an additional 400 jobs between 2016 and 2019.

Of the additional 400 jobs between 2016 and 2019, almost 88% (351 additional jobs) were recorded in 2017.

The greatest growth was in household services (161 additional jobs) and goods related services (112 additional jobs).

There was 4,970 employed residents in Naracoorte Lucindale Council in 2019, when compared to the number of local jobs, this reflects a high proportion of population living and working in the Council area.

Since 2006 there has been an increase of 374 locally employed residents, of which 273 occurred between 2016 and 2019 including a peak of 121 additional employed residents in 2017.

## Changing Main street

At the time of this study there was a commercial property vacancy rate of 30% on Smith Street between Jones and McRae Street and this section of main street had experienced a near 50% business turnover since 2010.

By comparison Ormerod (between Bank Place and McRae) was at 100% occupancy with a 70% turnover of businesses since 2010.

There were 44 sales of commercial properties/businesses within Naracoorte between 2015-2020.

Historic rental values, heavy vehicles movements and design changes to Smith Street and a lack of connection between Smith Street and the surrounding centre were identified as key influencing factors to the transition of main streets from Smith Street to Ormerod Street.

## Visitation Snapshot

Caves visitation grows, VIC consistent

Department for Environment and Water visitor data for the Naracoorte Caves reveals almost 75,000 tours were sold for 2018/19.

Forecast tour sales for 2019/20 were over 81,000 based on growth trends of 3% in 2016/17 and 2017/18 and 9% for 2018/19. The target was not met due the travel impacts of COVID.

In 2018/19 the South Australian and Victorian markets accounted for 71% of all transactions. Of this, Adelaide visitors represented 33%, Regional South Australia represented 12%, Melbourne 13% and Regional Victoria 13%.

Similarly, Naracoorte Lucindale Council attracted 74,000 domestic overnight visitors and 112,000 domestic day visitors in 2019. Available data from Tourism Research Australia indicates a large proportion of domestic visitors are couples over 55 years of age visiting friends or family or on holiday.

International visitors are lower in number (3,000) but spend more nights on average (13) and therefore spend more per trip.

Statistics kept by the Sheepsback Museum/Visitor Information Centre identified 10,315 visitors for 2018/19. Over two years between 2017/18 and 2018/19 the centre recorded a monthly average of 865 visitors.

The centre experienced a 30% drop in 2019/20 (7,992) due to COVID Travel restrictions for April and May.

## Healthcare, Retirement and Growth

Growth Linked to Health

Retirement living was identified as one key population driver. Ongoing attraction of retirement populations to the Service Centre of Naracoorte (as opposed to coastal townships) is closely aligned with the availability and quality of health services.

Limestone Coast Health is planning for a 'Hub and Spoke' approach to general and specialist health services. This approach places Mount Gambier as the health capital of the south east with resident specialists available to the surrounding towns.

The goal is to reduce reliance on 'fly-in' specialists and increase access to improved specialist health services, underpinning population attraction to Naracoorte.

Demand for Retirement Living

Aged care and retirement living is an important component of population attraction and retention.

The Australian Government's legislative review of aged care undertaken in 2017 identified a baseline service standard of 12.5 beds per 100 population aged over 70 years.

Naracoorte's population over 70 years of age at 2016 was 854 persons triggering a requirement of just over 100 beds for the 2016 population.

This suggests current supply of aged care and retirement living provisions is equal to demand. However as the population aged over 70 years continues to grow (naturally and through inward migration from across the region) the Council, and service providers, may need to consider the best methods to meet a likely growth in demand.

## Housing and Accommodation Snapshot

Rejuvenation and growth is linked to housing

Continued jobs growth will be underpinned by availability of housing and accommodation.

Sales data for Naracoorte shows that from 2015 the majority of house sales have been on 1,000m<sup>2</sup> to 5,000m<sup>2</sup> lots (over 200 transactions at an average of 35 per annum). However in 2019, the best return for lot size based on median sales price was for houses on lots between 800m<sup>2</sup> and 1,000m<sup>2</sup> (19 transactions for the year) and in 2020 the best return was achieved by houses on lots under 500m<sup>2</sup> (five transactions to October).

Sales data to 2015 shows that developed lots achieve a greater return than vacant lots in terms of comparative value (i.e. the proportional increase in price for developed lots compared with vacant lots) and in sales per annum.

The majority of vacant land sales since 2015 were for lots over 10,000m<sup>2</sup>.

Houses for sale have been on the market for up to 600 days. In comparison, units for rent have been on the market for 18-30 days and units for sale just under 70 days on the market.

Naracoorte has a higher proportion of group households compared with the broader region and experienced a slight growth in the number of group households and lone person households between 2011 and 2016.

This suggests there is a potential market for smaller dwelling options in Naracoorte and favourable conditions for unit development for sale or rent while an interest remains for larger lifestyle blocks on the fringes of town.

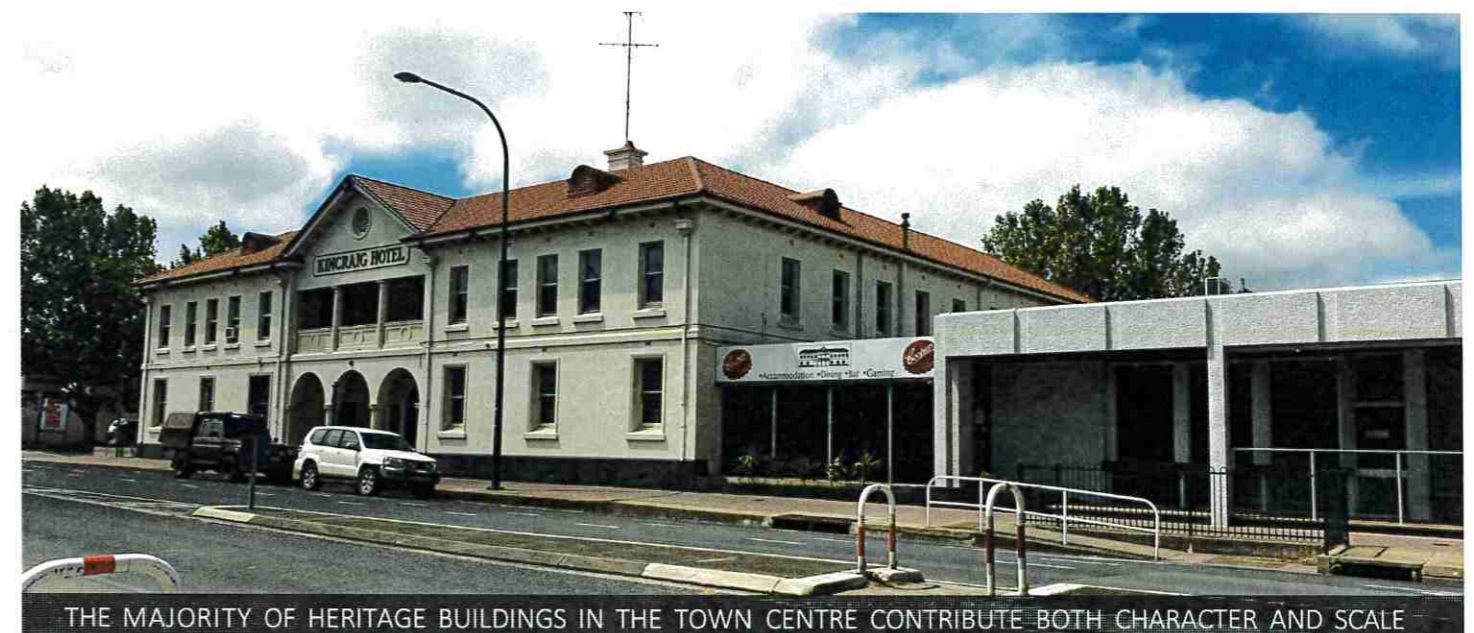
## Heritage Snapshot

Heritage is a key character contributor

The town centre has significant heritage features that contribute to the character and appeal of the town's built form.

These include the Naracoorte Hotel, the Naracoorte Lucindale Council Office (Winderera), Kincaig Hotel, Rivoli Picture Theatre and bank buildings framing the main street roundabout.

A compilation of local and state heritage places, and places of historical interest is provided opposite.



THE MAJORITY OF HERITAGE BUILDINGS IN THE TOWN CENTRE CONTRIBUTE BOTH CHARACTER AND SCALE



## Traffic and Transport Snapshot

### Crash Data

The reported crash history for the roads and intersections within the Town Centre has been sourced from the Location SA crash database for the past 5 years between 2015 and 2019 (shown right).

The crash data indicates, across the town centre, a small number of incidents has occurred within the last 5-year period. The number and style of incidents are considered to be typical given the unsignalled nature of the intersections within the town centre.

### Heavier Vehicles, More Frequently

The main street of Naracoorte is gazetted as a heavy vehicle route to accommodate 26.0M B Doubles and 36.5M Road Trains.

In 2013 Council traffic counting recorded over 3,120 vehicles per day on Smith Street of which over 1,200 vehicles per day were trucks.

MacDonnell recorded just under 2,500 vehicles per day, Sandstone Avenue 1,875 vehicles per day, Degaris Place just over 1,320 vehicles per day and Robertson Street 930 vehicles per day.

By 2015 DIT road traffic volumes recorded 6,900 vehicles per day travelling on Smith Street from Sandstone Avenue to McRae Street - more than twice the number recorded in 2013.

The distribution of traffic volumes through the Naracoorte Town Centre is shown opposite.

### Car Parking Configurations

The distribution of car parking configurations across the town centre is shown overleaf.

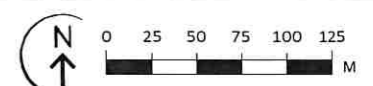


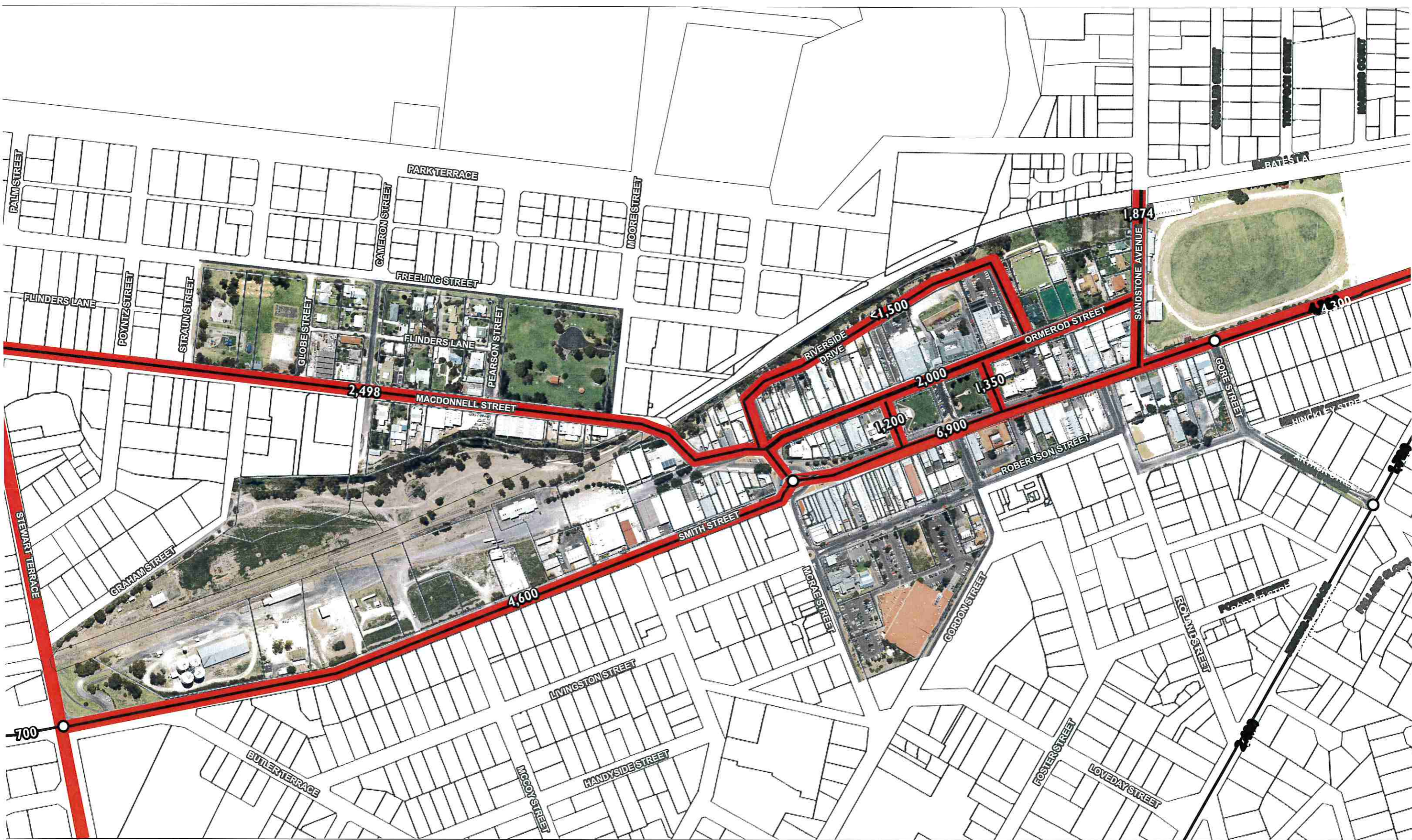
### Crash History 2015-2019

- Rear end
- Hit fixed object
- Side swipe
- Other
- Unknown

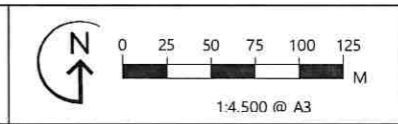
## CAR ACCIDENTS

Naracoorte





**INDICATIVE TRAFFIC COUNTS**  
Naracoorte





**Legend**

- Rejuvenation Area
- Parallel parking both sides
- Angle parking one side,  
Parallel parking one side
- Angle parking one side



## Infrastructure Snapshot

### Available Infrastructure with Growth Potential

Naracoorte is serviced by a 4G mobile network. Mount Gambier has a 5G network and Robe is a planned 5G settlement.

Mobile blackspot funding, increased mobile towers and planned growth of 5G connectivity for the region suggests Naracoorte can plan for higher speed connectivity as part of its town centre offering to business.

The town centre is serviced by water, SA Water sewer services, and electricity. It does not have reticulated natural gas.

A trunkline of 8km would be required to link Naracoorte to an existing gas reticulation pipeline. Preliminary discussions highlight that the town does not have adequate demand to justify supplier investment in gas infrastructure.

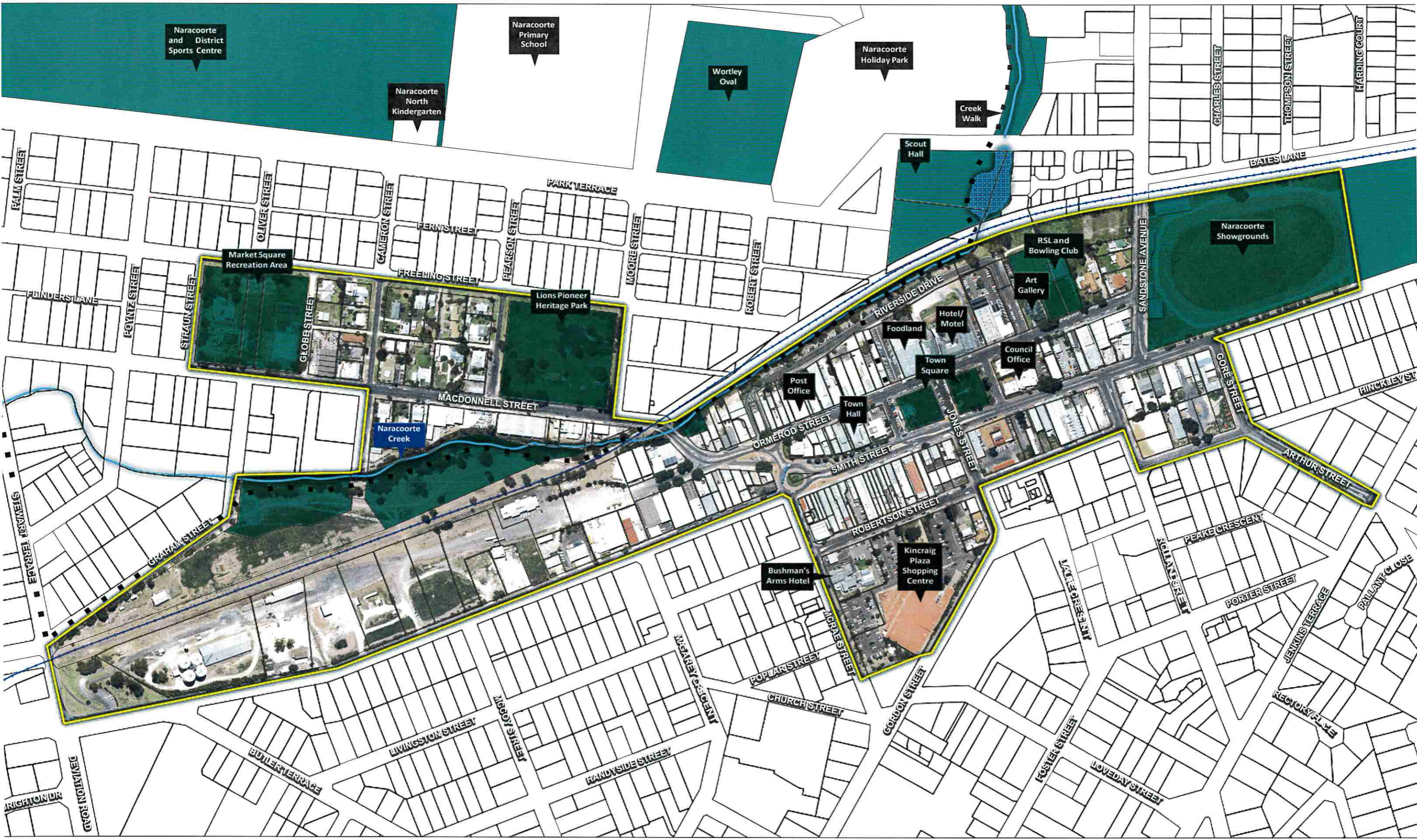
This could change if a significant gas consuming 'anchor' was attracted to available employment lands within the town (e.g. former rail yards currently zoned for industrial purposes).

Council has previously invested in the undergrounding of powerlines in the town centre to good visual effect (shown right).

Social infrastructure is available across the town centre however there is a notable lack of a community centre that could be addressed by the redeveloped library (see overleaf).

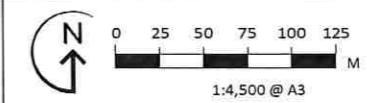


— SAPN HIGH VOLTAGE OVERHEAD LINE  
 — SAPN HIGH VOLTAGE UNDERGROUND CABLE



OPEN SPACE  
 CREEK WALK

**SOCIAL INFRASTRUCTURE AND OPEN SPACE**  
Naracoorte



**HOLMES DYER**

## Adverse Events

### The Potential Impact of Natural Events

Regional centres often face the potential impacts of adverse events, including flood, fire, earthquake, extreme weather events and drought.

The natural environment plan (right) shows the limited flooding hazard and bushfire interface considerations for the town centre.

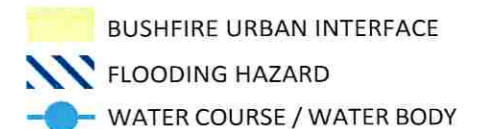
## Planning and Design Code

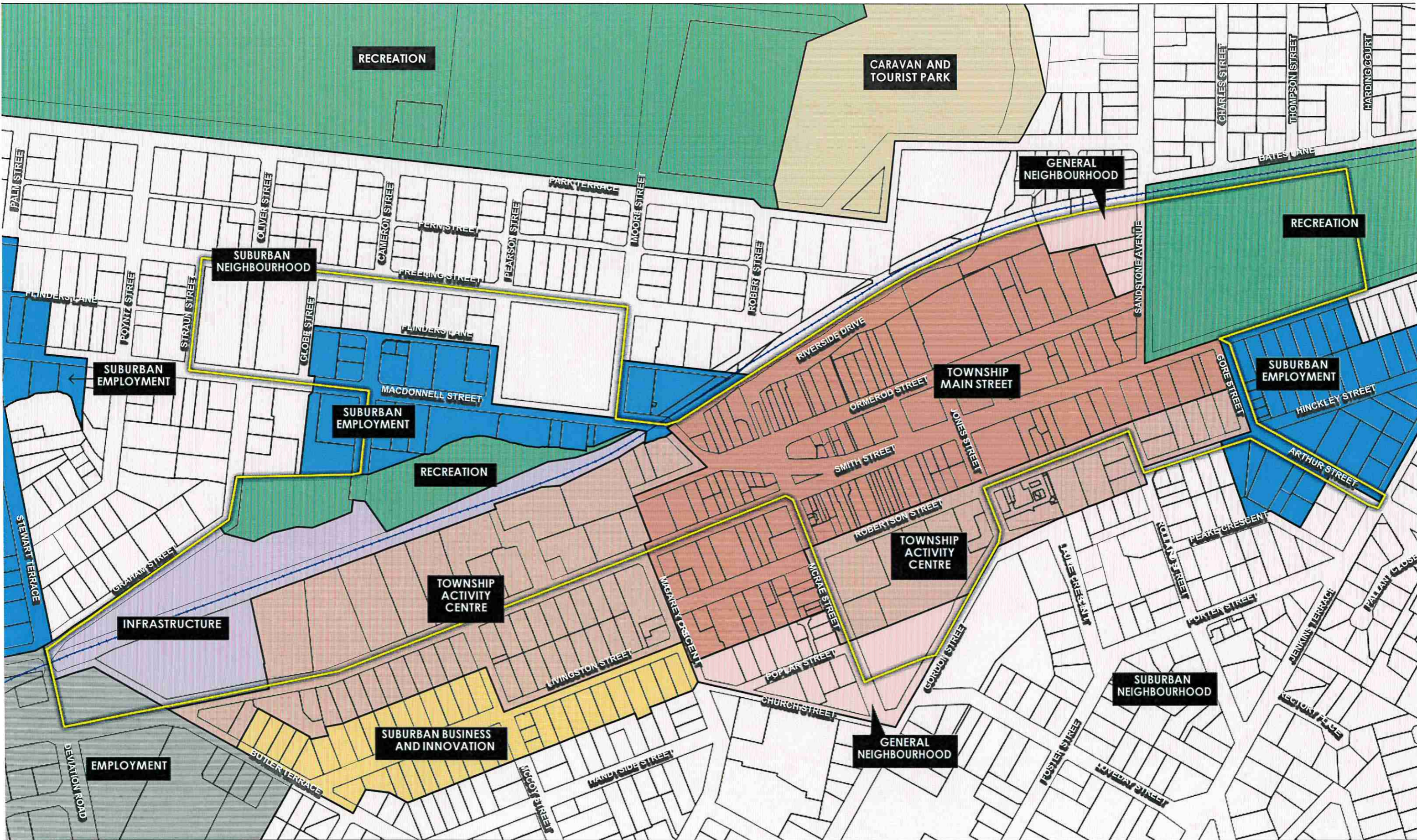
### Planning Policy over the Town Centre

The planning and design code map (overleaf) illustrates the zoning across the town centre. The two key zones for the rejuvenation plan include:

- Township Activity Centre
  - » Envisaged land use includes: Cinema, Community facility, Consulting room, Dwelling above ground level, Educational establishment, Emergency services facility, Hospital, Hotel, Indoor recreation facility, Library, Office, Place of worship, Pre-school, Public transport terminal, Recreation area, Restaurant, Retail fuel outlet, Service trade premises, Shop and Tourist accommodation.
- Township Main Street
  - » Envisaged land use includes: Cinema, Community facility, Consulting room, Dwelling above ground level, Hotel, Indoor recreation facility, Library, Office, Place of worship, Pre-school, Restaurant, Shop, Tourist accommodation.

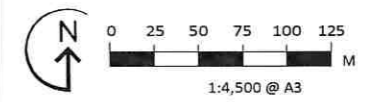
Some consideration may need to be given to the ability for corporate activities to be delivered at the showgrounds under a recreation zoning.





