

HIRST PROJECTS with TERROIR Architects

HP



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PORT OF ECHUCA FUTURE

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BACKGROUND



The aim of the Port Precinct Strategy is to create a place that is “loved by locals and a must for visitors”.

1.1 INTRODUCTION

Hirst Projects and Terroir Architects, were commissioned to deliver a Port Precinct Strategy that recognizes the heritage and history of the Precinct, capitalizes on its natural and cultural and community assets and offers opportunity for innovation.

The team was asked to re-imagine the place, establishing a new vision that will take the Port of Echuca into the future and encourage investment from the public and private sectors.

1.2 THE EXISTING BRAND

History

The Echuca-Moama region is known as ‘The Murray’s Living Legend’.

Echuca has been known as the ‘Paddlesteamer Capital’ for nearly 40 years, when the city featured in the TV series ‘All the Rivers Run’. This in turn, built on the recognition that it was home to the largest paddlesteamer fleet in the world.

The current positioning of the Port builds on this reputation and uses the proposition “Experience History Like Never Before”.

Aboriginal Culture

The close relationship between the local Aboriginal communities and the Shire of Campaspe is reaping rewards for all parties. The recent Memorandum of Understanding with the Yorta Yorta Aboriginal Corporation is evidence of the opportunities that exist to work together for mutual benefit with Aboriginal communities on whose Country Echuca was established.

1.3 THE BRAND CONTEXT

Echuca-Moama is part of the Murray region. There is strong support for the Murray to be seen as a touring route, linking a unique set of destinations along the River, to rival the Great Ocean Road.

Paddlesteamers are not unique to Echuca.

Each significant destination along the Murray showcases its history and the role of paddlesteamers. For example:

- Mildura ‘**Experience better**’ - There are 4 paddleboats on the Murray at Mildura and Wentworth.
- Swan Hill, ‘**The Heart of the Murray**’ – the Pioneer Settlement and the PS Pyap are located here.
- Koondrook, ‘**The hidden treasure of the Murray**’ – paddlesteamers were built here, its new wharf is designed to welcome paddlesteamers, houseboats and contemporary craft.

WHO'S HERE?

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It is important to know who the residents and visitors are now, how that profile will inevitably change, and how those changes might be shaped and driven.

2.1 REVIEW

A review of strategic documents produced by the Shire and the regional tourism bodies, provided an overview of the Shire and the aspirations of the residents.

2.2 RESIDENTS NOW

The focus of this report is residents of Echuca, though people from other parts of the Shire are regular 'visitors'.

How Many?

- *There are 14,105 people living in Echuca*

Who Are They?

- *More than 90% are Australian citizens*
- *9% are Aboriginal*
- *Over 80% are over 15*
- *Around 70% are over 18*
- *Compared to regional Victoria a higher proportion is over 60*
- *There are less young people, parents and homemakers*
- *There are slightly more females than males*

2.3 RESIDENTS FUTURE

In the future, there is a desire to see a healthier, more connected, more prosperous and more resilient population. Residents want a future that has certain characteristics:

- *Maintain it as a family friendly place*
- *More jobs and people employed*
- *More opportunities to establish and grow businesses*
- *More cycle paths to encourage healthy pursuits*
- *More art and culture*
- *More activities for young people*

2.4 VISITORS NOW

How Many?

Annual visitation to Echuca-Moama region for the year ending March 2017 was 1.49 million visitors:

- *672,000 domestic overnight visitors*
- *810,000 daytrip visitors*
- *11,000 international visitors*
- *The overnight visitors stay an average of 2.7 nights in the region, which is below the 3.1 nights that is the Murray region average.*

Who Are They?

Most are from Victoria (78.3%) and most of those from Melbourne (43.5%). International visitors are largely from New Zealand, the UK and the USA.

The largest group of visitors is the age group '65 years and over'.

What Do They Do?

They mainly come for a holiday, or to visit friends and relatives.

They meet their friends, dine out, go to clubs and pubs, look around and shop for pleasure.

2.5 VISITORS FUTURE

Visitors will continue to be attracted by Echuca's location on the Murray River and the many opportunities that this proximity affords. Camping, fishing, boating, swimming and water skiing are popular activities. Many visitors return each year, and generations of the same families have visited regularly over a long period.

The Echuca-Moama Tourism Strategy sees a strong future for the region.

The targets are:

- Increase the visitation to 1.8 million visitors per year*
- Get them to stay longer – 2.4 million nights*
- Attract different markets – visitors who spend more and stay at different times of year*
- Connect visitors emotionally and digitally to the region, so they care and share.*

WHAT'S HERE?

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The Port of Echuca has a strong set of natural, cultural and recreational assets that will continue to be the backbone of the place and the platform for renewal.

3.1 NATURE

The key natural assets are:

- *Murray River – the star of the show and a major reason why people live in, and visit, Echuca.*
- *Campaspe River – flowing from near Woodend reaches a confluence with the Murray at Echuca*
- *Aquatic Reserve – the setting for events and a great place to get close to the Murray and enjoy the view*
- *Riverboat Dock – a special spot to relax and enjoy the spectacle of the river and river use (once the current MasterPlan is implemented)*

3.2 HISTORY

History abounds:

- *Historic Wharf – the major icon signifying the Port's heyday*
- *Historic Buildings – places that hold the stories of the people who made Echuca*
- *Historic Artefacts – things that you just don't see anymore*

3.3 ARTS AND CULTURE

The cultural assets of the Port are quiet superstars:

- *Library – a vibrant place for meeting, reading and study.*
- *The Foundry – showcasing the talents of the region and beyond, and inviting participation in the arts*
- *TwistEd – science fun and learning for all ages and full of extraordinary activity*
- *Museums – places that reveal the soul and passion of the community and its past*
- *Events – large and small, these bring seasonal change*

3.4 RECREATION AND PLAY

Both residents and visitors, young and old want to be able to relax somewhere:

- *Hopwood Park Playground – an engaging place for families*
- *Trails – there are multiple trails nearby that have potential to attract visitors*
- *Seats: places to rest and meet*
- *Events – already a powerful means of attracting visitors*

3.5 COMMUNITY

It is clear that it is absolutely necessary to engage the community in any Vision. Without them it will not succeed:

Business Community – the C4EM and the new Progress Association are significant groups. There are many individuals keen to assist in building the success of the Port.