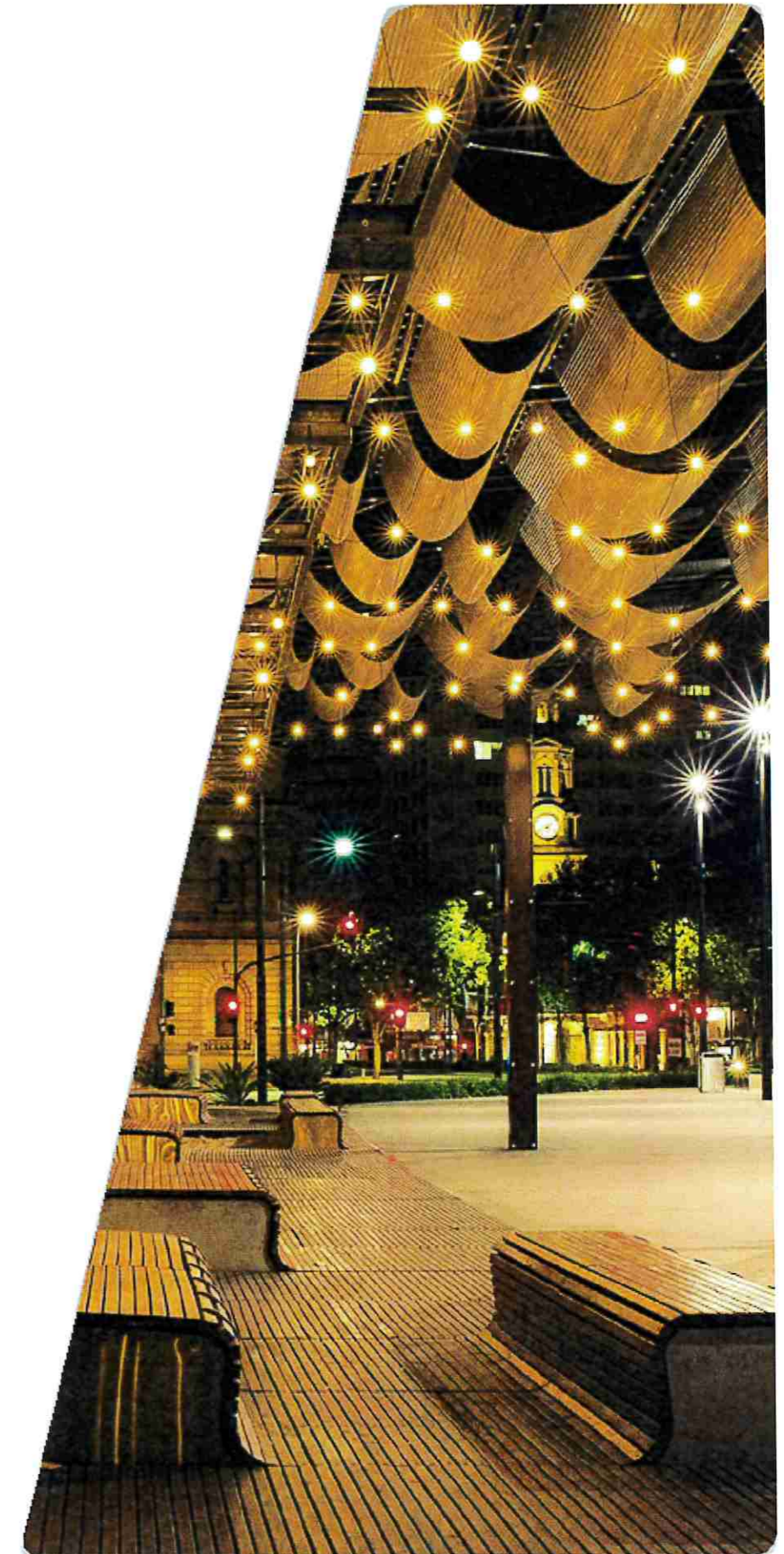
REJUVENATION AREA

**PROPOSED PLANNING AND DESIGN CODE ZONING**  
*Naracoorte Rejuvenation Area*



**HOLMES DYER**

01_ Setting the Scene	2
<b>02_ Stakeholder Engagement</b>	<b>20</b>
03_ Rejuvenation Opportunities	28
04_ Delivery Plan	60



# Stakeholder Engagement

A brief preliminary online survey was created and promoted to attract key rejuvenation ideas from the community. This provided the opportunity for 100 people to provide us with answers to four questions

## I think it is easy to get into and around the Naracoorte Town Centre; I can access the things I need when I need them.

61% agreed with the statement and 31% disagreed. Key statements include:

- Reduced speed environment for the town centre
- Optimise car parking configurations on main streets for shop front access
- Prioritise pedestrians across the town centre and improve north/south pedestrian movement
- Provide building access from all street facing sides
- Footpath slope is too steep
- Traffic conditions make it hard to have children in the town centre
- The town centre environment is difficult for wheelchairs, aged community members and families with children
- Shorter term car parking times in high priority locations
- More shade trees to improve the appeal of parking away from shop fronts

## The town centre is appealing, the streets are nice to walk along and the parks and open spaces are nice to visit

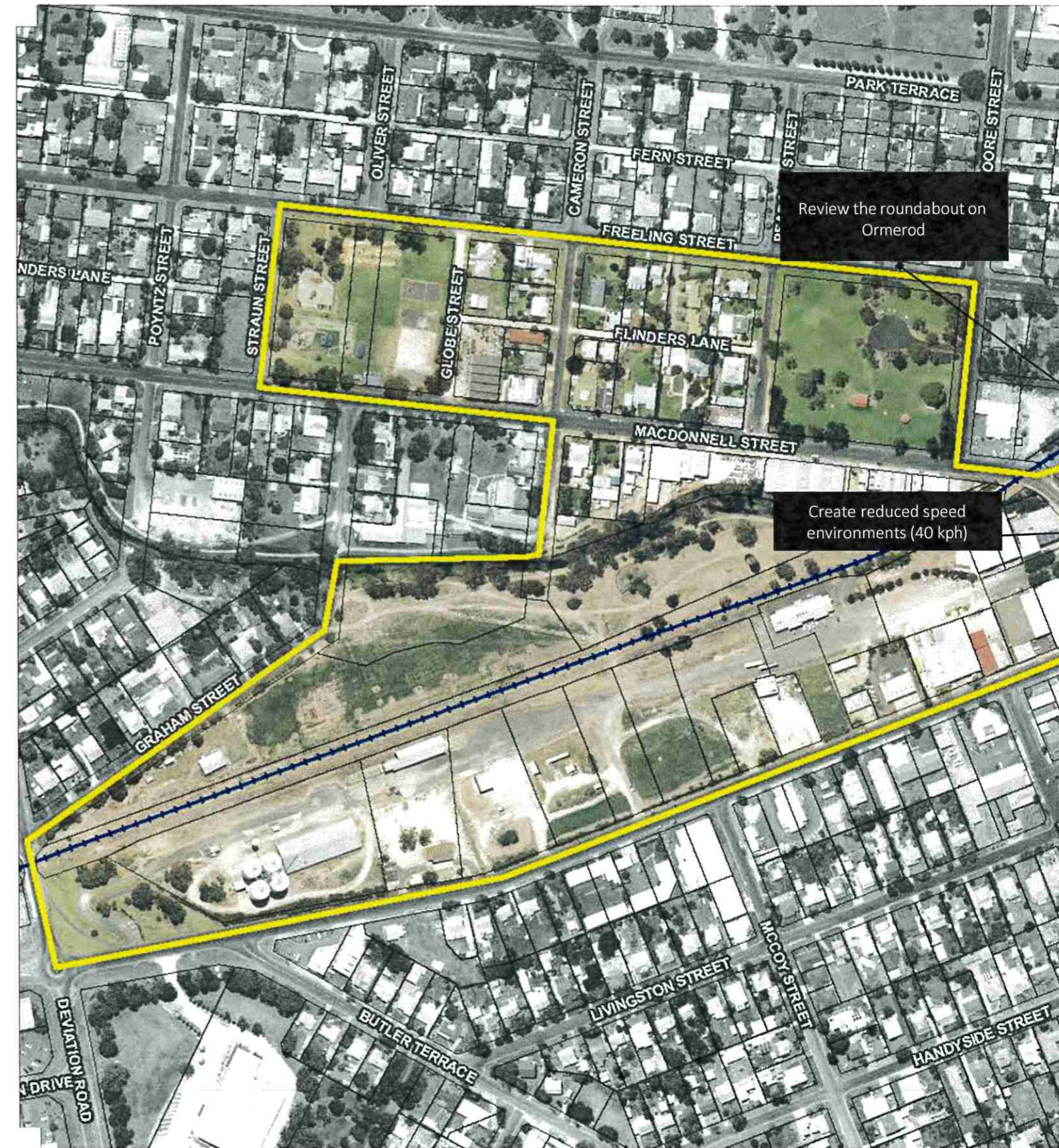
66% agreed with the statement and 28% disagreed. Key statements include

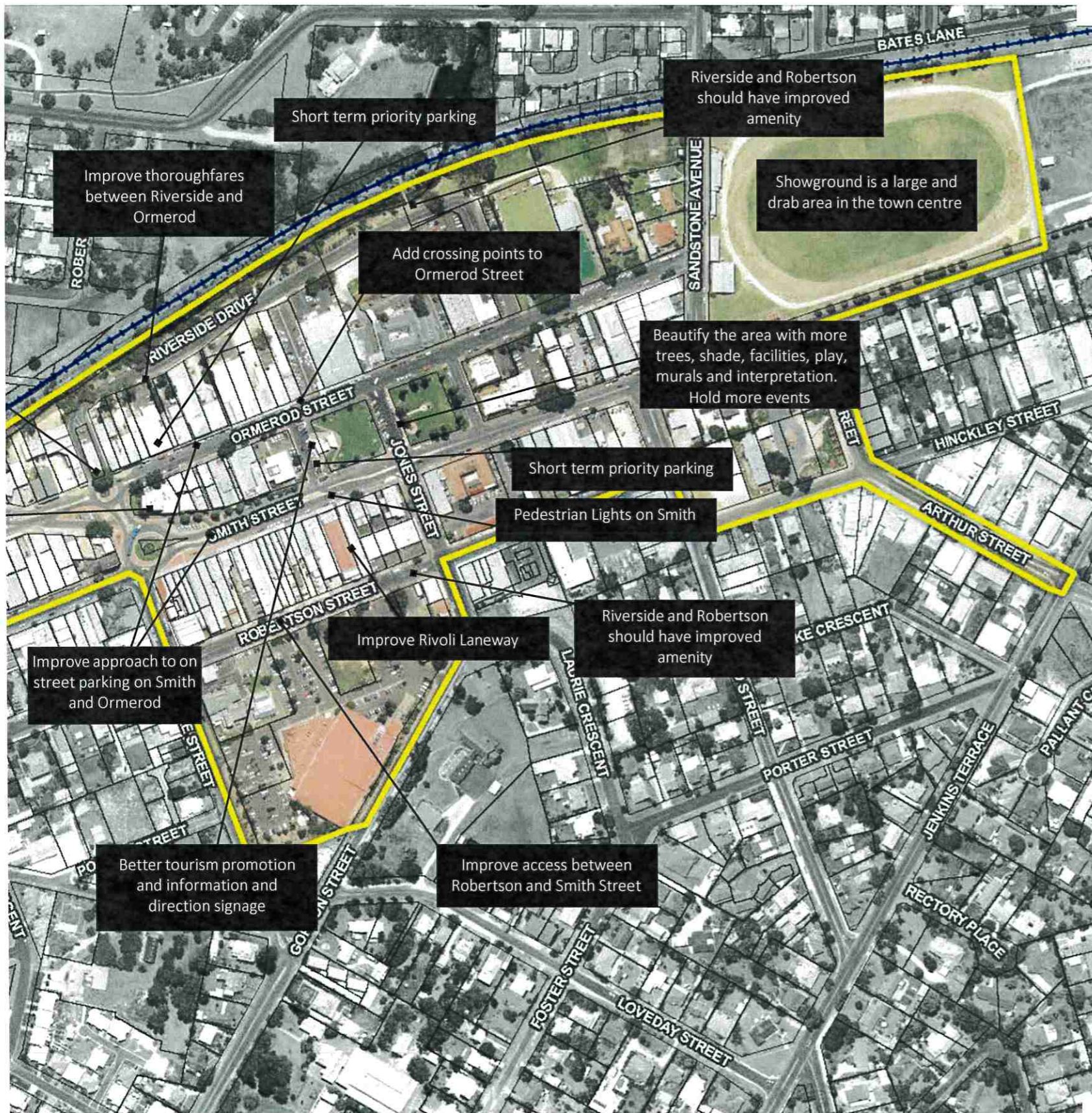
- The town squares are nice but could do with more variety including play facilities, interpretive features, more shade, more furniture including bins, seating, signage and lighting
- More street trees, more trees in general, more plantings in general and more natural colour through flower beds
- The town centre needs to be more vibrant and appealing, local art displays, fairy lights, weekly markets, more outdoor dining, more live music, small sensory gardens and involve community and interest groups
- Improve street and building amenity, more themed furniture and signage across the town centre

## The town centre provides all the services, products and businesses I need

49% agreed with the statement and 35% disagreed. Key statements include:

- The loss of Target will leave a gap in affordable clothing
- Medical practice moving in will benefit the main street, there is a need for further health and medical including professionally trained counsellors and better doctors
- Reasons to shop away from Naracoorte include availability of products, competitive price, variety of offer, brands or quality and better opening hours
- Good and services sought out of the town centre include: White goods, Electrical, Furniture, Clothing and shoes, Hardware, Fabrics, craft and homeware and Department stores
- A book shop is a gap in the town centre
- A better local business guide could assist shopping local and shopping local online
- Pop up shops should be supported to activate vacant premises on the main streets





**Naracoorte is a convenient and enjoyable town for visitors to spend time**

63% agreed with the statement and 20% disagreed. Key statements include:

- The town is not active on weekends, there should be more shops open
- There are too many visibly vacant shops. Empty shops should be activated for the sale of local produce, antiques, local wine labels offering tastings, art - showcase the local talents as a weekend retail feature of the town centre
- More trees and shade for visiting vehicles and more large/long vehicle parking options and more food and coffee options
- The town centre needs better and clearer signage to direct visitors
- There should be clearer and stronger links between the town centre and the surrounding attractions
- A greater variety of shopping on offer including book shops, vintage clothing, homewares, craft store and antiques and better promote the heritage of the town
- The town centre could be more accessible including designated pedestrian crossings and more access friendly shopping experience



# Business Ideas

A summary of 10 business responses the advantages and challenges of doing business in the Naracoorte Town Centre

## Top 5 Advantage of Doing Business in the Naracoorte Town Centre

- 1 High exposure to foot traffic and easily found by customers
- 2 Location and proximity to other services and businesses
- 3 Locals shop local
- 4 Car parking
- 5 Ambience of the town centre and the park

## Top 5 Challenges of Doing Business in the Naracoorte Town Centre

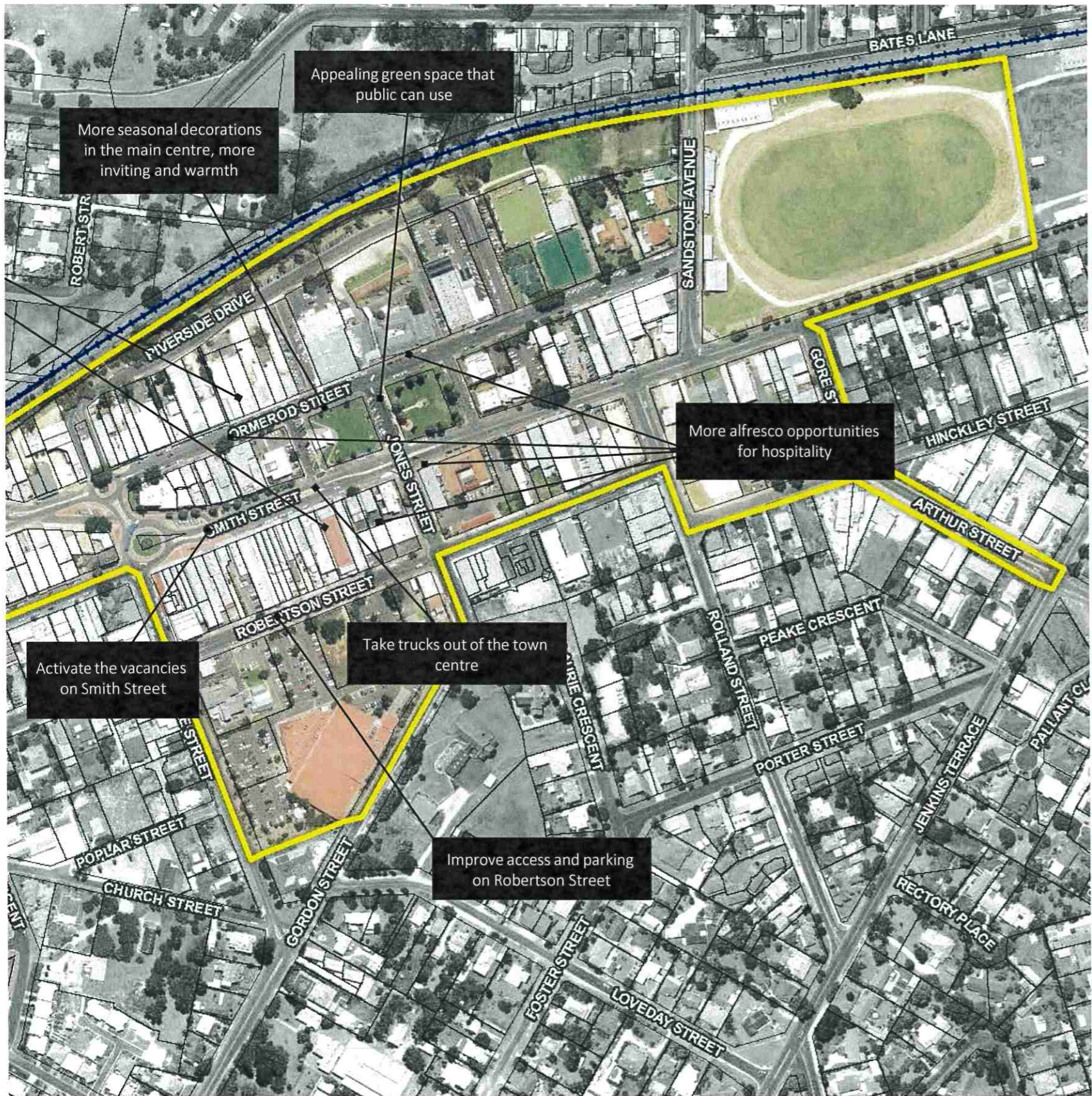
- 1 Lack of parking
- 2 Cattle trucks on main street
- 3 Cost of rates and taxes
- 4 Vacant shops
- 5 Limited room for expansion/restrictive planning rules

## What Single Priority Would You Like to See Focused on First?

- 1 Car parking including off-street opportunities
- 2 Improve the amenity and function of the town centre
- 3 Activate empty shops
- 4 Pedestrian crossings







# Community and Stakeholder Engagement

Community and stakeholder engagement was used to obtain a shared sense of key issues and opportunities for the rejuvenation of the Naracoorte Town Centre.

Engagement activities included stakeholder workshops, forums and interviews, a consultation hub in the Town Hall, a series of sites visits and observations over seven days and nights to experience the town centre by day and night and by weekend and weekday and attendance at community events.

This was followed up with targeted interviews and discussions on key topics that were identified as being important by the community and stakeholders.

## Economic Development and Land use

Support a more dynamic business environment:

- Investigate a Limestone Coast Business Hub at Naracoorte to provide networking and business support services for Naracoorte and the Limestone Coast

Investigate a Limestone Coast Learning Hub that provides training, skills development and pathways to local employment outcomes for young people, migrants, employees retraining to enter new or emerging industries

- Investigate a Naracoorte Conference Centre and/or Events Centre that could cater for a scale of community, cultural and business events – both closed (conference centre) and open (events centre)
- Investigate mechanisms to encourage entrepreneurialism, lower investment risk, address main street vacancies and improve main street facades
- Negotiate acquisition of vacant properties until market conditions change, encourage landlords to investigate new approaches to floor space to allow multiple tenants to occupy main street properties at a shared cost
- Work with the Pastoral and Agricultural Society to pursue an agricultural innovation hub at the show grounds

Facilitate the delivery of desired social infrastructure as part of a more vibrant town centre

- Investigate a Naracoorte Community Centre as a standalone facility or incorporated in a multi-purpose community and business centre as a base for delivery of community and volunteer programs
- Investigate opportunities to support independent living and aged care within close access to the town centre
- Investigate opportunities to support increased hospital, medical and allied health services and space or facilities for visiting professionals
- Identify opportunities to increase housing and accommodation options in and around the town centre; housing is not meeting the demand generated by employment

Facilitate a stronger retail sector

- Support town centre traders to improve their online presence to offer a greater proportion of online goods and services in addition to street trade
- Identify opportunities to attract and accommodate retail services that people travel out of town to obtain, and to fill the retail gap created by the departure of Target
- Support opportunities to repurpose large floor warehousing vacancies with new recreation, retail or hospitality experiences
- Investigate opportunities to make the town centre environment more technology friendly, including charge points in public furniture, expanded wi-fi availability and electronic sales and retail promotions, way finding options and self-guided experiences available for mobile devices
- Investigate opportunities to stimulate landlord and tenant investment into renewal of building facades or replacement of non-heritage building stock. This could include repurposing Council grant programs targeting private beautification of main street environments focusing on building facades, and the encouragement of dual frontage to eliminate the back end of shops fronting shopping and café environments

Encourage diversity within the town centre

- Review the Township Activity Centre Zone to provide for great scale and diversity of development and land use activity
- Development of the former railyards as a big box retail and light industry precinct to create greater employment and employment diversity for the town centre

Demonstrate greater town centre leadership and coordination

- Strategic property acquisition by Council could facilitate more rapid town centre rejuvenation
- Establish a Town Centre Rejuvenation Committee comprising public and private stakeholders to coordinate town centre rejuvenation initiatives

## Movement and Access

Create a pedestrian prioritised environment

- Investigate opportunities to reduce the volume of heavy vehicles utilising the town centre as part of a broader freight routes
- The town centre should be more pedestrian friendly including slower speed limits and improved access and movement options for the aged, people with disability and families
- Improve pedestrian connectivity between the town centre and Gordon Street via McRae Street
- Review the current and potential use of one way traffic flow for improved road safety and car parking capacity

Provide optimum carparking on main streets

- Car parking configuration should be reviewed on all main streets to provide for optimum yield while maintaining amenity
- Riverside Drive car parking could be better utilised for customers seeking services from the town centre and short term visitors seeking long vehicle parking
- Review the long vehicle parking and flow of traffic at the intersection of Smith Street and DeGaris Place. Formalise the existing indented bus parking as the preferred long vehicle parking option on Smith Street

Improve wayfinding for vehicles and pedestrians

- North-south pedestrian connectivity could be improved by better signing and treatment of laneways and arcades between Riverside Drive, Ormerod Street, Smith Street, and Robertson Street
- There is a need for better town centre entry statements, improved way-finding within the town centre and greater connection between the town centre and key recreation and tourism opportunities

Provide more contemporary traffic infrastructure and services

- An autonomous shuttle could provide a loop service taking in Robertson Street, Smith Street, Ormerod Street and Riverside Drive
- Electric Car Charging should be considered for the town centre

## Public Realm and Amenity

### Deliver open space improvements

- The town squares could be enhanced for a greater variety of uses and a greater level of interest and appeal to a wider range of users. This could include consolidating the squares into one larger open space that better integrates with the facing land uses and activating the open space with play opportunities
- The Creek Walk should be enhanced as a key recreation feature of the town centre. Way finding needs to be improved from the town centre and the trail entrance on Riverside Drive should be better signed
- The former rail yards under Council care and control could be developed into a draw card adventure space. It contains historical features and has historical use by the town that could be brought out through interpretive adventure play and deliver an enhanced 'visitor destination' for the Sheep's Back Museum

### Increase street greening

- Smith Street between McRae Street and Deviation Road could be greened with tree species that will provide future landscape scale and compliment the improved private landscapes created by the former railyards transitioning to commercial and light industry
- The entire town centre needs a major tree planting program. More trees, more shade, more flowers and gardens, more colourful and interesting laneways

### Redevelop key main street cross sections

- Redevelop Ormerod Street for greater street level pedestrian activity. Improved paving, wider footpaths, easier crossing options, improved grading/levels, increased tree planting and opportunities for outdoor dining/retail
- Redevelop DeGaris Street and Bank Place to better interface with the town square

### Increase the vibrancy of the town centre

- The town centre could do with more interesting furniture, signage and wayfinding
- The town needs more 'street art' and public art, including performance, to add vibrancy and interest, art can be used to celebrate diversity and encourage integration
- Use lighting for evening activation, highlight key character features of the town centre and provide projections on blank walls

## Visitor Experience

### Improve the relationship between the town and the caves

- Local trading hours do not match visitor times and days. Need to offer after hours and weekend retail and hospitality
- Look at attracting mobile food vendors to the town square during weekends and evenings
- Naracoorte town centre doesn't offer any 'value add' to the caves visiting experience, an approach to interpretation is required for the town centre. This could be in the form of night lighting/projects, wall art or sculpture
- Council should investigate the creation of a Naracoorte Caves augmented reality experience or similar within the town squares
- Review directional signage into Naracoorte from the highway
- Improve signage from the Naracoorte Town Centre to and from the caves utilising Old Caves Road
- Develop a public art and arts trails offer to add to the attraction of the town

### Increase the diversity of accommodation and hospitality

- Accommodation types are limited and lower star rating
- There could be greater regional produce on offer either at farm gate or in the town centre
- Kincairg investment could stimulate further hospitality investment, the town is getting more diverse eating options

### Make better use of Councils assets

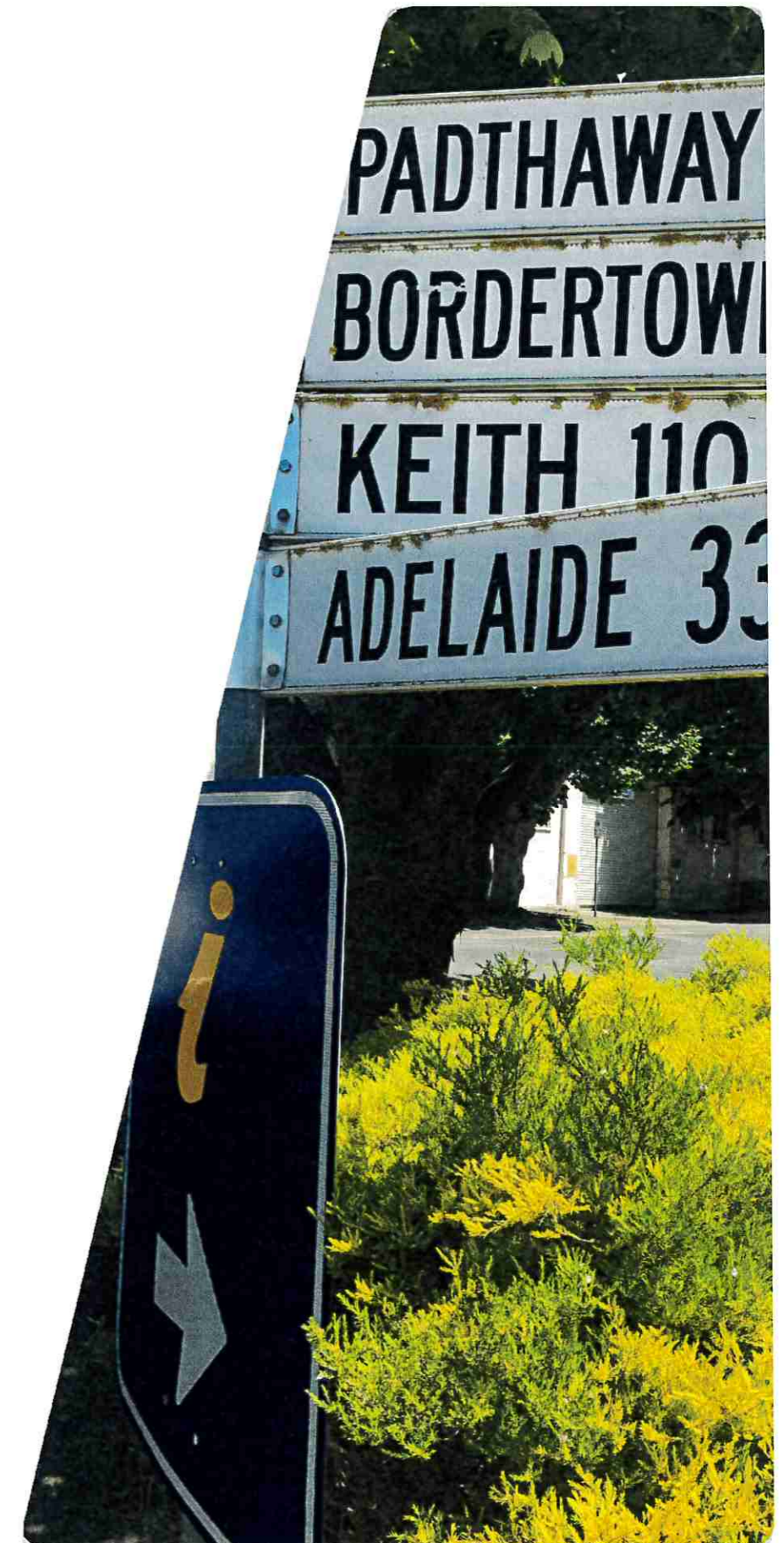
- Investigate the relocation of the Visitor Information Centre to an improved town hall/library in the town centre
- Investigate better use of the aerodrome

### Deliver more diverse events

- Enhance existing public events including the introduction of evening events to increase the yield of overnight visits
- Explore increased open and closed community events in partnership with the Migrant Resource Centre, introducing multicultural events based on annual religious calendars and positioning Naracoorte as the multicultural centre of the south east
- Develop a business events calendar to increase visitation and drive demand for improved accommodation to cater for corporate tourism
- Work with the Pastoral and Agricultural Society to attract agriculture innovation events and programs to the town c



01_ Setting the Scene	2
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# Access and Movement

This section will highlight key access and movement rejuvenation opportunities for the Naracoorte Town Centre. The opportunities respond to findings from stakeholder engagement and reflect an integration of all key themes (Public Realm and Amenity, Land Use and Economy and Visitor Economy).

The following swept path assessments look at the opportunity to provide formalised long vehicle parking on Riverside Drive at the entry to the Creek Walk and in proximity to the town square and retail offering of Ormerod Street.

Figure A demonstrates the space required and available to provide long vehicle parking for a caravan and for a coach on Riverside Drive.

Figure B analyses the access constraints for long vehicles at the western entrance to Riverside Drive. It shows the extent to which the entrance would need to be expanded to more conveniently provide parking options for long vehicles in the town centre and the potential impacts on adjacent properties.

Figure C looks at the opportunity to realign Smith Street for improved amenity and increased pavement width. Stakeholder engagement indicated that heavy vehicles did have an impact on the amenity of the town's main street. Equally, stakeholders indicated that heavy vehicles are a part of the local economy and likely to be a part of the town's atmosphere into the future.

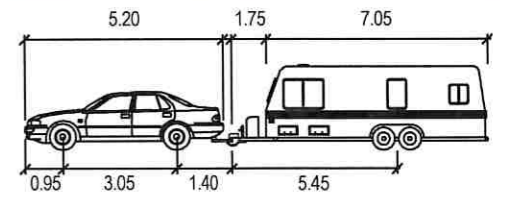
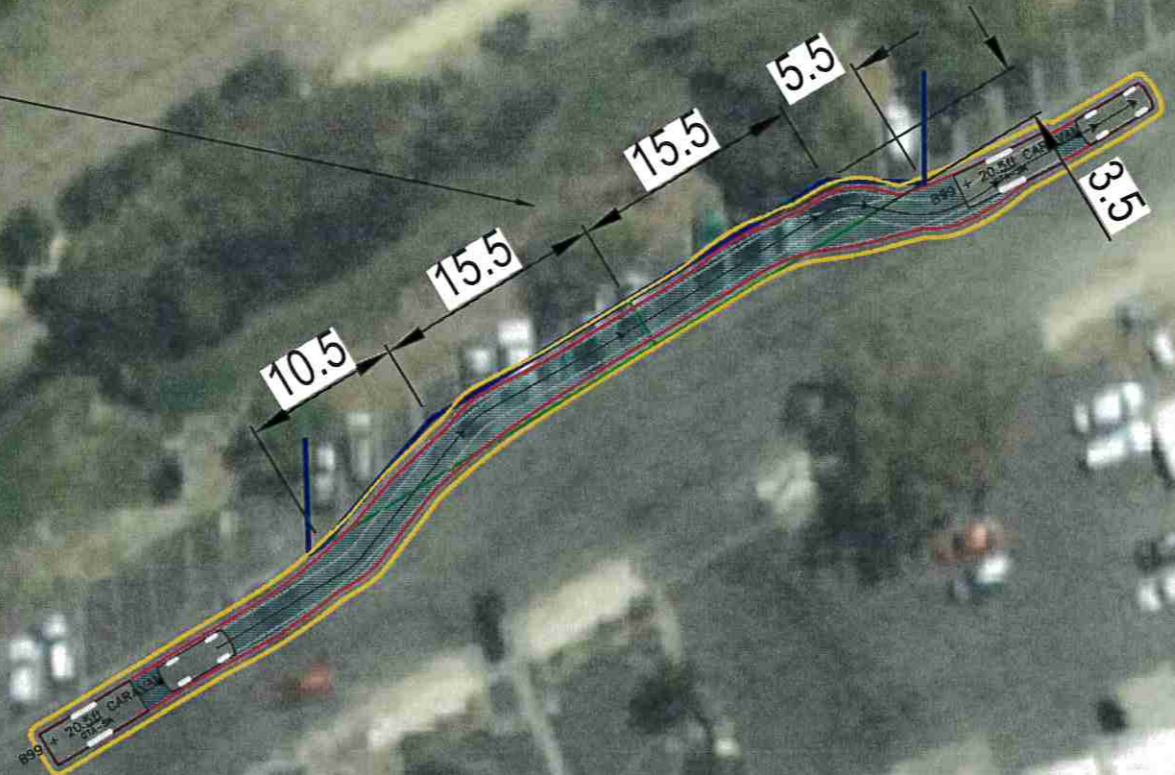
Realignment of the carriageway was explored as an option to increase the area that could be made available for landscaping, buffering and increased amenity on Smith Street, while retaining the capacity for heavy vehicle use of the road.

# B99 AND 20' 6" CARAVAN

**A**

INDENTED LONG VEHICLE PARKING

OPPORTUNITIES TO EXTEND LONG VEHICLE PARKING TO THE EAST IF DEMAND INCREASES



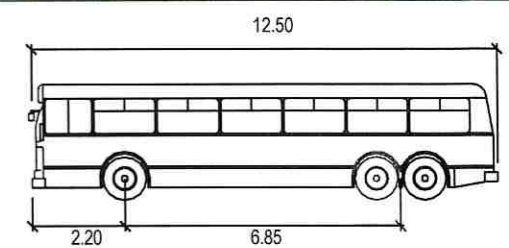
B99 + 20.5ft CARAVAN

	metres
Car Width	: 1.94
Trailer Width	: 2.40
Car Track	: 1.77
Trailer Track	: 2.40
Lock to Lock Time	: 6.0
Steering Angle	: 34.0
Articulating Angle	: 70.0

# 12.5m COACH

INDENTED LONG VEHICLE PARKING

OPPORTUNITIES TO EXTEND LONG VEHICLE PARKING TO THE EAST IF DEMAND INCREASES



BUS

	metres
Width	: 2.50
Track	: 2.50
Lock to Lock Time	: 6.0
Steering Angle	: 36.6

**SWEPT PATH KEY**

- VEHICLE CENTRE LINE
- - - VEHICLE TYRE PATH
- VEHICLE BODY PATH
- - - 600mm CLEARANCE FROM VEHICLE BODY

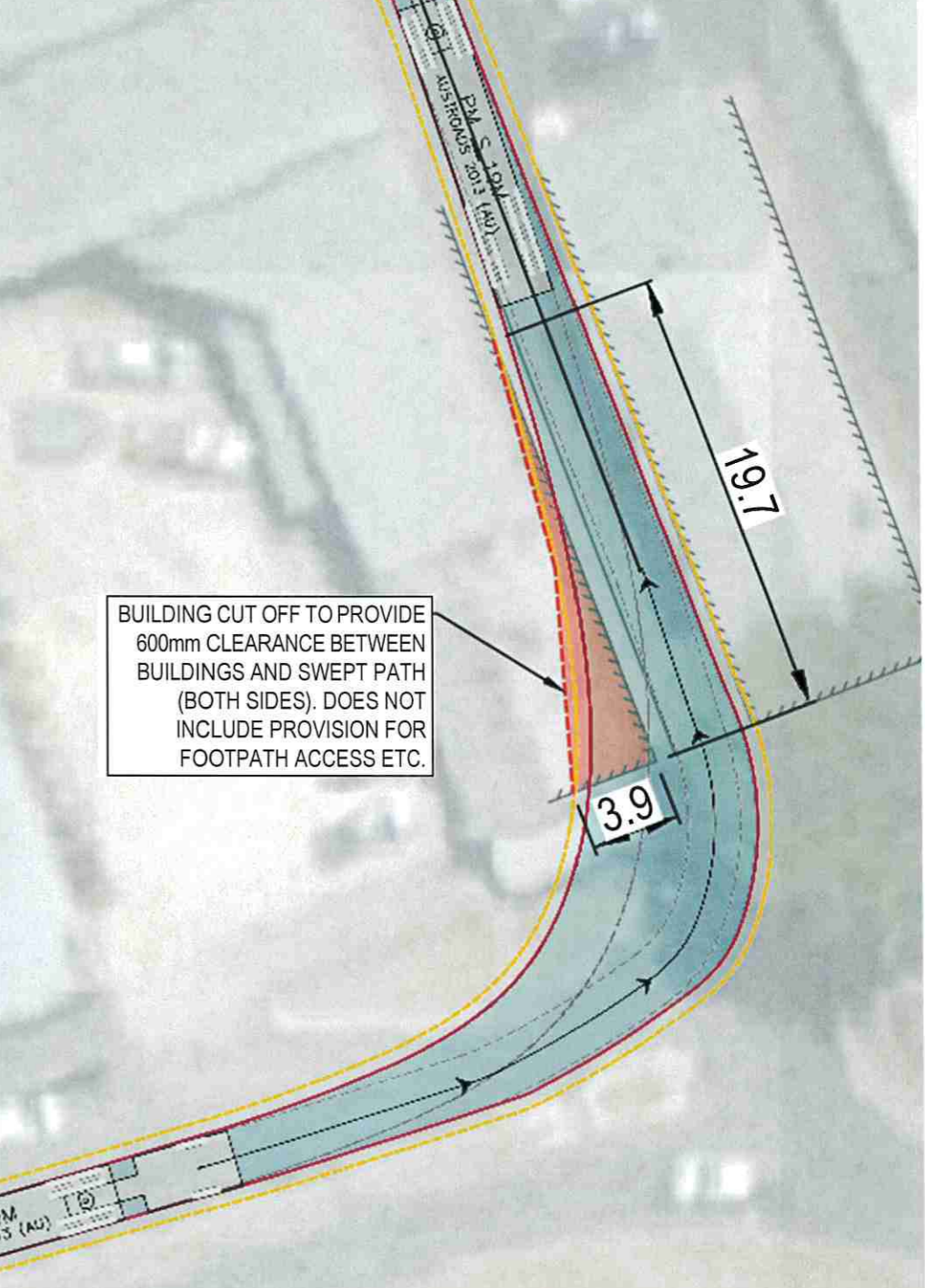
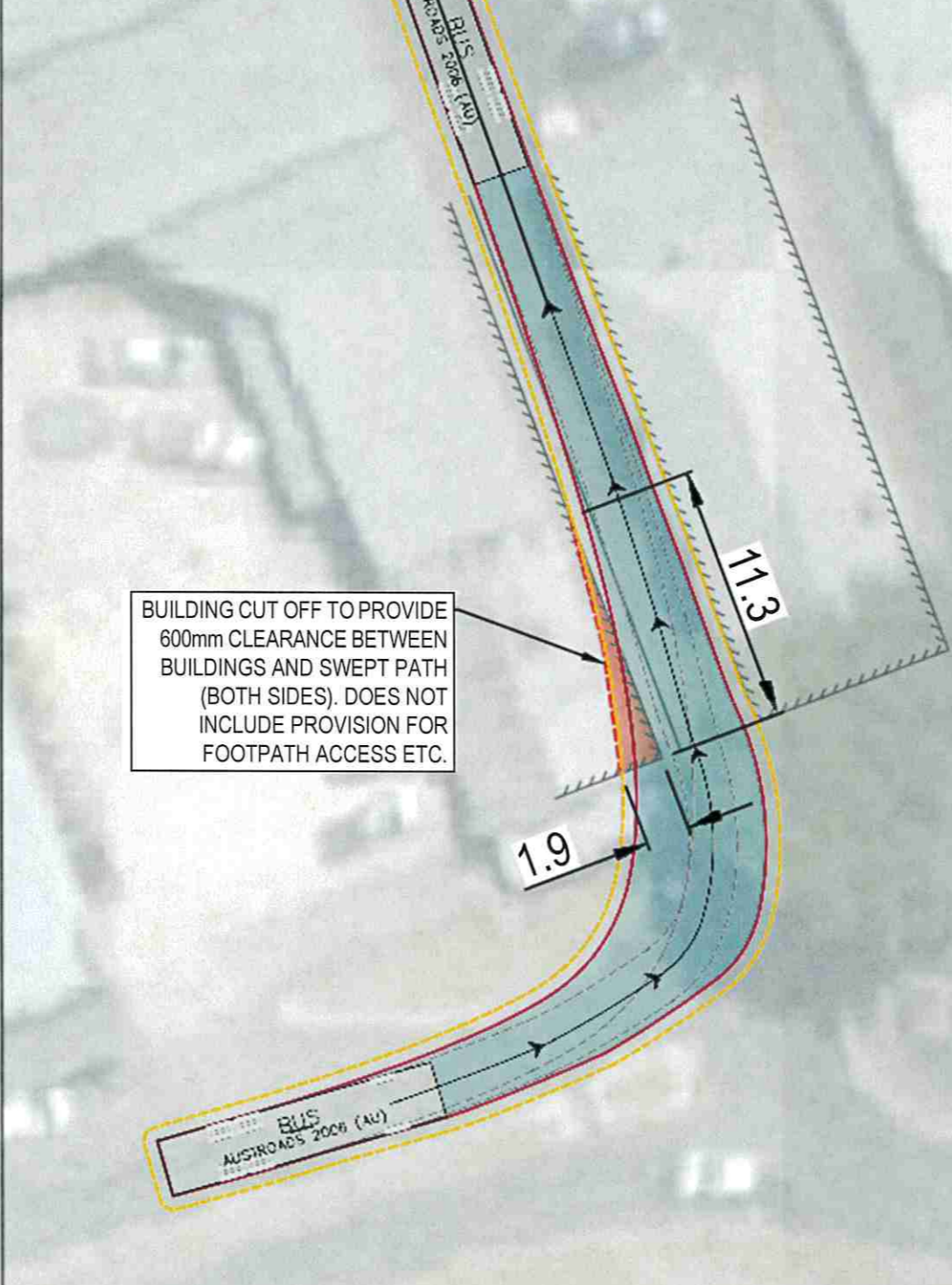
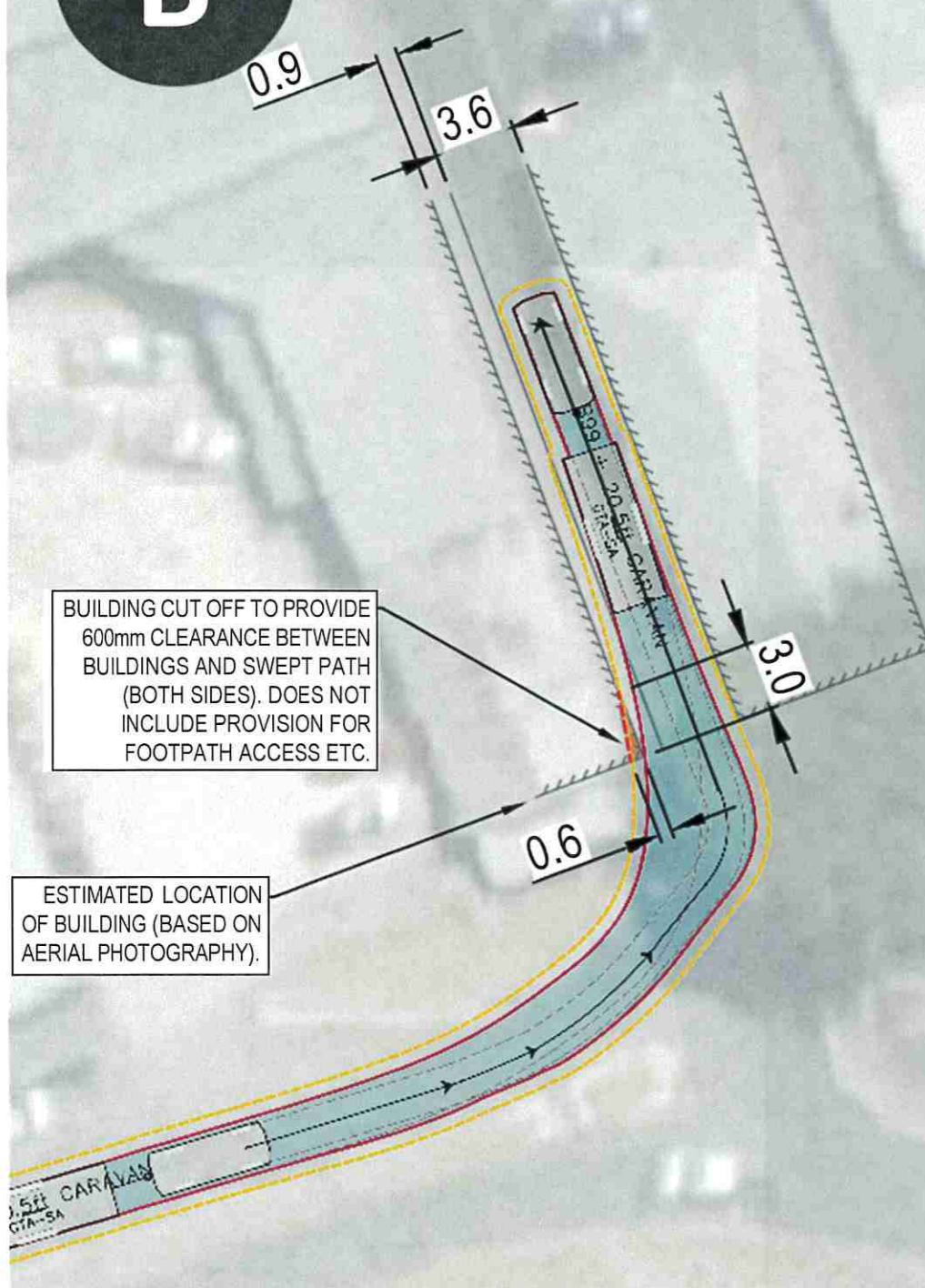
ASSUMED SPEED 5km/h

# B99 AND 20' 6" CARAVAN

# 12.5m COACH

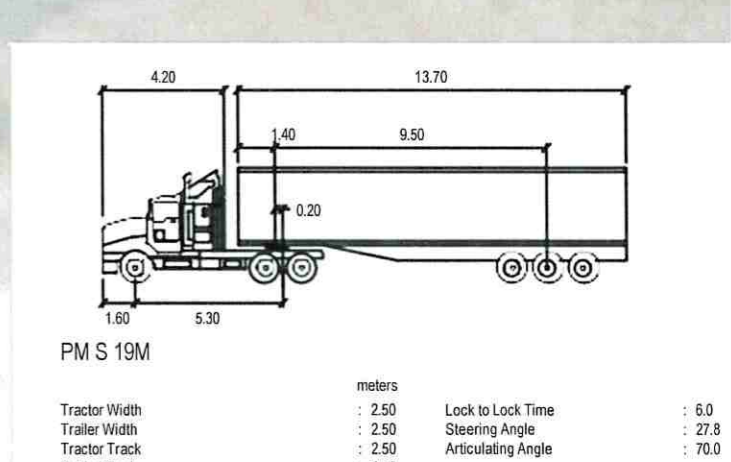
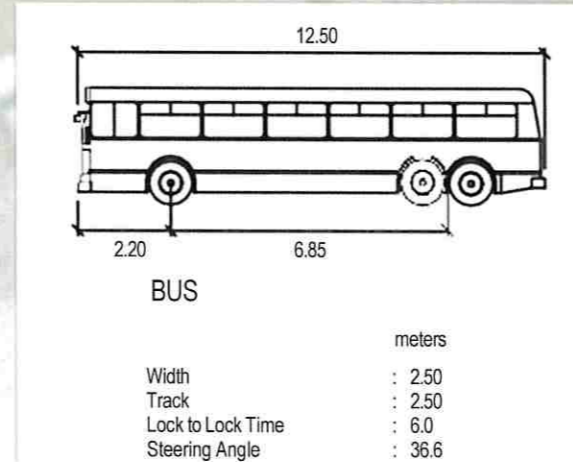
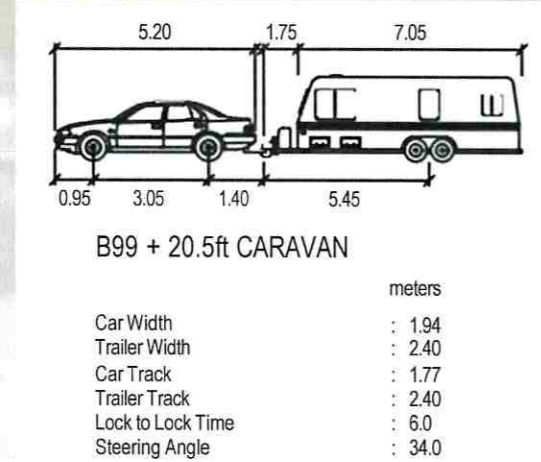
# 19m SEMI

**B**



**SWEPT PATH KEY**

- VEHICLE CENTRE LINE
- - - VEHICLE TYRE PATH
- VEHICLE BODY PATH
- - - 600mm CLEARANCE FROM VEHICLE BODY



36.5m A-DOUBLE

C

3.6m WIDE TRAVEL LANE

EXACT DESIGN OF ROUNDABOUT  
TRANSITION WOULD BE SUBJECT TO  
DESIGN UTILISING FEATURE SURVEY

TRAVEL LANE  
BICYCLE LANE  
PARKING LANE

0.5m WIDE SAFETY BUFFER

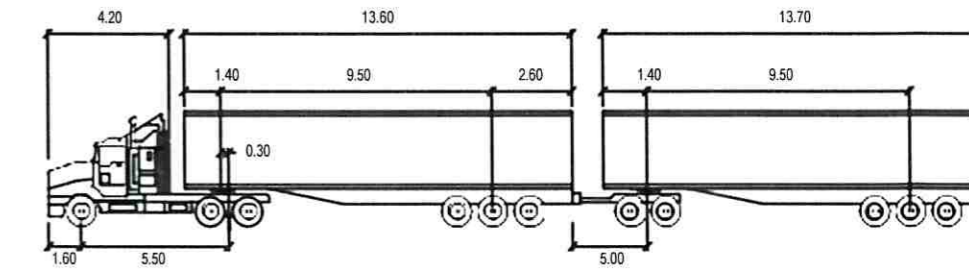
1.5m WIDE BICYCLE LANE

23m WIDE PARKING LANE



**SWEPT PATH KEY**

	VEHICLE CENTRE LINE
	VEHICLE TYRE PATH
	VEHICLE BODY PATH
	600mm CLEARANCE FROM VEHICLE BODY
	ASSUMED SPEED LIMIT



**A-DOUBLE**

meters	
Tractor Width	: 2.50
Trailer Width	: 2.50
Tractor Track	: 2.50
Trailer Track	: 2.50
Lock to Lock Time	: 6.0
Steering Angle	: 23.4
Articulating Angle	: 70.0



# Economic and Land Use Opportunities

The number of commercial vacancies, the age and condition of building stock and the potential for multiple properties to be under single ownership could provide the rejuvenation plan with opportunities to stimulate private investment in the rejuvenation of the town centre.

The following section will look at vacant and underutilised property, capital value and site value ratios to assess potential development horizons and ownership.

## Vacant and Underutilised Land

Vacant and underutilised land within the town centre presents a challenge to realising the amenity and economic potential of the precinct. Equally these properties present opportunities for development depending on lot size, floorspace and market conditions.

The Vacant and Underutilised Land plan identifies properties with a vacant land use category, residential within a town centre zone or having under 30% of the total lot developed.

The plan also shows properties visually assessed as being vacant or underutilised, defined by observed maintenance, property conditions and activity levels.

Key vacancies and underutilised lots are located at the MacDonnell Street entrance to the town centre, Sandstone Avenue entrance and Gore Street entrance. Vacancies are also located across Smith Street - central to the project area.

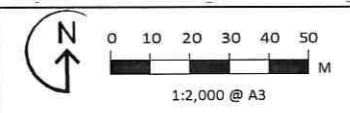


**Legend**

- Rejuvenation Area
- Vacant Land
- Under-utilised land\*
- Open Space

\* residential land use or lots with under 30% site coverage

**VACANT AND UNDER-UTILISED LAND**  
Naracoorte



### Capital Value to Site Value Ratio

The capital value to site value ratio (CVSV) can be used to determine likely development time horizons. This ratio is a measure of the value of buildings and other improvements relative to the land value.

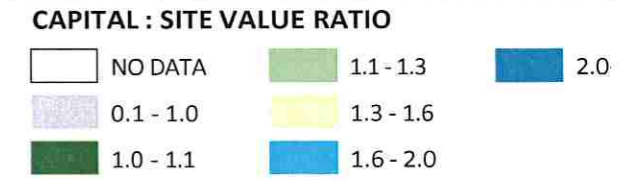
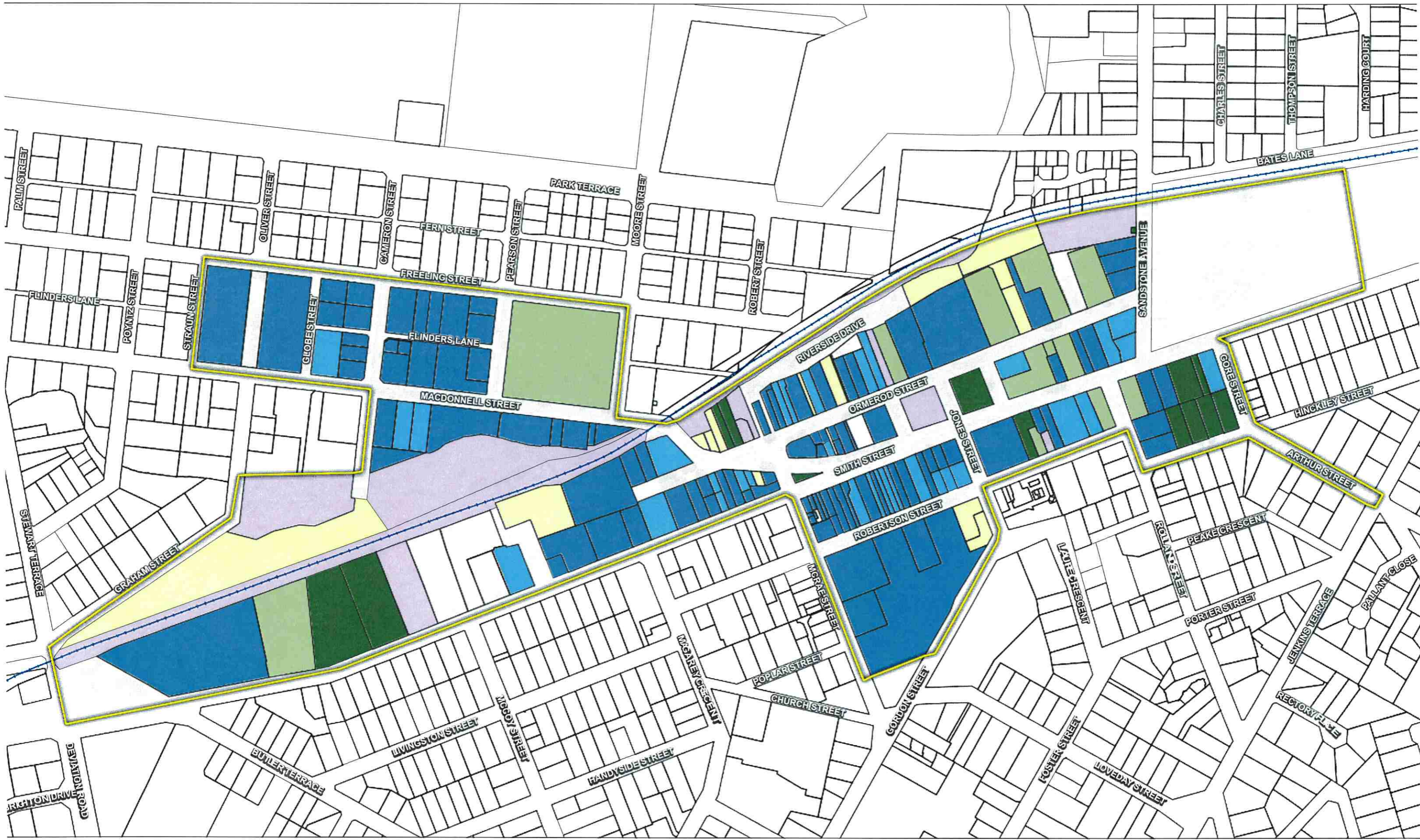
Based on this method, a lower CVSV generally means that the site is a more likely candidate for redevelopment in the short to medium term.

These properties are shown as pink and dark green in the Capital/Site Value Ratios Plan.

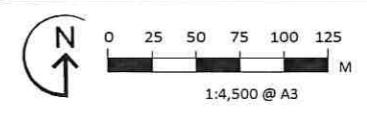
There are clusters of lower value properties located at the MacDonnell Street entrance to the town centre, Sandstone Avenue entrance and Gore Street entrance.

These locations correlate with vacancies and underutilised properties.

A selection of key properties with dual road frontages (light green) are located at Riverside Drive, Smith and Ormerod Street and Smith and Robertson Street.



**CAPITAL / SITE VALUE RATIOS**  
Naracoorte



**HOLMES DYER**

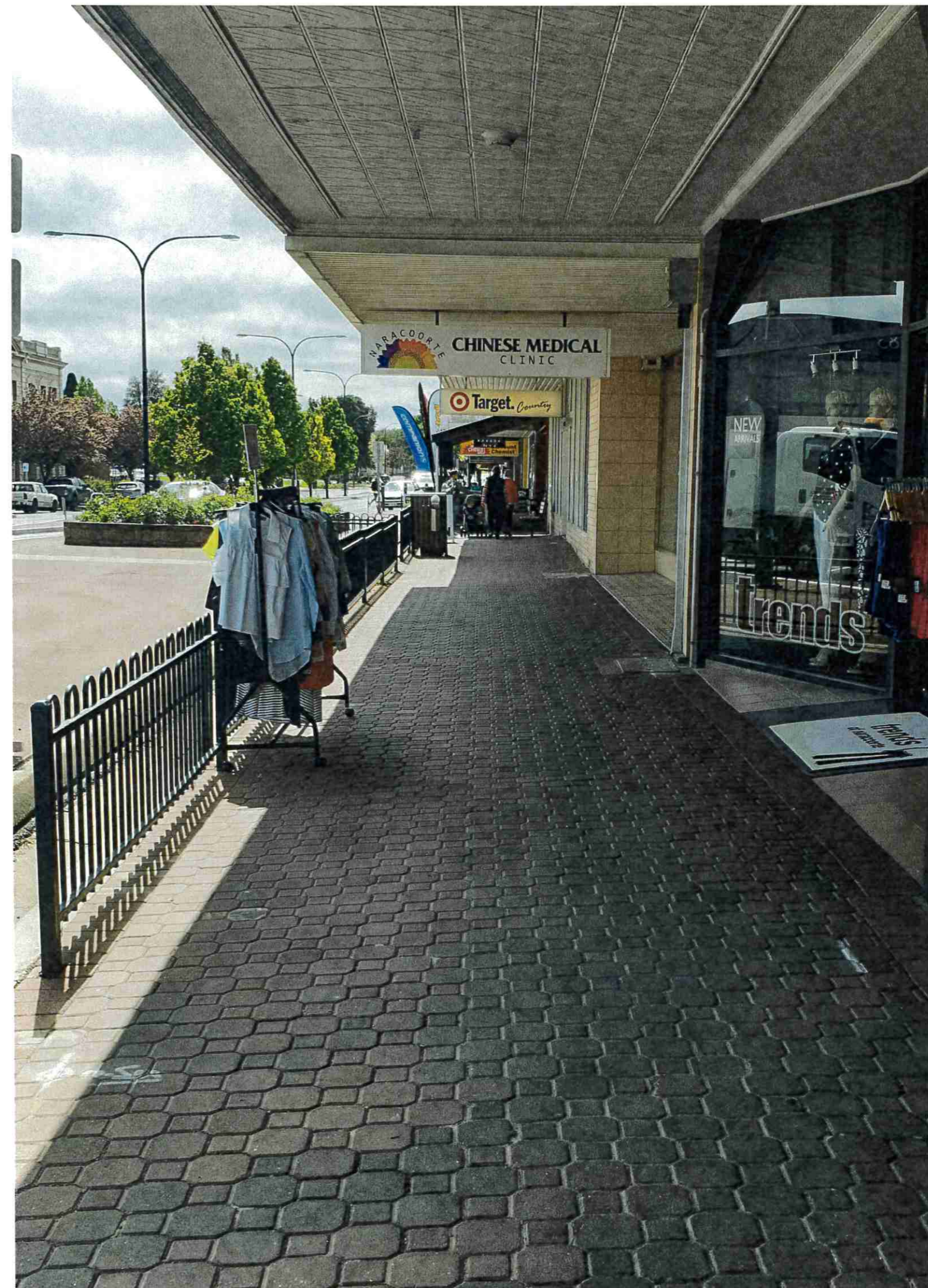
## Ownership

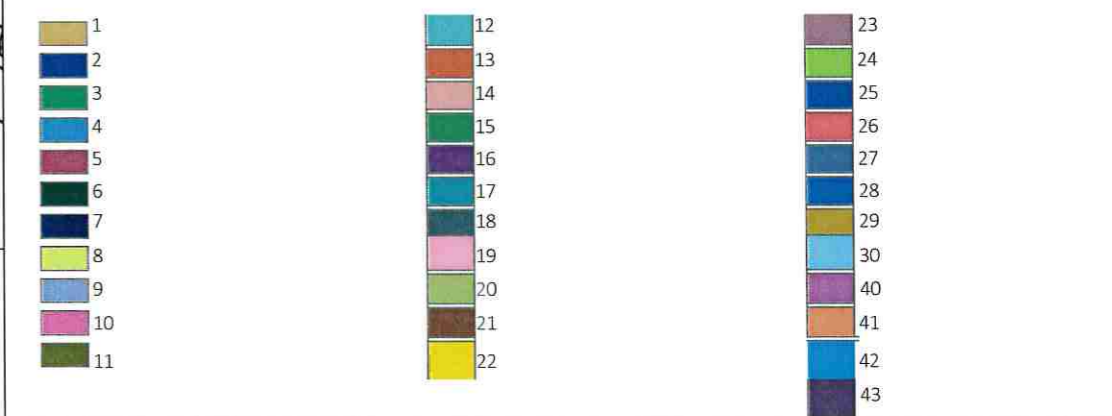
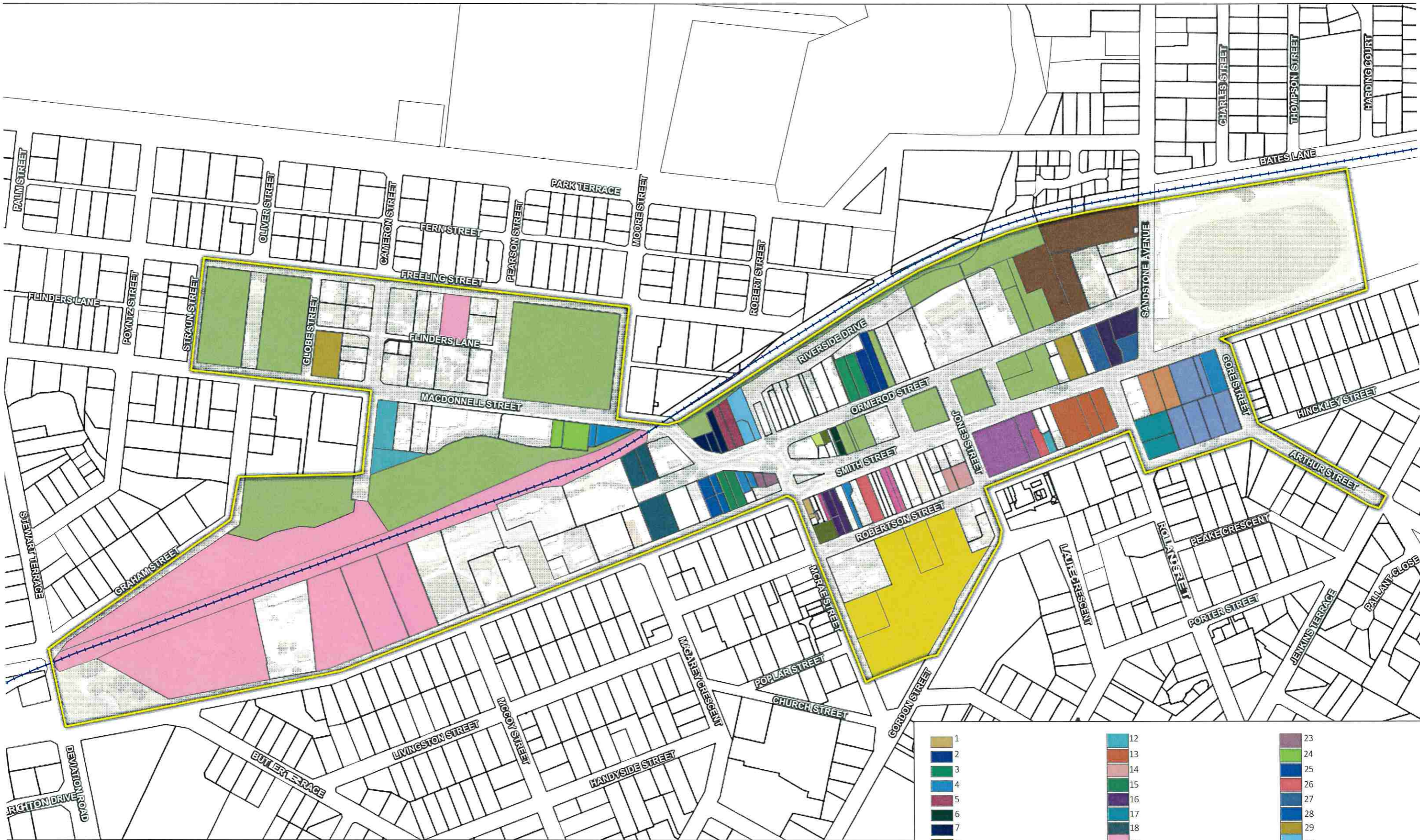
The ease with which a precinct can transition through private investment and development is often determined by property ownership. Fragmented ownership makes coordinated development difficult to achieve without some form of overarching mechanism or governance arrangement. Site amalgamation and improvement is possible where multiple properties are under single ownership.

In addition, partnership opportunities are more likely where properties under Government, Not For Profit or Council ownership can be leveraged for shared development outcomes.

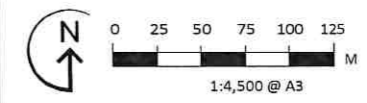
The plan opposite shows areas of common ownership. This includes owning adjacent properties in the employment zone, or state owned housing in the residential zone.

These present more readily available partnership and development opportunities.

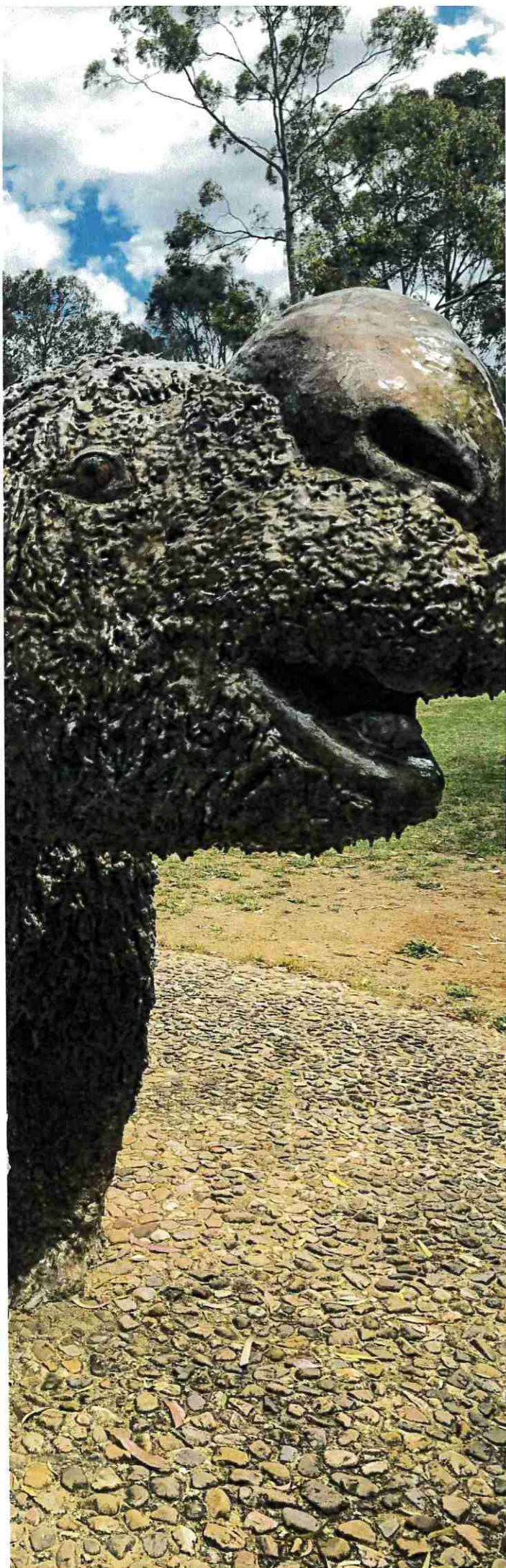




**MULTIPLE PROPERTY OWNERSHIP**  
Naracoorte



**HOLMES DYER**



### Development Opportunities

Correlating the underutilised properties, land ownership assessment, and capital to site value ratio it is possible to identify key development opportunities.

These include (Figure D - over leaf):

- 1** Opportunity to review town entry built form statement and long vehicle access into Riverside Drive
- 2** Opportunity to amalgamate residential and vacant land uses with lawn bowls to support a greater scale of community and commercial facilities and improved interface with the showgrounds
- 3** Opportunity to work with the Pastoral and Agricultural Society to address the town entry built form statement and interface between showgrounds and town centre while delivering new facilities in support of agri innovation and research and development
- 4** Cluster of underutilised buildings under single ownership at the entry of town/commencement of Naracoorte Caves Drive. Present an opportunity for redevelopment that could provide an improved entry statement for visitors arriving from the caves
- 5** Cluster of properties under single ownership with dual Smith and Robertson Street frontage
- 6** Smith Street vacancies present a mix of rejuvenation opportunities. Vacant properties under single ownership present opportunities to open up new built form arrangements including:
  - » Tenure arrangements that may provide for a pedestrian mall and reconfigured facing retail/hospitality outlets
  - » Amalgamation of lots and redevelopment
  - » Activation of properties through the introduction of new land uses
  - » Piloting of entrepreneurial programs to encourage new retail experiences and services in the town centre
  - » Delivery of improved facades and building amenity

Vacancies and underutilisation of township commercial and retail properties are barriers to more vibrant and viable main street business environments.

Underutilisation of commercial and retail land is often influenced by land value. Lower land values in regional townships can reduce incentive for property owners to economise on total lot size, and can make it difficult to stimulate replacement of old buildings with new.

There is potential to drive demand for retail floor space through:

- 1** Attraction or development of population anchors (such as education, health, recreation, retirement services and employment generators)
- 2** Population growth through residential development
- 3** Increasing the visitor population (through facilities and amenity)
- 4** Delivery of financial incentives
- 5** Place based activations and events

In addition to physical and financial approaches, Council could facilitate place-based activation in partnership with community leaders and property owners (for example Produce markets or underutilised shop front activation).

D



1 CAR PARK

OPEN SPACE

ENTRY STATEMENT

CORNER CUT-OFF TO IMPROVE LONG VEHICLE ACCESS TO RIVERSIDE DRIVE

2

3

4

5



# Public Realm and Amenity

Key opportunities emerged to rejuvenate the town centre public realm and amenity. Consultation and engagement activities identified the potential to improve town centre greenery, shade, colour, facilities, furniture and materials to attract and support a greater level of activity in the public realm and a greater sense of place

The following section will provide concepts and precedent/example treatments for key project opportunities, including:

- Redeveloping the Council owned former railyards to provide an adventure park with mixed facilities for a range of sport and recreation activities and for a range of users and visitors (Figure E) with example treatments from similar reserve concepts.
- Figures F, G and H show town centre precinct landscape upgrades with example images of potential treatments and finished products.



**WATER TOWER PRECINCT:**

THE EXISTING WATER TOWER PROVIDES A KEY VERTICAL VISUAL ELEMENT WITHIN THE WIDER ADVENTURE PLAY PRECINCT. THE AREA SURROUNDING THE TOWER PROVIDES A BREAKOUT PLAZA SPACE SUITABLE FOR WIDER COMMUNITY EVENTS, AND MARKETS THROUGH THE INCLUSION OF WATER AND POWER SUPPLIES. THE TOWER SHOULD BE EXPLORED AS ANOTHER KEY SITE SUITABLE FOR ARTWORK.

**WETLAND PRECINCT:**

THE WETLAND PRECINCT SHOULD LOOK TO EXPAND FROM THE NARACOORTE CREEK, AND PROVIDE AN EDUCATIONAL EXPERIENCE FOR USERS OF A WIDE AGE. PROVISION OF SAFE ACCESS TO THE WATER BODY, THROUGH BOARDWALKS, AND LOW LEVEL ROCKWORK CREEK CROSSING SHOULD BE EXPLORED TO ENGAGE THE USER ON BOTH A VISUAL AND PHYSICAL EXPERIENCE.

THROUGH FURTHER INVESTIGATIONS THE WETLAND PRECINCT COULD POSSIBLY LOOK TO PROVIDE ADDITIONAL CAPACITY TO ALLEVIATE STORMWATER ISSUES WITHIN THE TOWN.

**PLAY PRECINCT:**

THE 3 x AREAS TO CATER FOR A WIDE RANGE OF AGE GROUPS AND INCLUDE A RANGE OF EQUIPMENT. DESIGN OF THESE SPACES SHOULD LOOK TO SPARK THE IMAGINATION, STIMULATE ADVENTURE AND WILD PLAY FOR KIDS OF ALL AGES.











PLAY PRECINCT SHOULD BE REFLECTIVE OF THE WIDER NARACOORTE HERITAGE AND LOOK TO EXPLORE KEY THEMES INCLUDING THE CREEK AND CAVES.

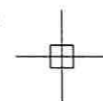
**RAILWAY PRECINCT:**

THE EXISTING RAILWAY LINE THAT IS NO LONGER IN USE SHOULD BE INCORPORATED AS A KEY AVENUE WITHIN THE PRECINCT. THE RAILWAY AVENUE WALK SHOULD LOOK TO INCLUDE INTERPRETIVE ELEMENTS TO PROVIDE A GUIDED WALK TO NARACOORTE'S RAILWAY HERITAGE.

CREATION OF A STRONG GREEN AVENUE ALONG THIS AREA PROVIDES A STRONG BACKBONE FOR THE WIDER PRECINCT.

**LEGEND**

-  KEY FEATURE ENTRY NODE
-  MINOR TRAILHEAD
-  AMENITIES
-  PICNIC NODE
-  PLAY PRECINCT
-  WETLAND PRECINCT
-  RAILWAY AVENUE WALK
-  BOARDWALK CROSSING
-  IRRIGATED TURF KICKABOUT SPACE
-  NEW PLANTING TO ENHANCE EXISTING VEGETATION ALONG THE CREEKLINE. MIX OF DECIDUOUS AND EVERGREEN SPECIES TO BE INCLUDED THROUGHOUT WHERE APPROPRIATE.
- 01** NEW CARPARK
- 02** EXPANDED EXISTING CARPARK + TURNAROUND
- 03** FORMALISED TURNAROUND



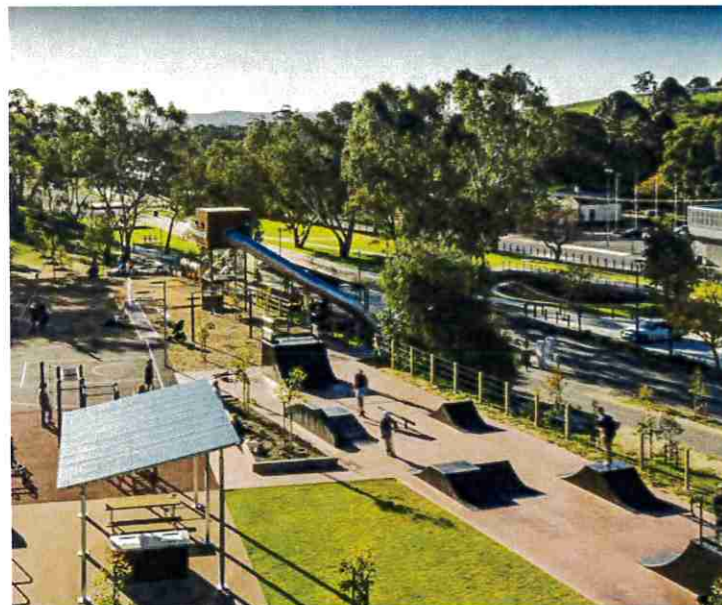
ANGASTON, SOUTH AUSTRALIA

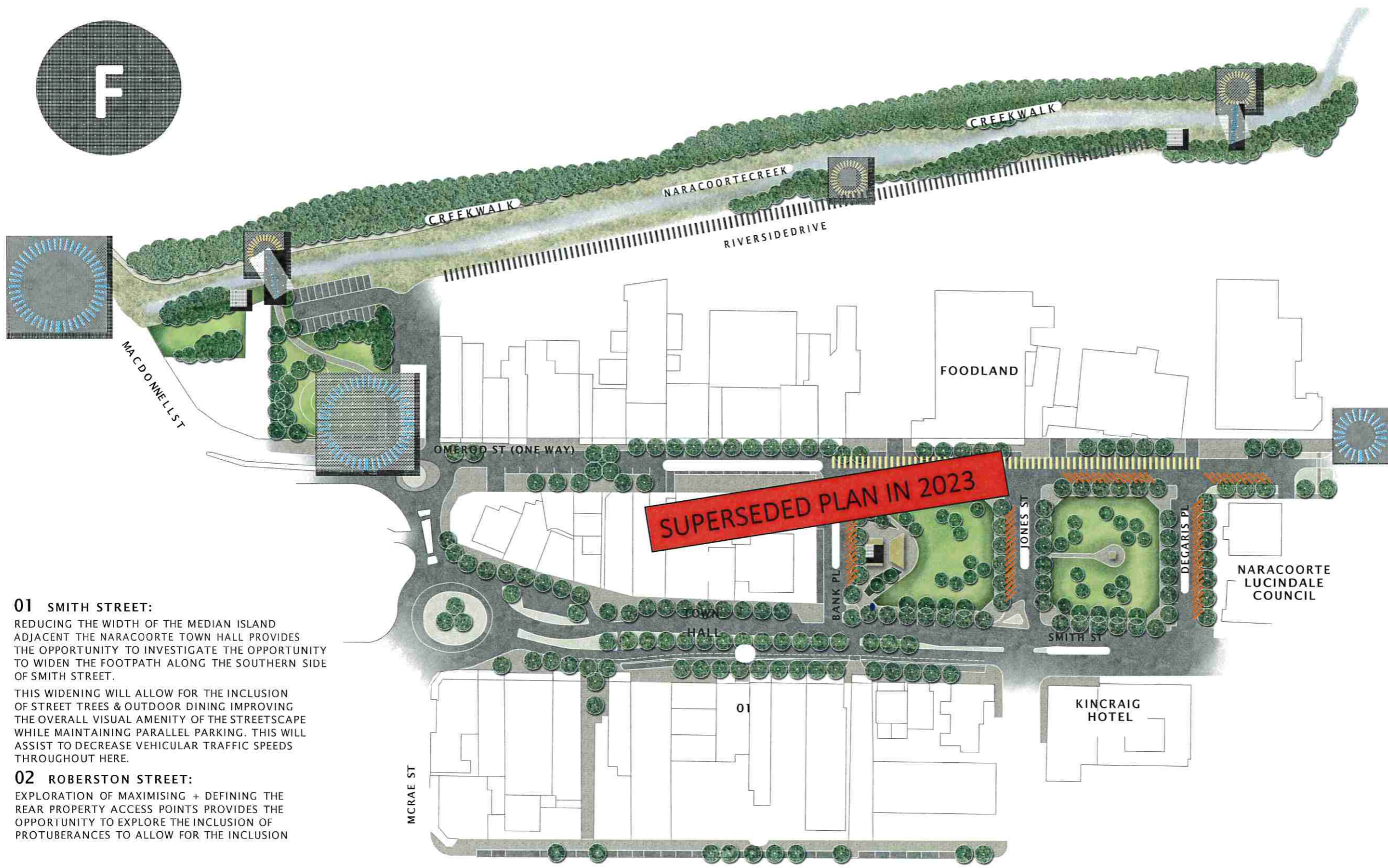
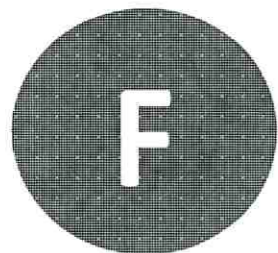


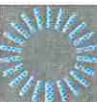
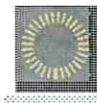







YOUTH PRECINCTS - SKATE, PUMP TRACK & PLAY



PHILADELPHIA NAVY YARD, PENNSYLVANIA



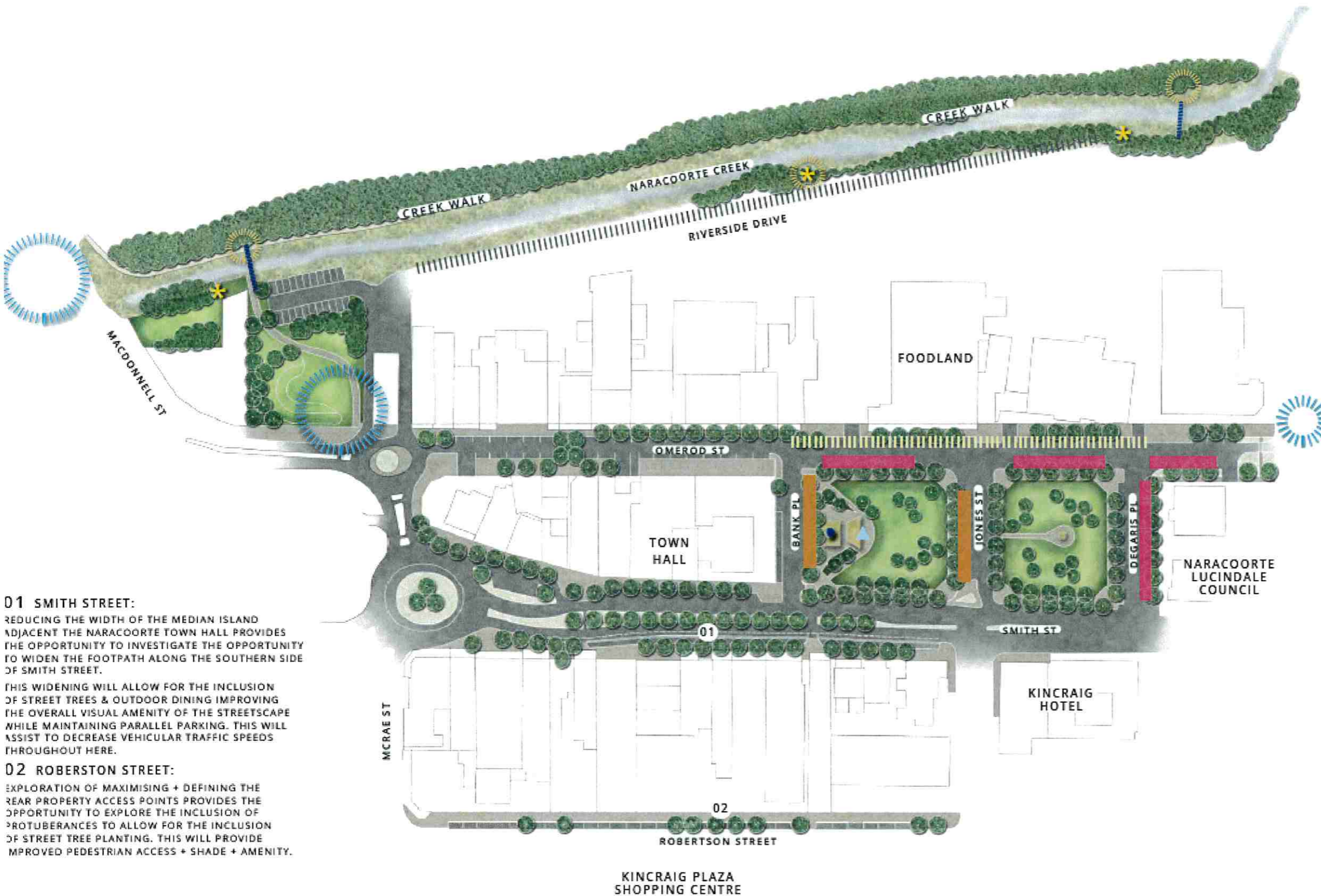


- LEGEND**
-  KEY FEATURE ENTRY NODE
  -  MINOR TRAILHEAD
  -  BOARDWALK CROSSING
  -  PICNIC NODE
  -  AMENITIES
  -  ADDITIONAL LONG VEHICLE PARKING TO BE INCLUDED
  -  AT GRADE CARRIAGEWAY / PEDESTRIAN PATH SHOULD BE EXPLORED WITHIN THIS KEY SECTION OF OMEROD STREET TO PROVIDE EASE OF MOVEMENT + EQUALISE THE HIERARCHY OF VEHICLES + PEDESTRIANS
  -  ANGLED PARKING
  -  TREE PLANTING

**01 SMITH STREET:**  
 REDUCING THE WIDTH OF THE MEDIAN ISLAND ADJACENT THE NARACOORTE TOWN HALL PROVIDES THE OPPORTUNITY TO INVESTIGATE THE OPPORTUNITY TO WIDEN THE FOOTPATH ALONG THE SOUTHERN SIDE OF SMITH STREET.  
 THIS WIDENING WILL ALLOW FOR THE INCLUSION OF STREET TREES & OUTDOOR DINING IMPROVING THE OVERALL VISUAL AMENITY OF THE STREETScape WHILE MAINTAINING PARALLEL PARKING. THIS WILL ASSIST TO DECREASE VEHICULAR TRAFFIC SPEEDS THROUGHOUT HERE.

**02 ROBERSTON STREET:**  
 EXPLORATION OF MAXIMISING + DEFINING THE REAR PROPERTY ACCESS POINTS PROVIDES THE OPPORTUNITY TO EXPLORE THE INCLUSION OF PROTUBERANCES TO ALLOW FOR THE INCLUSION

OF STREET TREE PLANTING. THIS WILL PROVIDE IMPROVED PEDESTRIAN ACCESS + SHADE + AMENITY.



- LEGEND**
- KEY FEATURE ENTRY NODE
  - MINOR TRAILHEAD
  - BOARDWALK CROSSING
  - PICNIC NODE
  - AMENITIES
  - ADDITIONAL LONG VEHICLE PARKING TO BE INCLUDED
  - AT GRADE CARRIAGEWAY / PEDESTRIAN PATH SHOULD BE EXPLORED WITHIN THIS KEY SECTION OF OMEROD STREET TO PROVIDE EASE OF MOVEMENT + EQUALISE THE HIERARCHY OF VEHICLES + PEDESTRIANS
  - EXISTING ANGLED PARKING TO REMAIN
  - PROPOSED OR NEW PARALLEL PARKING
  - CCTV WITHIN TOWN CENTRE EXACT LOCATION TO BE DETERMINED
  - TREE PLANTING

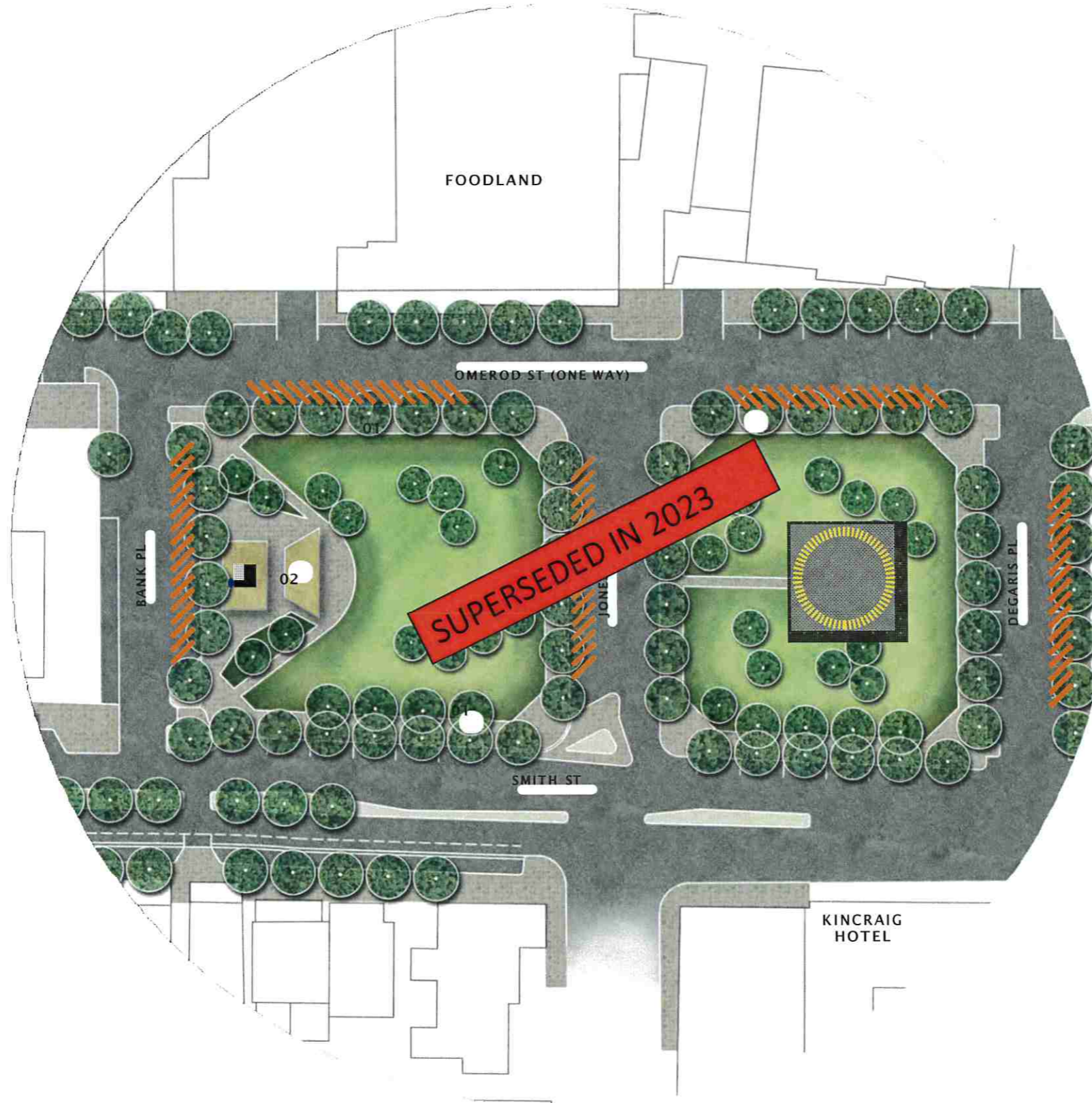
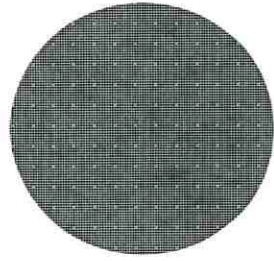
**01 SMITH STREET:**  
 REDUCING THE WIDTH OF THE MEDIAN ISLAND ADJACENT THE NARACOORTE TOWN HALL PROVIDES THE OPPORTUNITY TO INVESTIGATE THE OPPORTUNITY TO WIDEN THE FOOTPATH ALONG THE SOUTHERN SIDE OF SMITH STREET.

THIS WIDENING WILL ALLOW FOR THE INCLUSION OF STREET TREES & OUTDOOR DINING IMPROVING THE OVERALL VISUAL AMENITY OF THE STREETScape WHILE MAINTAINING PARALLEL PARKING. THIS WILL ASSIST TO DECREASE VEHICULAR TRAFFIC SPEEDS THROUGHOUT HERE.


**02 ROBERTSON STREET:**  
 EXPLORATION OF MAXIMISING + DEFINING THE REAR PROPERTY ACCESS POINTS PROVIDES THE OPPORTUNITY TO EXPLORE THE INCLUSION OF PROTRUDANCES TO ALLOW FOR THE INCLUSION OF STREET TREE PLANTING. THIS WILL PROVIDE IMPROVED PEDESTRIAN ACCESS + SHADE + AMENITY.

**TOWN CENTRE PRECINCT - LANDSCAPE UPGRADES**

TOWN SQUARE:

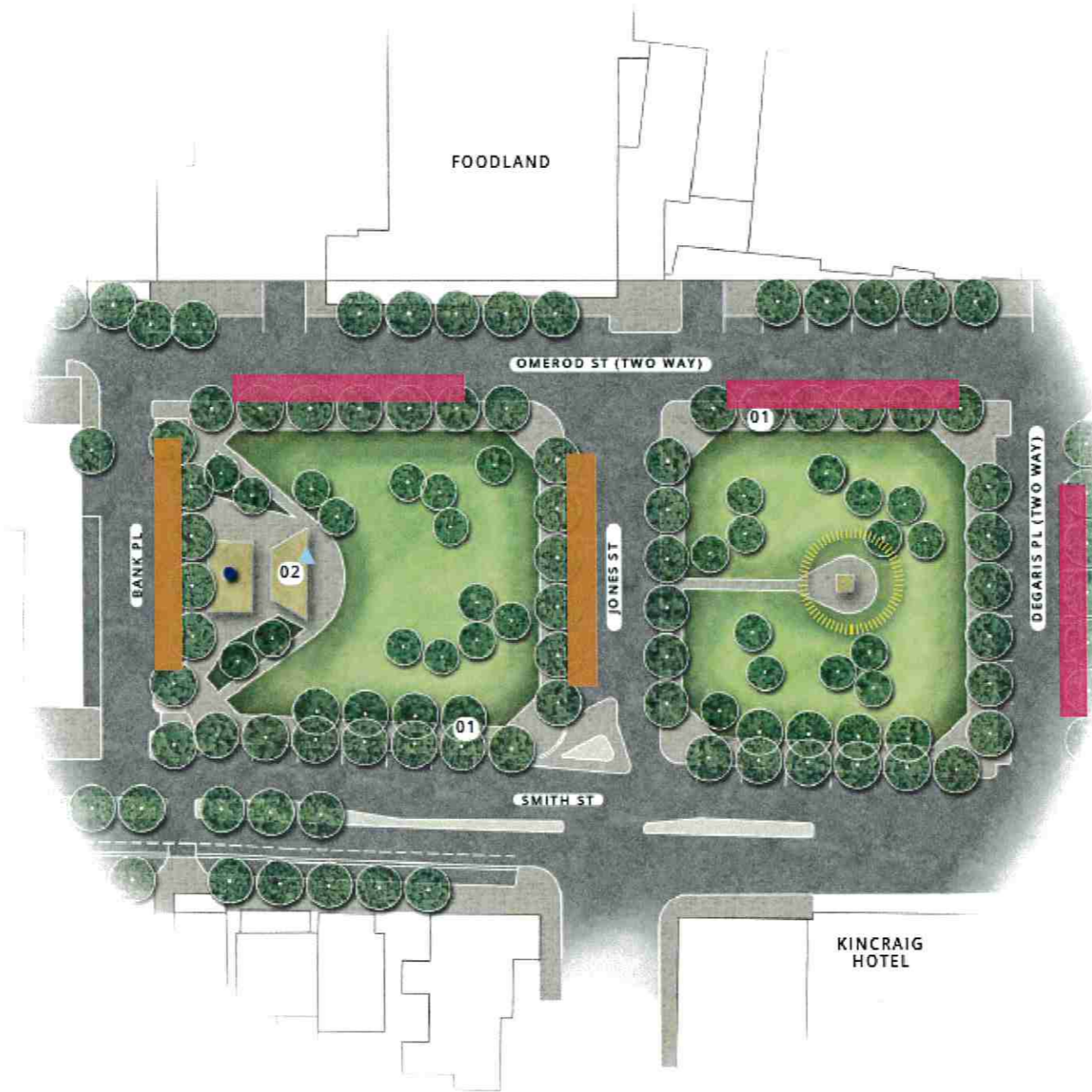


LEGEND

-  UPGRADED SOLDIERS MEMORIAL PRECINCT INCLUDES UPGRADED PAVEMENT FOR EASE OF ACCESS
-  AMENITIES
-  IRRIGATED TURF
-  TREE PLANTING  
EXISTING TREES TO BE RETAINED WHERE POSSIBLE SUBJECT TO ARBORISTS INVESTIGATIONS INTO LONGEVITY OF TREES
-  ANGLE PARKING
- 01 NEW AVENUES OF TREES PROVIDES SHADE + AMENITY TO THE PATHS + PROVIDES STRUCTURE TO THE SQUARE
- 02 EXISTING SOUND SHELL TO BE RETAINED + UPGRADED TO REFLECT UPGRADED TOWN CENTRE PRECINCT MATERIALS PALETTE



TOWN SQUARE:



LEGEND

-  UPGRADED SOLDIERS MEMORIAL PRECINCT INCLUDES UPGRADED PAVEMENT FOR EASE OF ACCESS
-  AMENITIES
-  IRRIGATED TURF
-  TREE PLANTING  
EXISTING TREES TO BE RETAINED WHERE POSSIBLE SUBJECT TO ARBORISTS INVESTIGATIONS INTO LONGEVITY OF TREES
-  EXISTING ANGLE PARKING TO REMAIN
-  PROPOSED OR NEW PARALLEL PARKING
-  CCTV WITHIN TOWN CENTRE EXACT LOCATION TO BE DETERMINED
- 01** NEW AVENUES OF TREES PROVIDES SHADE + AMENITY TO THE PATHS + PROVIDES STRUCTURE TO THE SQUARE
- 02** EXISTING SOUND SHELL TO BE RETAINED + UPGRADED TO REFLECT UPGRADED TOWN CENTRE PRECINCT MATERIALS PALETTE

TOWN CENTRE PRECINCT - LANDSCAPE UPGRADES

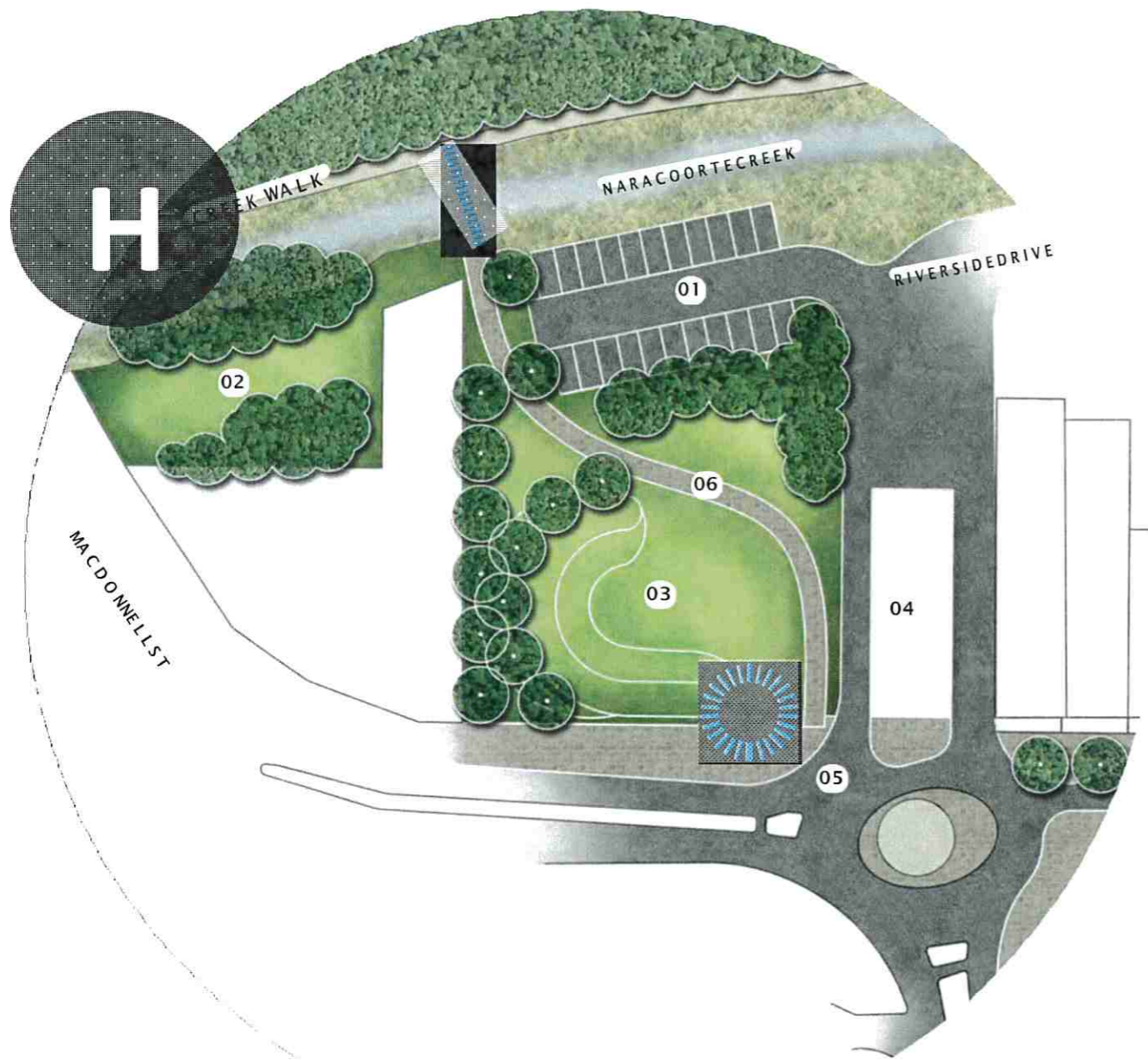
BIRDSEYE STUDIOS | NARACOORTE REJUVENATION | MASTERPLAN  
ACN 603 475 332 | CONTACT@BIRDSEYESTUDIOS.COM.AU | BIRDSEYESTUDIOS.COM.AU

BIRDSEYE : STUDIOS







20040 SK011

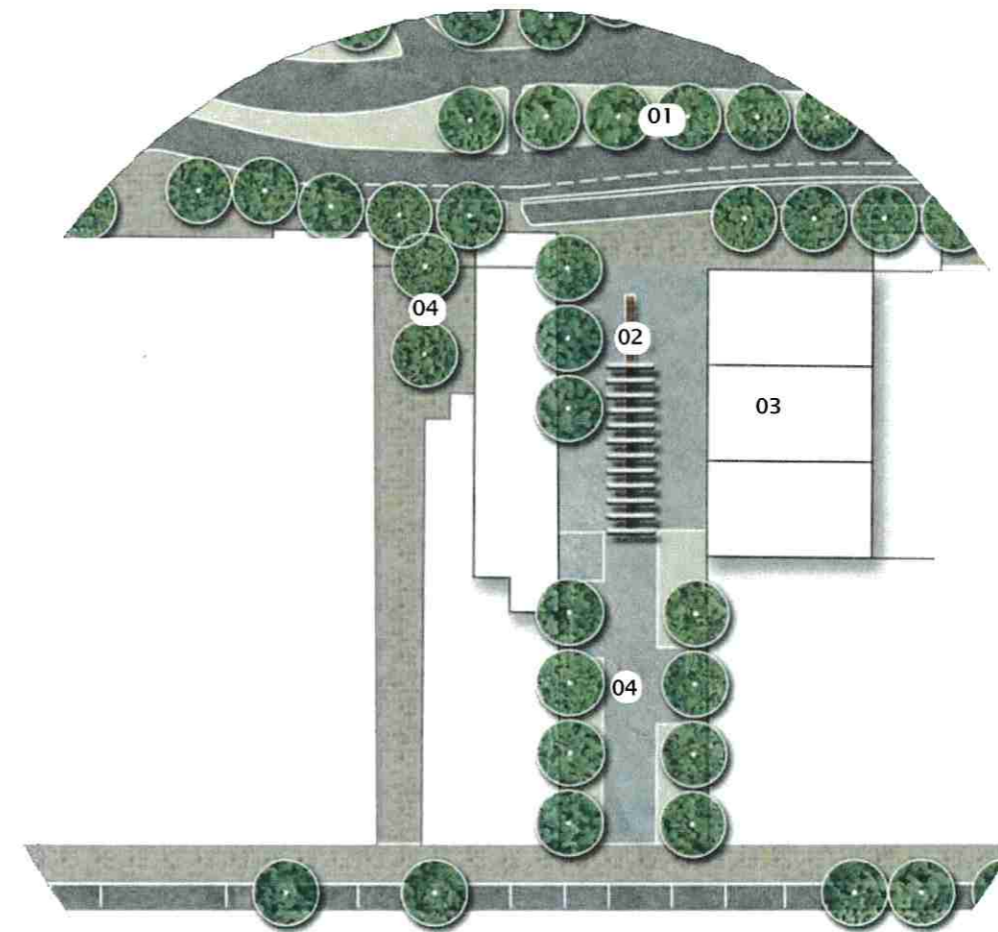
04 AUGUST 2023  
NOT FOR CONSTRUCTION



## REPURPOSED LAND

### LEGEND

-  KEY FEATURE ENTRY STATEMENT HIGHLIGHTING ENTRY TO TOWN CENTRE
-  BOARDWALK CROSSING PROVIDING IMPROVED PEDESTRIAN CONNECTIVITY TO THE CREEK WALK
-  IRRIGATED TURF
-  TREE PLANTING
- 01 NEW CARPARK TO PROVIDE ADDITIONAL SPACES WITHIN TOWN CENTRE PRECINCT
- 02 SMALL FENCED DOG PARK TO PROVIDE CENTRAL LOCATION FOR TRAVELLERS
- 03 TURFED AMPHITHEATRE ALLOWING FOR SMALL MOVIE NIGHTS WITHIN TOWN CENTRE PRECINCT
- 04 UTILISE THE EXISTING BUILDING WALL FOR MOVIE PROJECTION
- 05 IMPROVED TURNING MOVEMENTS FOR LONG VEHICLES TO ALLOW ACCESS TO LONG VEHICLE PARKING ALONG RIVERSIDE DRIVE
- 06 INCLUSION OF CLEAR PATH CONNECTIONS TO THE CREEK WALK



## MALL PRECINCT

### LEGEND

-  TREE PLANTING
- 01 NARROWED MEDIAN PROVIDES ADDITIONAL PEDESTRIAN SPACE ALONG SMITH STREET. CAR PARKING + BIKE LANES ARE MAINTAINED THROUGHOUT.
- 02 LARGE CENTRAL SHADE STRUCTURE WITH CUSTOM SEATING ELEMENT WITH POWER + WIFI CONNECTIVITY.
- 03 NEW SHOPFRONTS TO ADDRESS THE MALL FRONTAGE PROVIDES BREAKOUT INTO THE MALL
- 04 TREE PLANTING PROVIDES SHADE + AMENITY TO THE PRECINCT WHILE ALSO STRENGTHENING THE NORTH / SOUTH PEDESTRIAN CONNECTIONS





NARACOORTE REJUVENATION MASTER PLAN  
SMITH STREET - ARTIST IMPRESSION

BIRDSEYE STUDIOS LANDSCAPE ARCHITECTS ACN 603 475 332 contact@birdseyestudios.com.au birdseyestudios.com.au



20040 SK012  
REV D 28 MAY 2021  
NOT FOR CONSTRUCTION

VICTORIA ST, KERANG, VICTORIA



NEWMAN, WESTERN AUSTRALIA



CROYDON TOWN SQUARE, VICTORIA



SINGLETON MAIN STREET, NSW



WAYFINDING



WAYFINDING - INTERPRETIVE



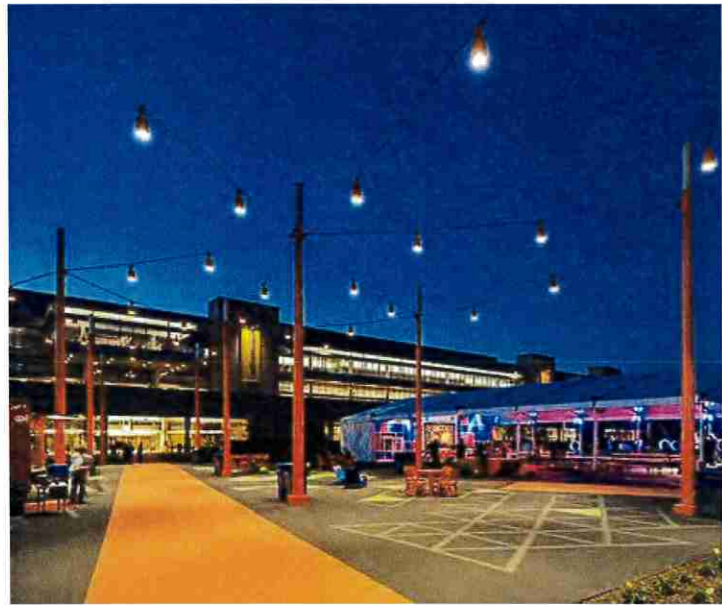
PAVING - PEDESTRIAN



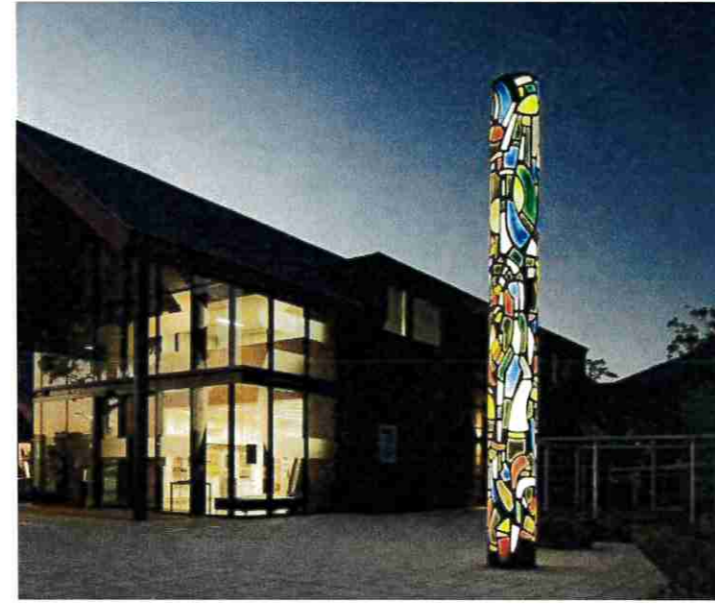
FURNITURE



LIGHTING



ART PUBLIC REALM



# Greening and Colouring Opportunities

Trees, gardens, greening and shading came up frequently throughout consultation. The type, size, shape and location of trees, retention of mature trees and the creation of more planting opportunities were all topics of conversation. The potential for public art was also commonly recognised; lifting the vibrancy and atmosphere of the town centre environment through engaging works, particularly in laneways.

The following section will provide a summary of proposed tree species for street trees (deciduous and evergreen), trees for open space and a planting plan to show where each species is proposed.

A summary of public wall art opportunities is also provided as an indication of the number and location of blank walls facing streets, trails and open spaces.



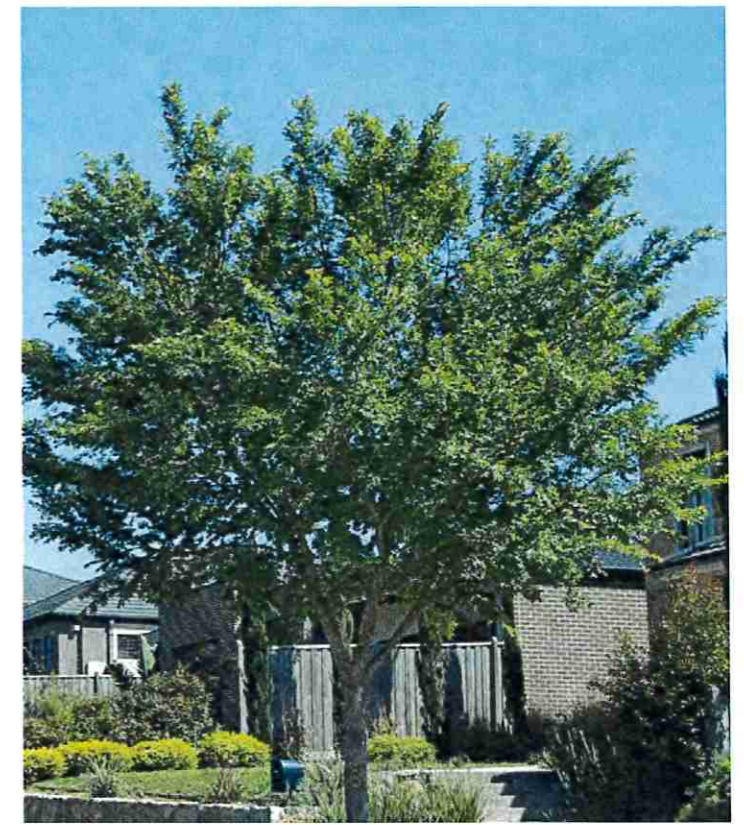
*Platanus x acerfolia*  
London Plane Tree



*Quercus robur*  
Common Oak



*Koelreuteria paniculata*. \*  
Golden Raintree



*Ulmus parvifolia* 'Todd'  
Chinese Elm



*Lagerstroemia* 'Natchez' \*  
Crepe Myrtle



*Quercus palustris* 'Freefall'  
Pin Oak



*Sophora japonica* 'Princeton Upright'  
Japanese Pagoda Tree

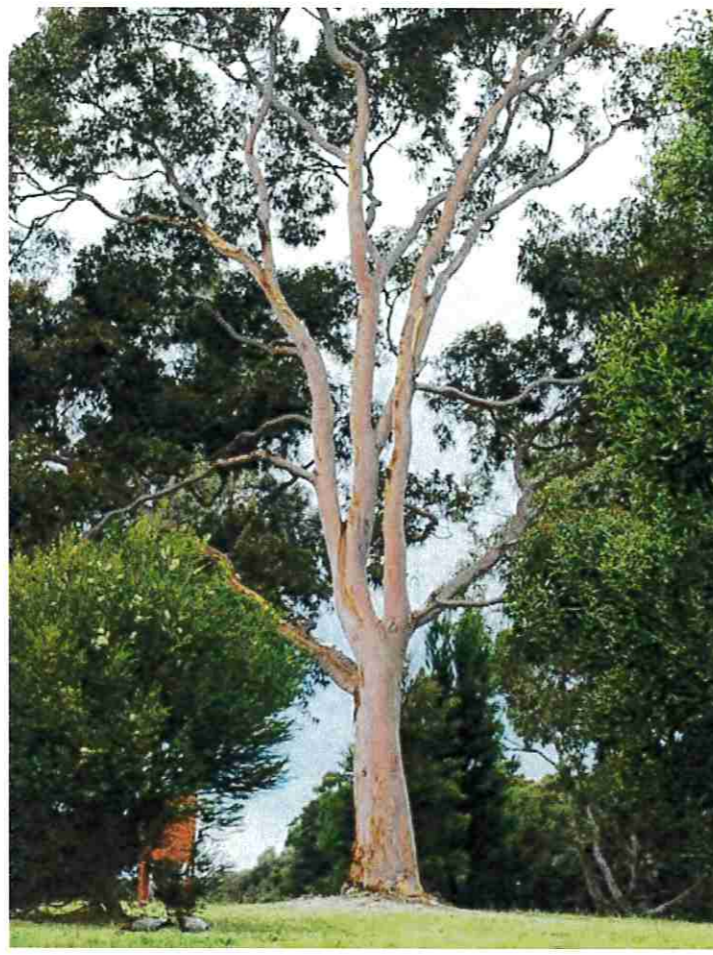


*Prunus* var. \*  
Cherry Blossom

NOTE: Species marked with an asterisk are sourced from SAPN approved 'Powerline Friendly Trees'



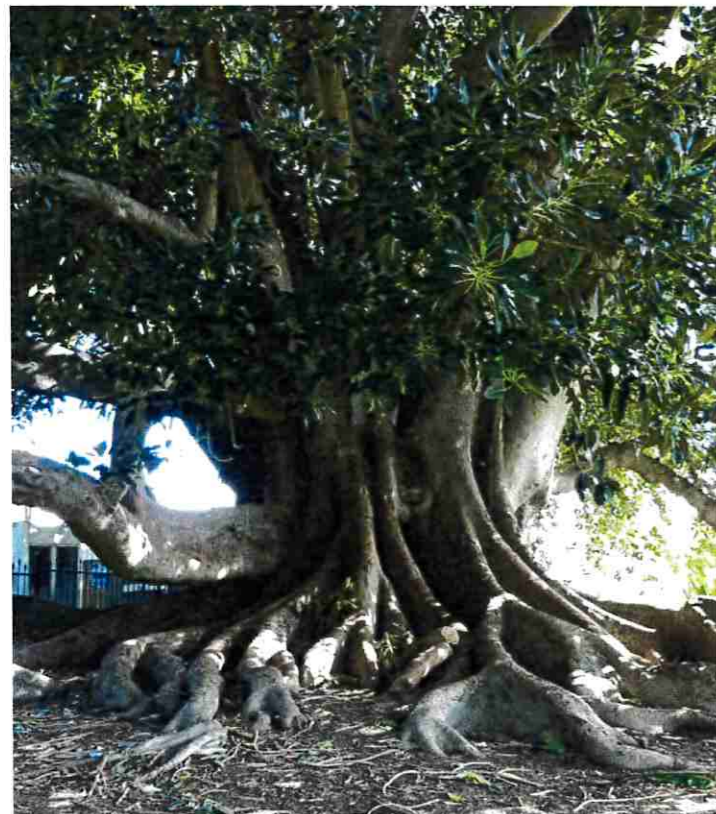
*Liquidambar styraciflua* var.  
American Sweetgum



*Angophora costata*  
Smooth Barked Apple



*Eucalyptus camaldulensis*  
River Red Gum



*Ficus macrophylla*  
Moreton Bay Fig



*Tilia cordata*  
Linden Tree

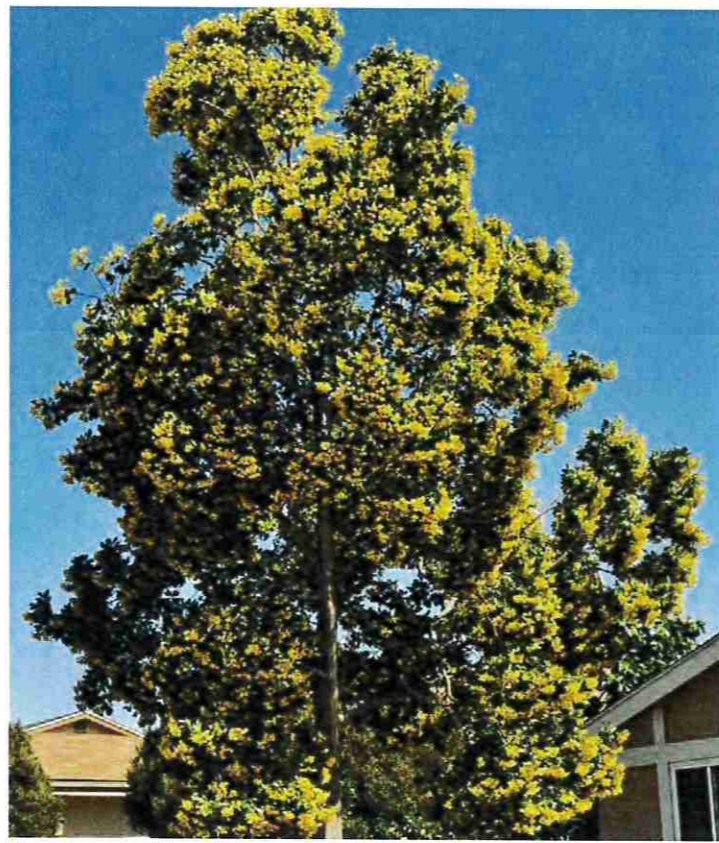


*Corymbia citriodora*  
Lemon-Scented Gum

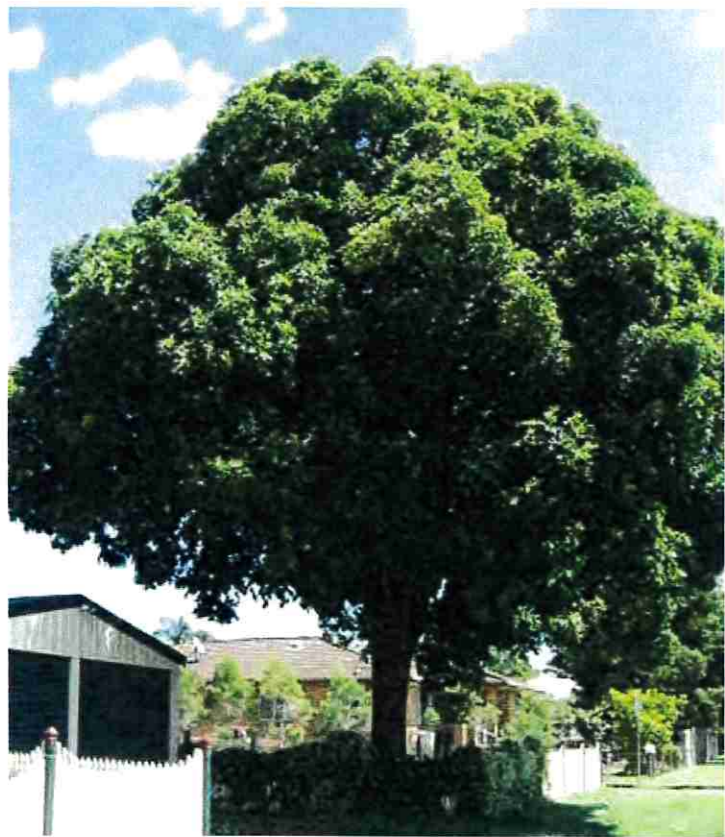
NARACOORTE REJUVENATION MASTER PLAN  
TREES - OPEN SPACE



*Cupaniopsis anacardioides\**  
Tuckeroo



*Hymenospermum flavum*  
Native Frangipani



*Flindersia australis*  
Crows Ash

NARACOORTE REJUVENATION MASTER PLAN  
STREET TREES - EVERGREEN





**LEGEND**

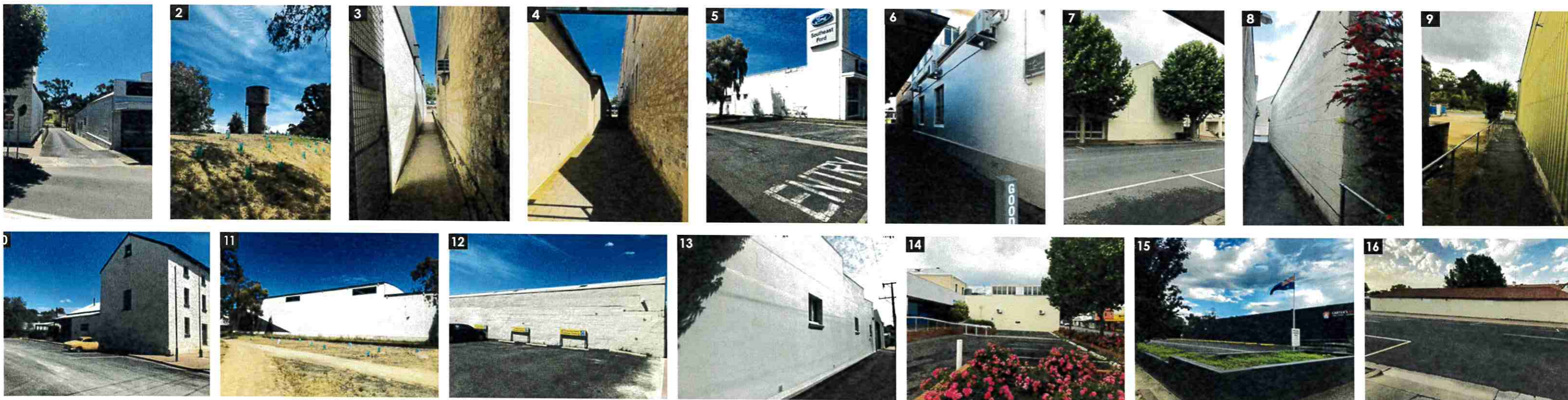
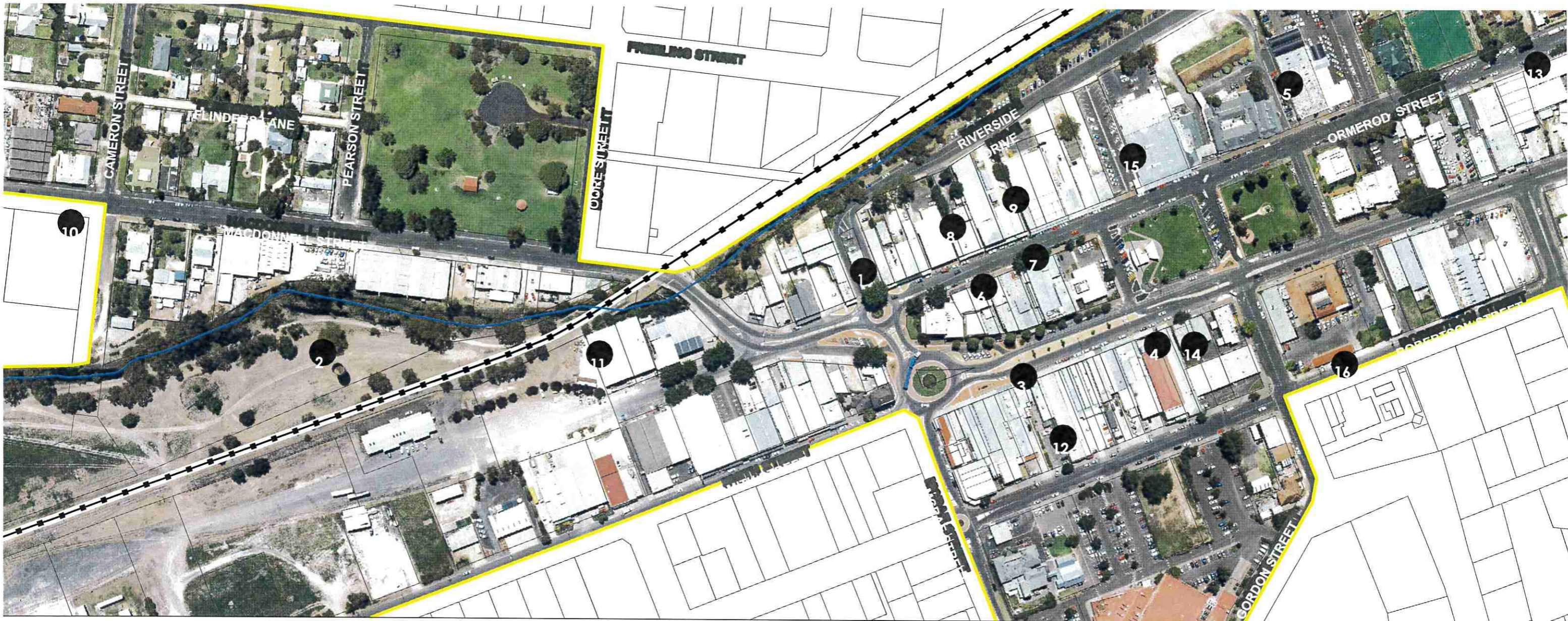
- SITE EXTENTS
- ■ LAGERSTROEMIA SP. \*
- ■ CUPANIOPSIS ANACARDIOIDES \*
- ■ KOELREUTERIA PANICULATA \*
- ■ HYMENOSPERMUM FLAVUM
- ■ PLATANUS X ACERFOLIA
- ■ FLINDERSIA AUSTRALIS
- ■ PRUNUS SP. \*
- ■ SOPHORA JAPONICA PRINCETON UPRIGHT
- ■ QUERCUS 'FREEFALL'
- ■ QUERCUS ROBUR
- ■ ULMUS PARVIFOLIA

THE STREET TREE SELECTION IS BASED UPON SITE IMAGERY. NOTABLY UNDERGROUND SERVICES + ACTUALLY AVAILABLE VERGE WIDTHS SHOULD BE CONSIDERED PRIOR TO STREET TREE INSTALLATION TO ENSURE THE SPECIES SELECTED IS APPROPRIATE FOR THE CONDITIONS.

IN SOME INSTANCES POWERLINES RUN ALONG ONE SIDE OF A STREET OR FOR A SMALL SECTION. IF REQUIRED ONE OF THE POWERLINE APPROPRIATE SPECIES IS REQUIRED TO BE SUBSTITUTED IN LIEU OF THE PRIMARY STREET TREE SELECTION.

WHERE DEEMED APPROPRIATE UNDERGROUNDING OF POWERLINES SHOULD BE EXPLORED TO MAXIMISE THE SIZE OF THE TREE SPECIES FOR EACH STREET.

NOTE: Species marked with an asterisk are sourced from SAPN approved 'Powerline Friendly Trees'



**WALL ART OPPORTUNITIES**  
Naracoorte

0 15 30 45 60 75  
M

# Visitor Economy Considerations

Naracoorte has a unique advantage over many regional towns in that it has a name based association with the World Heritage Naracoorte Caves; a relationship that can be further developed through the rejuvenation of the Naracoorte Town Centre.

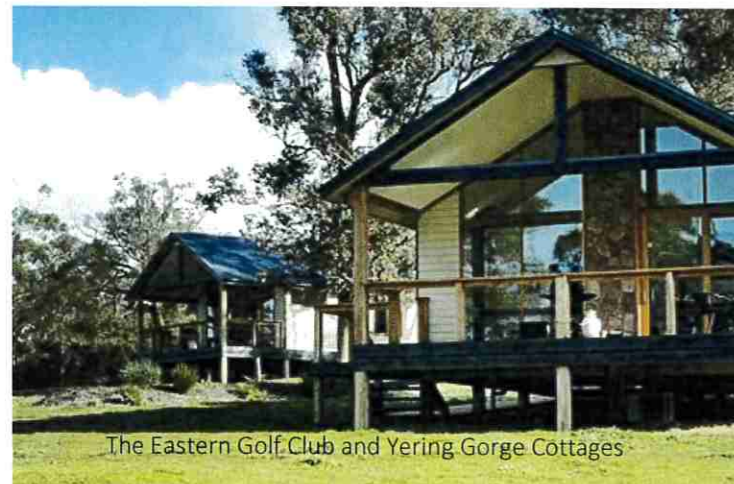
## Conference and Visitor Centres

Regional towns and cities across Australia have recognised the value in adding vibrancy and economic return to their location by adding a flexible conference centre/ event space sometimes also combined with a small art gallery / museum/ cultural space and associated bar/ coffee shop/ local art sales and business hub needs.

In many places it may be feasible to attract or have a private operator build commercial conference spaces. However these are often tied to substantive properties and, to be viable, around accommodation, for example:

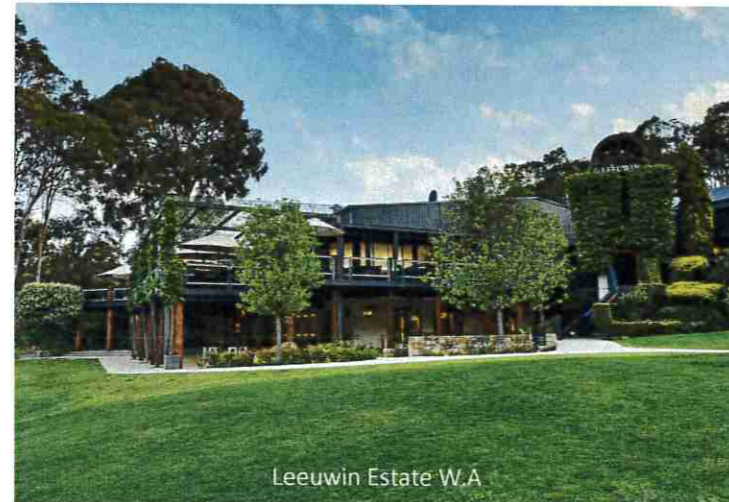


RACV Cape Schanck



The Eastern Golf Club and Yering Gorge Cottages

Or around wineries, for example:



Leeuwin Estate W.A

Other possible options include the expansion of large sporting facilities looking to better use their assets across a week/year. This could be a consideration of the Naracoorte Sports Precinct Development or the Naracoorte Golf Course, however neither facility is central to the town centre's retail and hospitality offer and may, potentially, draw people away from the Centre.

Development by Councils have worked well but have also highlighted the issues in long term financial viability to maintain and deliver the original desired outcomes to local community.

While the initial costs are often acquired through extensive business case development and then a mixture of Federal/ State and Council resourcing, the ongoing management is often resting with Council.

Increasingly the benefits of aggregating a variety of services in one location is recognised as more economically viable due to core costs but, importantly, collectively creates greater social cohesion and wider benefits.

The variety of services combined varies based on size and need but also historical aspects and building ownership and geography.

Council's recently acquired library, combined with the town hall, if given a better relationship to the town square, could provide the foundation for Naracoorte's version of a flexible visitor, business and community service centre.

Types of services considered in any new build require reviewing community and visitor needs, inclusive of:

- Car parking and high accessibility
- Flexible space for business meetings and community gatherings (association meetings, visiting lawyers/accountants etc.)
- Toilets
- Flexible and wide opening hours (day and night)
- Good wifi access
- Variety of computer work stations (flexible use for online training through to accessing library and visitors sourcing information)
- Sales point/ticket office
- Catering and kitchen facilities
- Display space/exhibition use
- Back of house office management needs, including good website with online book-ability of different spaces and services

The types of services that can be potentially included cover:

- Conference/convention centre
- Exhibition use
- Event space
- Coffee shop/ bar
- Local gallery
- Cultural centre/interpretation of local history
- Souvenir/local art shop
- Visitor centre/visitor servicing information
- Public bus pick up drop off points
- Tour departure (local operators – walking and mini bus)
- Library
- Training centre

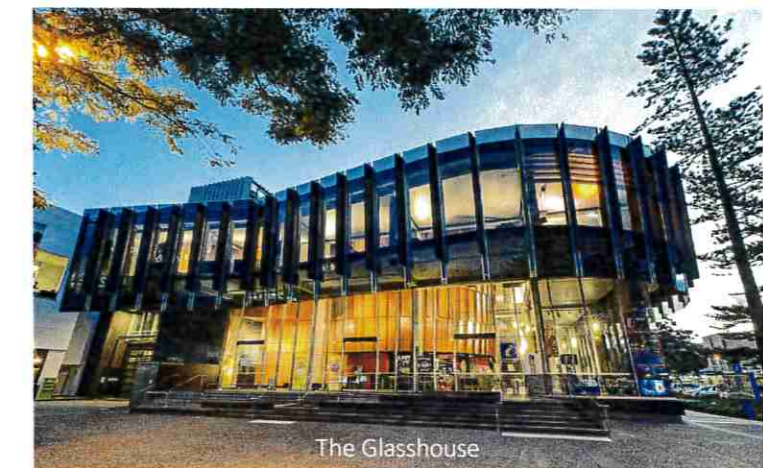
For long term cost effectiveness and to create social outcomes these centres also usually have a group of volunteers assisting with different components. This may purely be around specific events and local interpretation/heritage, or can be wider such as library volunteers.

Consideration of scale is critical. Examples used to showcase long term outcomes are often Bendigo and Ballarat, which have promoted and developed a vibrant local culture, and economic returns from higher visitation and overnight stays through strong art/event space.

However, both of these are very large regional cities within relatively easy access from Melbourne; Australia's most rapidly growing city. Similarly, locations such as Adelaide Hills with easy access to a capital city population has quite different considerations.

Examples of Council developed event/ conference space for smaller locations exist such as Port Macquarie's 'Glasshouse,' comprising a 588-seat theatre, rehearsal/ performance studio, an international standard regional gallery, conference facilities, heritage displays and a Tourism Information Centre. The Glasshouse is the pre-eminent performance, arts and meeting facility in the region. However, it initially struggled to be viable and created substantial community backlash as the centre was considered as expensive, but now largely delivering on community outcomes.

Smaller locations, such as Mt Gambier have been exploring more cost effective and outcome oriented solutions to the provision of visitor servicing. The shift to digital servicing, desire to increase visitor spend in nearby retail/ cafés as well as a number of other trends in servicing visitor needs demonstrate the value of comprehensive reviews to create efficient outcomes that also deliver for communities.



The Glasshouse

## Sense of Place

Creating a stronger sense of place for Naracoorte is desirable, particularly creating links between the Caves and the town.

Rather than simply recommend adding public art and a few interpretative panels etc., a far more long term effective solution with flow on impacts to many parts of the Naracoorte economy as well as social outcomes is to develop stronger place branding.

This process originates from community values and good examples are now increasingly common. The easiest to see (as they have articulated their approach and application) tend to be locations which have taken the branding process to the next stage and formalised, trademarked and managed it.

Examples include Barossa and Kangaroo Island. Kangaroo Island is a readily visible example that already had a strong tourism brand but sought to align community needs and values and also add value to food and wine products more broadly (<https://authentickangarooisland.com.au/>) represented below:



It has now been applied to oats, wool and a very wide range of products and services. Formalising the process and brand management takes considerable resources and is likely to be an extension, not currently a priority for Naracoorte.

However initial place branding can be done quickly and make a rapid change and provide clear direction for the town centre rejuvenation project. Place branding workshops with locals to create a strong and agreed sense of place could result in unified and collective changes.

Industry development training would help commercialise and embed the results.

For instance, public art, signage, wayfinding, seats and picnic tables etc. should all have an interpretive style /flavour

rather than being purely functional. It adds quirkiness, makes interesting imagery (contributing to social media marketing) and increases visitation and the appeal of a location as well as importantly adding value to local product enabling higher prices and stronger sales as well as local pride.

A few obvious examples include:

- Local businesses adapting their products to create links to the caves
  - » Bakery and handmade chocolates made in bat and diprotodon shapes
  - » Local pub meals or fast food outlets have burgers and sandwiches named around cave critters/ geological time periods etc.
  - » Local produce / wineries / develop labels and names
  - » Accommodation / caravan parks renaming their rooms / suites / sites around caves and have imagery and quality photos of appealing aspects.
  - » A suite of interpretative art through the town and importantly along the trails linking and interpreting the locations
- Stimulating the Cave trail by linking bike hire, picnic purchase and providing art (that can only be accessed by walking or bike riding the trail, not easily by driving) encourages people to change their behaviours and spend pattern. Add immersive activities such as a citizen science trail and app so can get updates or changes over time ([www. https://www.climatewatch.org.au/](http://www.https://www.climatewatch.org.au/))
- Develop interpretation that is easy but meaningful such as geological time periods converted into distances on the trail
- Make sure options are kid friendly and pet friendly – two key reasons people need to stop and slow down and spend time in towns
- Look at more contemporary ways for the town centre to value add to the visitor experience of the Naracoorte Caves. This includes technology and augmented reality/ virtually interactive installations that visitors can engage with and share online.
- Evening activation such as light projections capturing the town's heritage or casting visuals onto buildings is a low infrastructure approach to activating and adding appeal to evenings in the town centre and increasing overnight stays.

## Art/Sculpture Cave Trail Options

There are options available for Council to add visitor value to its existing trails. There are many examples of trails around the world and they are a product in their own right within tourism.

There are many ways to consider them but for Naracoorte it is really the public art enhancement of the existing trail proposal.

The advantages:

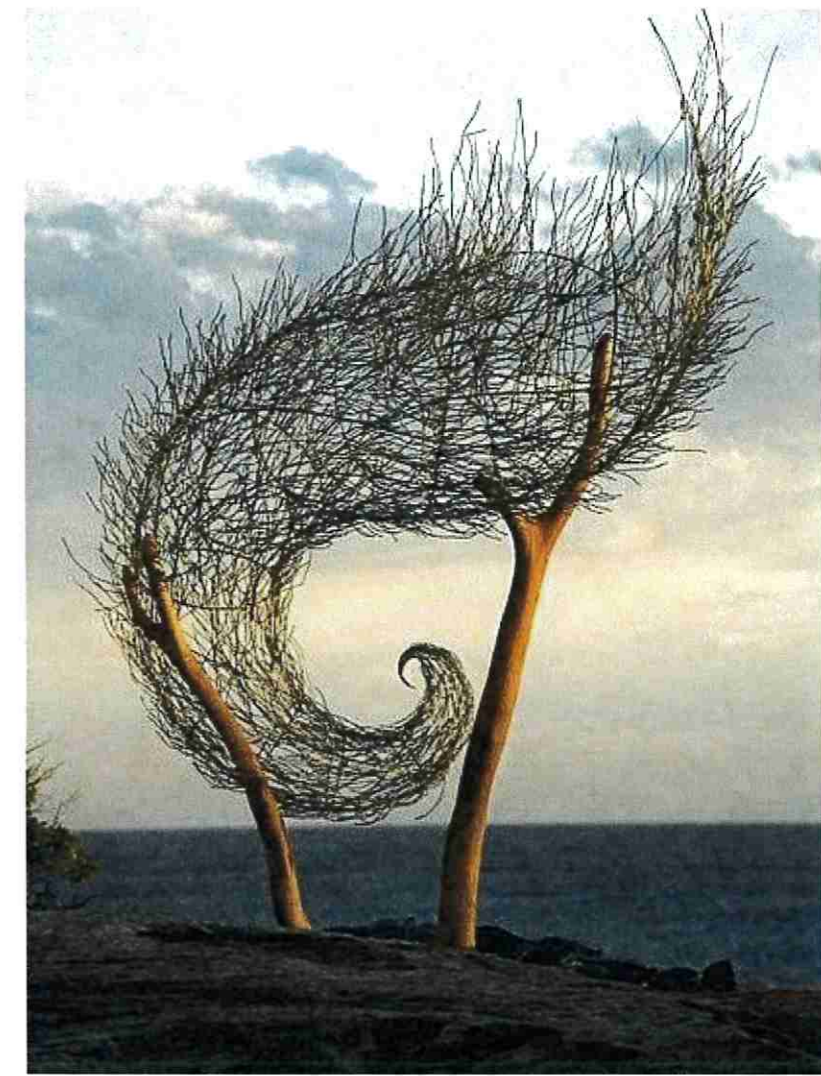
- It is scalable it can start with only one / a few pieces
- It has investment appeal and can be funded by grants and attract no/little ongoing maintenance / overheads
- It can be connected into communities, especially schools and add community attachment
- It can draw in community interest through initiatives such as community voting for installed pieces
- It can create opportunities for annual 'festivals' or openings
- It can lead to inclusion in arts festivals and events if the town establishes a known art trail (takes time to build to become known)

Issues

- Trail needs to have its own appeal
- Need to have iconic / photographable (Instagram) pieces early

Design options

- The trail itself becomes part of the art
- Local interpretation delivered through art:
  - » Ephemeral art – doesn't last – can be highly 'sustainable', changes with time and people need to see now
  - » Night lighting – changes overnight stays (take care around nearby housing), can be only winter and drives quiet times
  - » Immersive / engaging art
  - » Climb / sit on etc., very Instagram able, but hard with large crowds as 'queue to see/ use'
  - » Moves with wind/ sound/ alters with touch etc. (can be annoying for neighbours)
  - » Multiple small scale installments to change walker focus and speed
  - » Themed; so seen one and attracted to find others



## Accommodation (2019)

The Limestone Coast is regarded as having an over supply of 3-star accommodation and needing to upgrade more accommodation to 4 star.

Overnight visitation patterns for the Limestone Coast have generally aligned with the changing pattern of overall visitation to the State since 2011.

Total overnight visitors was 688,000 and contributing 2,131,000 nights with another 762,000 day trips to the region.

- 94% of visitors are Domestic visitors and 6 per cent International visitors
- Domestically 55% of visitors are from within the state compared to 45 per cent from Interstate
- 77% of visitors to the Limestone Coast are Leisure visitors (Holiday + Visiting Friends and Relatives)

Average length of stay for domestic visitors is 3 nights with international staying on average 6 nights.

Overall there are 644,000 domestic overnight visitors to the region and the key origins were:

- 23% from regional South Australia
- 32% from Adelaide
- 21% from regional Victoria
- 14% from Melbourne

Most of these travellers are coming for holiday (47%) and an additional 33% are Visiting friends and relatives.

From an industry perspective accommodation supply is only monitored for hotels, motels and service apartments with more than 15 rooms (34 in total in the region):

- Average occupancy for the year is 45% over 34 establishments and 1,005 rooms
- The peak months are October, November, January and March with occupancy at 50%
- The low point of the year comes in August where occupancy drops to 35%
- Occupancy through the winter months averages 37%

There was some variation in preferred accommodation:

- 53% of Domestic visitor nights to the Limestone Coast are spent either in Friends or Relatives property, or Hotels and similar accommodation
- Domestically, caravan and camping is also popular with 29% of visitors preferring this accommodation
- 46% of International visitors stay with Friends/Relative or in hotels and similar accommodation
- 31% of International visitors prefer a rented house, apartment, flat or unit

Accommodation providers (based on a web search 10 Nov 2020) show

- The Avenue
- Country Road Motor Inn
- Naracoorte Hotel/ Motel
- Naracoorte Holiday park
- Rest Motels Naracoorte
- William McIntosh Motor Inn
- Naracoorte Cottages 6 B&B (Pinkerton Hall, Showgrounds Cottage, Limestone View; Smith St Villa; Smith St Cottage; MacDonnell House)
- Hilltop Escape B&B
- Airbnb listings for 15 locations (note these alter based on date and may have some overlap with above listings)

The challenge for stimulating private investment in higher quality accommodation is driving sufficient demand to generate a return on accommodation investment.

In order for accommodation owners to increase investment in existing stock Council and a range of partners will need to look at a more diverse and crowded events calendar, notable retail and hospitality offering, higher quality public realm and amenity and coordinated promotion of available experiences for visitors.

Evening events can have the effect of increasing visitor nights and should form part of Council's thinking going forward.

Council can play a direct and key role in all of these drivers.

## Airport Considerations

Growing regional air access is a major driver of change in visitation and can be key for many businesses needing to air freight product to market.

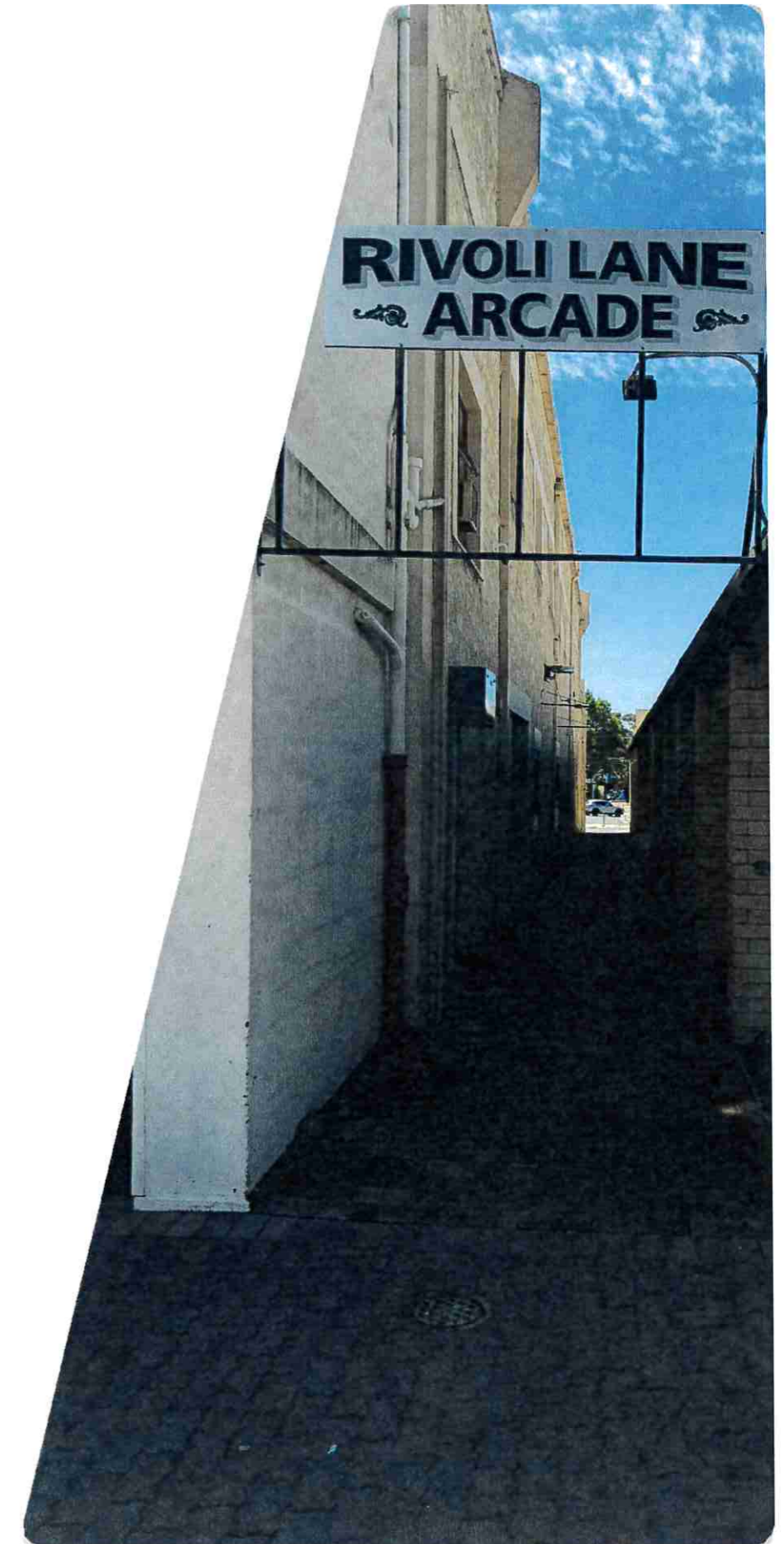
Changing commercial flights (timing, capacity, frequency etc.) requires a focused and detailed approach to be successful and usually takes a long time to create results. Until there are stronger attractions and accommodation levels in Naracoorte it is unlikely to alter unless being driven by business and freight requirements.

However one area often overlooked is the ability to target a small but dedicated niche of private plane owners who enjoy visiting different locations for day or overnight stays.

This is quite easy to do and could be done in conjunction with Limestone Coast region to highlight opportunities in the area. Key requirements (such as refueling, easy plane parking, ability to get a taxi or bike ride from airport to attraction/ overnight stay etc. need to be considered). Locations in the Flinders Ranges (such as Bendleby and other farm stays) have added growth to their visitation through this technique but it tends to be low numbers, unless further use of the airport is able to be added through opportunities like pilot training, sky diving schools or gliding etc.

In some areas this niche can be extended slightly by also targeting charter operators who package and bundle different options day/ overnight options.

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03_ Rejuvenation Opportunities	28
<b>04_ Delivery Plan</b>	<b>60</b>



## Year 1-3

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
1.1	Establish a Naracoorte Town Centre Rejuvenation Committee to involve key stakeholders in an implementation leadership role	<ul style="list-style-type: none"> <li>Town Hall/Library</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders and property owners</li> </ul>	<p>Council can decide the preferred governance mechanism to implement the rejuvenation of the Naracoorte Town Centre.</p> <p>This should be undertaken as a first step of implementing this plan and should be reviewed annually to determine if it has performed to expectations.</p>	Recurrent	1
1.2	Introduce a 40km/h slow speed zone across the town centre delineated by changed paving treatments.	<ul style="list-style-type: none"> <li>Riverside Drive, Ormerod Street, Smith Street (Sandstone Avenue to McRae Street), Robertson Street, McRae Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>DIT</li> </ul>	<p>This will form a basic approach to creating a pedestrian friendly environment.</p> <p>Investigation into a crossing or a small roundabout on Smith St.</p>	Recurrent	1-3
1.3	Beatification of the entrances to the town <i>(Implemented in 2023 Review)</i>	<ul style="list-style-type: none"> <li>Main arterial entrances to Naracoorte</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT</li> <li>NBA</li> </ul>	<p>Improve the amenity of the areas into the CBD of Naracoorte</p>	50,000	1-3
1.4	Formalise long vehicle car parking on Riverside Drive and Smith Street (Town Square)	<ul style="list-style-type: none"> <li>Riverside Drive from Foodland Carpark to Naracoorte Creek Walk entrance</li> <li>Utilising the indented bus parking on Smith Street/western town square</li> <li>Parking near rail-lands at the rear of SE Ford</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT</li> </ul>	<p>Long vehicle parking is best placed in proximity to retail, supplies, and the town square</p>	\$400,000 - \$700,000	1-3
1.5	Replace Jones Street with alternate pavement treatment and redevelop the town square to provide more facilities, features, uses and shade	<ul style="list-style-type: none"> <li>Town squares</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Attorney General Planning and Development Fund</li> </ul>	<p>The town square is the key opportunity to activate the town centre</p>	\$2.5 - \$3.5 Million	1-3
1.6	Introduce shorter term priority parking at key locations in the town centre	<ul style="list-style-type: none"> <li>Public toilets in the town square</li> <li>Post office on Ormerod Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	<p>This can contribute to parking availability at higher demand locations (e.g. Post office and public toilets)</p>	Recurrent	1-3

Year 1-3

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
1.7	Redevelop Ormerod Street as a shared environment to provide a pedestrian prioritised environment including level grading of road and footpath to provide complete cross-ability by pedestrians, improved paving materials, wider footpaths, increased tree planting	<ul style="list-style-type: none"> <li>Ormerod Street from western roundabout to Degaris Place</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA, Traders and property owners</li> <li>Attorney General Planning and Development Fund</li> </ul>	This is a high foot traffic area and presents opportunities to create a plaza or mall environment	Included in action 1.1	1-3
1.8	Redevelop the roads surrounding town square to encourage greater interaction and better interface between the open space and surrounding businesses	<ul style="list-style-type: none"> <li>Aligned to greening streets program</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT</li> <li>NBA, Traders and property owners</li> </ul>	The town square has minimal interaction with surrounding land uses 'isolating' the open space from its surroundings	Included in actions 1.4 and 2.7	1-3
1.9	Increase on street car-parking yields on Robertson Street, Ormerod Street and Riverside Drive	<ul style="list-style-type: none"> <li>Riverside Drive from entry to Foodland carpark</li> <li>Ormerod Street from western roundabout to DeGaris Place</li> <li>Robertson Street from McRae Street to Jones Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	There is potential to increase yields within existing carpark areas by changing the configuration	\$1 Million	1-3
1.10	Develop a place brand for the Naracoorte Town Centre and run place branding workshops with main street traders to establish a shared approach to visual alignment with the Naracoorte Caves	<ul style="list-style-type: none"> <li>Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>RDA</li> <li>LCLGA</li> </ul>	<p>There is an opportunity to engage businesses on achievable and consistent approaches to aligning the town centre experience with the Naracoorte Caves.</p> <p>Council may provide a small scale grant to support business lead place branding initiatives</p>	\$10-\$15,000	1-3
1.11	Update all tourism direction signage location and quality	<ul style="list-style-type: none"> <li>Corner Stewart Terrace and MacDonnell Street</li> <li>Junction of Riddoch Highway and Gordon Street</li> <li>Intersection on Gore Street and Smith Street</li> <li>Intersection of Smith Street and Jenkins Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>DIT</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	<p>Currently the brown and white tourism road signs direct vehicles to the caves via Riddoch Highway. The sign at the intersection of Smith Street and Jenkins Terrace needs to be removed and a new sign placed at the intersection of Gore and Smith Street.</p> <p>Improved signage directing vehicles into Naracoorte from the west should be considered for installation at the commencement of MacDonnell Street and Gordon Street.</p>	\$5-\$10,000	1-3
1.12	Negotiate acquisition or changed building setbacks at the western entry of Riverside Drive to improve the town entry and improve long vehicle access to proposed Riverside Drive long vehicle parking	<ul style="list-style-type: none"> <li>Ormerod roundabout</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA, Traders and property owners</li> </ul>	This involves potential acquisition or change at the roundabout where Riverside and Ormerod meet.	Capital value + 20%	1-3



Year 3-5

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
2.1	Increase the off street carparking yield utilising the rear of main street businesses	<ul style="list-style-type: none"> <li>Smith Street facing properties</li> <li>Ormerod Street facing properties</li> </ul>	<ul style="list-style-type: none"> <li>BTA</li> <li>Traders and property owners</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	Opportunities could exist to create a mixed loading bay and car parking arrangement rear of Smith and Ormerod facing properties.	To be further defined	3-5
2.2	Signage and wayfinding improvements to improve the direction of traffic and different vehicle types	<ul style="list-style-type: none"> <li>Road reserves at Ormerod Street and Riverside Drive</li> <li>Road reserves at Smith Street and McRae Street</li> <li>Roundabout at intersection of Robertson Street and McRae Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT</li> </ul>	Currently there is no clear directional signage at any entry points to the town centre	\$5,000	3-5
2.3	Provide clearer signage and wayfinding to direct pedestrians to local facilities, services and businesses.	<ul style="list-style-type: none"> <li>Improve signage for direction and information at the beginning and end of all laneways and arcades providing north/south connectivity</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA, Traders and property owners</li> </ul>	Themed and functional pedestrian signage would improve clarity for visitors and add to the place brand	\$12-\$15,000	3-5
2.4	Enhance the creek walk entrance on Riverside Drive	<ul style="list-style-type: none"> <li>Sheepsback Museum</li> <li>Creek walk West</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	The creek walk currently has no profile in the mix of local attractions	\$10-\$15,000	3-5
2.5	Develop the former Council Library to better interface with the redeveloped town square	<ul style="list-style-type: none"> <li>Council Office</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	There is limited integration between the town squares and the surrounding land uses. Council's former library building provides a good opportunity to change the relationship between the built form and the open space	Within planned project budget	3-5
2.6	Support the establishment of an entrepreneurs program that provides peer support for new businesses and services to emerge	<ul style="list-style-type: none"> <li>Project area</li> </ul>	<ul style="list-style-type: none"> <li>BTA</li> <li>Traders and property owners</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>Business SA</li> </ul>	Council can support the NBA, traders and property owners that take the lead and invest time, resources and floor space to encourage small business growth. This could be through grants, rebates or in kind contribution of advice (building and planning) especially where vacancies are activated	Recurrent	3-5
2.7	Use public night lighting highlight and celebrate the town's unique heritage and character	<ul style="list-style-type: none"> <li>Project area</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA, Traders and property owners</li> <li>Arts SA</li> </ul>	Lighting can be used to create evening activation by illuminating laneways, heritage buildings and street trees and can include projections aligned to the world heritage Naracoorte Caves	\$10,000	3-5

Year 5-8

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
2.8	Update the town centre materials, furniture and planting palette and provide more facilities and furniture across the town centre	<ul style="list-style-type: none"> <li>Project Area</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders and property owners</li> </ul>	This is about creating a town centre feel by utilising materials specific to the town centre. Potential to create a township style guide.	Council to determine variation to planned expenditure for the life of the project	5-8
2.9	Support the Pastoral and Agricultural Society grow its potential to deliver Agri-innovation at the show grounds	<ul style="list-style-type: none"> <li>Showgrounds</li> </ul>	<ul style="list-style-type: none"> <li>Pastoral and Agricultural Society</li> </ul>	<ul style="list-style-type: none"> <li>PIRSA</li> <li>Council</li> </ul>	Council grants and/or staff could assist with submissions for project development and piloting through the Regional Growth Fund.	10-20%% of total grant value	5-8
2.10	Investigate opportunities to make the town centre environment more technology friendly	<ul style="list-style-type: none"> <li>Project Area</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>RDA</li> <li>NBA</li> <li>Traders and property owners</li> </ul>	Including charge points in public furniture, expanded wi-fi availability and electronic sales and retail promotions, way finding options, self-guided experiences available for mobile devices and electric car charging points	Recurrent	5-8
2.11	Encourage/ Increase out of hours trading	<ul style="list-style-type: none"> <li>Town square</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	Work with the NBA to attract mobile food vendors to occupy the town square on holidays, weekends and evenings.	Recurrent	5-8
2.12	Install an augmented reality caves experience or similar in the town centre	<ul style="list-style-type: none"> <li>Town Square</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders</li> </ul>	Kingston Council recently received funding to deliver an augmented reality mural as a key visitor attraction. There is potential for Council to deliver an augmented reality experiences in the town square as a key value add and brand alignment with the Naracoorte Caves	Recurrent	5-8

Year 8-10

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
3.1	Redevelop the former railyards to provide an adventure play experience	<ul style="list-style-type: none"> <li>Community land north of former railway</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Attorney General Planning and Development Fund</li> </ul>	Major redevelopment to create an all-ages attraction capitalising on natural features, heritage elements.	Play: \$2.5 - \$3.5 Million Remainder: \$3.5 - \$4.5 Million	8-10
3.2	Extend the PLEC program as a component of any future investment in private realm development	<ul style="list-style-type: none"> <li>Ormerod Street between Council office and Sandstone Avenue</li> <li>Smith Street between Sandstone Avenue and Gore Street</li> <li>Sandstone Avenue from the former rail line to Smith Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>ESCOSA</li> <li>Traders and property owners</li> <li>Pastoral and Agricultural Society</li> </ul>	A small extension of the PLEC program is proposed as development occurs	On application	8-10
3.3	Install electric car charging in association with Riverside Drive long vehicle parking	<ul style="list-style-type: none"> <li>Riverside Drive entrance to Creek Walk</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Department for Energy and Mining</li> <li>Private sector</li> </ul>	Expressions of interest are currently open for agencies/ governments seeking electric car charging stations within town centre environments.	TBD	8-10
3.4	Negotiate acquisition or long term tenure over vacant buildings under single ownership on Smith Street	<ul style="list-style-type: none"> <li>Smith Street</li> <li>Ormerod St</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA, Traders and property owners</li> </ul>	Strategic acquisition can facilitate the creation of an open mall and/or alfresco environment that offers relief from vehicles, increases foot traffic and improved connectivity between Robertson Street and Smith Street.  This could generate blank walls for art installation or encourage adjacent businesses to create secondary frontages to the mall.	Capital Value + 20%	8-10

## Annual or Ongoing

#	Action	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
4.1	Implement a greening program to deliver advanced trees across main street streetscapes	<ul style="list-style-type: none"> <li>Riverside Drive</li> <li>Ormerod Street</li> <li>Smith Street</li> <li>Robertson Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT/AG</li> </ul>	This could be gradual to support establishment and involve up to 20 trees per annum delivered in conjunction with proposed street and open space developments. Greening is included in total budgets of projects identified and this program would be more targeted at areas outside of major renewal.	\$5,000 p.a.	Annual
4.2	Implement a town centre and laneway activation program using public art, murals and installations on blank walls, laneways and arcades	<ul style="list-style-type: none"> <li>See 'art opportunities plan'</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Arts South Australia/Country Arts SA</li> <li>NBA</li> <li>Traders and property owners</li> </ul>	This would benefit from request for proposals to the market in conjunction with arts so that Council is presented with proposals to activate laneways in addition to blank wall developments identified in this plan.	\$10-\$15,000 per project	Annual
4.3	Work with key stakeholders to refresh and increase annual events in the town centre	<ul style="list-style-type: none"> <li>Town Square</li> <li>Showgrounds</li> <li>Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>AMRC</li> <li>P&amp;A Society</li> <li>Community groups</li> <li>Country Arts SA</li> </ul>	There is potential to add to the quantity and diversity of events held across the town centre. This could include performances, major shows/circus, cultural events, evening cinema, regional produce experiences, exhibitions, conferences. Increased evening events have the potential to increase overnight visitation and support private investment in improved accommodation.	Recurrent	Annual
4.4	Undertake annual installation of experiential art along the preferred route for walkers and/or riders between the town centre and the Naracoorte Caves	<ul style="list-style-type: none"> <li>Preferred trail route</li> </ul>	<ul style="list-style-type: none"> <li>Council/DTI</li> </ul>	<ul style="list-style-type: none"> <li>Country Arts SA</li> </ul>	Works targeted to the preferred trail alignment would enhance the attraction to a trails experience. The approach would be progressive and would qualify for government funding for tourism and open space development.	\$10,000 per project	Annual
4.5	Additional CCTV cameras within the CBD <i>(Implemented in 2023 Review)</i>	<ul style="list-style-type: none"> <li>Smith Street</li> <li>Ormerod Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA and property owners</li> <li>SAPOL</li> </ul>	Improved security of Council assets and private property and for community members.	\$20,000	Annual

Future ideas: the following actions were identified as part of the planning process but are not endorsed for implementation at this time

#	Idea	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
5.1	Undertake a housing strategy to support employment growth by matching housing development mechanisms to supply and demand	<ul style="list-style-type: none"> <li>Naracoorte Suburb</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Major employers</li> </ul>	Housing and accommodation was a common issue for labour and professional workers and linked to employment and economic growth	\$10,000	not endorsed for implementation
5.2	Undertake an employment lands assessment in conjunction with a housing strategy to identify strengths, gaps and opportunities to attract employment generators in Naracoorte.	<ul style="list-style-type: none"> <li>Former railyards</li> <li>Naracoorte SA2</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>	The former railyards present as a key opportunity for Council to influence employment outcomes. This site is currently under State ownership and is on the market with lots already consumed. This site sits between a successful industrial precinct and a growing retail precinct (town centre) and could be positioned to attract retail or employment gaps.	\$10,000	not endorsed for implementation
5.3	Review existing grant programs to provide targeted support for private sector approaches to town centre rejuvenation.	<ul style="list-style-type: none"> <li>Project area</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders and property owners</li> </ul>	<p>Council current provides grants to business and community. Existing programs could be repurpose to facilitate initiatives from private property owners to:</p> <ul style="list-style-type: none"> <li>Improve property facade</li> <li>Reconfigure floor space for co/working outcomes</li> <li>Create/reinforce dual entry opportunities</li> </ul>	Recurrent	not endorsed for implementation
5.4	Develop the Town Hall and library to provide for a mix of business, learning and event outcomes	<ul style="list-style-type: none"> <li>Town Hall/Library</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>BTA</li> </ul>	<ul style="list-style-type: none"> <li>RDA</li> <li>NBA</li> <li>AMRC</li> <li>Traders and property owners</li> <li>SEGRA</li> <li>Limestone Coast Local Government Association</li> </ul>	<p>The library and town hall combined have the potential to create a corporate and community learning and development hub. Examples of potential benefits include:</p> <ul style="list-style-type: none"> <li>Hosting business events and regional conferences</li> <li>Hosting open and closed community events from cultural and religious calendars</li> <li>Hosting VET programs for skills and training</li> <li>Providing training spaces and facilities</li> <li>Host business development services</li> <li>Host open and closed community events (weddings, birthdays, reunions)</li> </ul> <p>Council can support the NBA develop and deliver a targeted skills development program</p>	Subject to project budget	not endorsed for implementation
5.5	Engage with businesses to establish relevant incentive schemes to support private investment in floorspace improvements and new tenancies	<ul style="list-style-type: none"> <li>Smith Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders and property owners</li> </ul>	<p>Council can introduce rebates or underwriting a percentage of vacant building leases to support greater occupancy rates and stimulate private investment in building stock.</p>	Recurrent	not endorsed for implementation
5.6	Support the establishment of an entrepreneur's program that provides peer support for new businesses and services to emerge	<ul style="list-style-type: none"> <li>Project area</li> </ul>	<ul style="list-style-type: none"> <li>NBA</li> <li>Traders and property owners</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>Business SA</li> </ul>	<p>Council can support the NBA, traders and property owners that take the lead and invest time, resources and floor space to encourage small business growth. This could be through grants, rebates or in-kind contribution of advice (building and planning) especially where vacancies are activated</p>	Recurrent	not endorsed for implementation

Future ideas: the following actions were identified as part of the planning process but are not endorsed for implementation at this time

#	Idea	Location	Lead Agent	Partners	Comments	Order of Cost	Time frame
5.7	Encourage uplift development to a greater scale of built form and a greater diversity of land uses within the town centre	<ul style="list-style-type: none"> <li>Robertson Street, Smith Street, Ormerod Street, Riverside Drive</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Commercial property owners</li> </ul>	Council could look to approach properties that are vacant, underutilised and of a lower capital value to explore demonstration redevelopment projects	Recurrent	not endorsed for implementation
5.8	Support the creation of a community managed community hub	<ul style="list-style-type: none"> <li>Between Riverside Drive and Sandstone Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>RSL Lawn Bowls Club</li> <li>Community Centres SA</li> </ul>	There is potential for Council to broker the creation of a community hub through the amalgamation of Council and RSL Bowls Club lots and creation of a new joint use facility that could house community groups such as the CWA	Long term lease or purchase will determine price e.g., capital + 20% for purchase or capital value X 5% for tenure (refer Council leasing policy for pricing guidance)	not endorsed for implementation
5.9	Acquire the former Rivoli Cinema and Rivoli arcade and put out a request for proposal to redevelop under a partnership approach	<ul style="list-style-type: none"> <li>Former Rivoli Cinema and Rivoli Arcade</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Development partners</li> </ul>	Council could take on the purchase of the Rivoli Building and Arcade and seek proposals to revive and redevelop for new uses that contribute to the rejuvenation of the town centre	Capital + 20%	not endorsed for implementation
5.10	Relocate the VIC to the expanded Town Hall/Library	<ul style="list-style-type: none"> <li>Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>National Trust</li> </ul>	Visitor servicing should be considered as part of the future events and visitor offering proposed for the town hall and library.	TBD dependent on approach	not endorsed for implementation
5.11	Explore the introduction of an autonomous shuttle loop for the town centre	<ul style="list-style-type: none"> <li>Riverside Drive, Ormerod Street, Smith Street and Robertson Street</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>DIT</li> <li>Education</li> <li>Private sector</li> </ul>	<p>Renmark Paringa Council is currently running a trial. The project is funded by the former Department of Planning, Transport and Infrastructure's (now DIT) Future Mobility Lab fund in conjunction with world leading autonomous vehicle technology company, EasyMile, and SAGE Automation.</p> <p>A research component is being undertaken by Flinders University.</p>	TBD based on project specifications	not endorsed for implementation
5.12	Monitor for opportunities to support the delivery of retirement living with ease of access to town centre services and facilities	<ul style="list-style-type: none"> <li>Project Area</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Aged care/private sector</li> </ul>	Retirement living is identified as a key part of township growth. Rejuvenation would benefit from town centre retirement living so that attracted populations have ease of access to spending and lifestyle opportunities within the town centre.	Recurrent	not endorsed for implementation