Arts and Cultural Community – the Echuca Moama Arts Initiative, for example, is a strong example of support.

WHAT'S THE TALK?



Talking to locals has been a major source of information. Everyone was invited to say what they thought.

4.1 THE TALK PROCESS

We tried many avenues to let people know that the 'Talk' process was about to happen:

- Emails to individuals and groups
- Items in the local newspaper
- Shire of Campaspe Facebook page
- Shire of Campaspe website
- Postcards at several outlets

During the course of this project the team has talked to many individuals and groups. We have used many means to listen:

- Interviews with individuals
- Group talks
- Community Drop-in sessions in two locations
- Site visits with specialists

We have used the process to:

- Collect information and data
- Listen to opinion
- Show what has happened in other places

It is clear from the consultation process that residents associate themselves with the town they live in, not the Shire. The focus of this report is residents of Echuca, though people from other parts of the Shire are regular 'visitors' and their voices are also reflected here.

4.2 WHAT YOU SAID

What Works

These are the aspects of the Port Precinct that the community appreciates:

The Port Precinct is a wonderful asset for our community

1. *The European history of the place represented by the historic wharf*
2. *The things that bring the Precinct to Life:*
 - *The Discovery Centre (mixed views, the positive comment was largely about potential rather than existing reality)*
 - *The horse and carriage*
 - *The Foundry*
 - *The Gallery*
 - *The Library*
 - *The plaques*
 - *The wood turners*
3. *The opportunity to walk, unhindered by traffic*

What's Wrong

The aspects of the Port Precinct that attracted negative comments centre around the following:

1. The Historic Ambience:

The Port area is dead!

It's lost its character

Put some life back

It needs bringing to life through activation – examples given included people in period costume, colonial music, free displays, old trades, artists

It needs to be less of a theme park

History experiences that attract a younger crowd

It could come alive at night – sound and light

2. Access

The river is hidden from us

People cannot access the historic wharf

There is no satisfactory viewing platform for the Murray

It needs to be opened up and made freely accessible

3. Oscar W's

It's a wasted space

It's old and decrepit

Knock it down or create something new

Activate this area with events and stalls

4. Parking and Traffic

Address the parking problem we endure!

Parking should be free

There should be no restrictions

There should be additional parking over the Campaspe river, or in a multi-storey carpark

There should be no traffic in the Port itself

Traffic should be removed or slowed in High Street

5. Walking and Cycling

Encourage walking and cycling

There should be more paths and trails

It should be family friendly

Connect the parks to the Precinct

6. Sitting and Relaxing

Give us more places to sit

Places to hang out

In the shade

Along the rivers

7. Eating

We want to enjoy a coffee overlooking the river

Somewhere to eat and sit and watch river traffic

8. Landscape

Beautify the area

Protect the natural landscape

Improve the Aquatic Reserve

9. People

Locals have heaps of family history

Sharing stories with tourists

Make history relevant to young people

10. Facilities

Echuca has the worst toilets!

Security through police or surveillance equipment

There should be a drinking fountain in the Port

11. Operation

Distance the Council from the day to day running

Council shouldn't operate paddlesteamers

There should be no conflicts of interest between Council and business

4.3 THEMES

The 'talk' process revealed some major themes:

- History*
- Rivers and Nature*
- Arts and Culture*
- Entertainment and Events*
- Recreation and Social*
- Traffic and Parking*

These informed further investigation and research.

THE RESULTS OF RESEARCH

The site investigation of the Port Precinct and desktop research focussed on the areas that were raised in the 'Talk' sessions as being issues or opportunities that needed more consideration. We sought the latest thinking.

5.1 HISTORY AND INTERPRETATION

Research Findings

Research shows that people make sense of history only through a very personally relevant framework – through their own experiences and memories:

- *Interest in history museums is less important and is dropping, particularly in younger age groups.*
- *Narratives relating to their own families stimulates connection*
- *Sharing photographs and memorabilia among family and networks engages interest*
- *Family gatherings are the most important means that people enjoy in creating connectedness with the past*

5.2 CYCLING AND WALKING

Research Findings

Walking and cycling have been found to have profound impact on health and wellbeing. Increasing participation in physical activity has health, social and economic benefits.

As well as the health gains to be made by preventing chronic disease, the benefits include promoting mental wellbeing and social connections, increasing productivity, and positive changes to the environments we live and play in, such as reduced traffic congestion and safer neighbourhoods.

5.3 PUBLIC SPACE AND SEATING

Research Findings

Public spaces allow people to meet and interact on neutral ground, and within the context of the whole community. They are found to assist in developing social cohesion.

Allow the generations to connect.

- *Family groups eg on multi-generational shopping trips*
- *Youth to meet*
- *Chance or planned meetings with neighbours and friends*

Public spaces allow people to remain connected to public life.

- *Accessing essential services*
- *People watching*
- *Avoiding loneliness*
- *Practicing sociability*

People like public spaces that have a certain quality

- *There is somewhere comfortable to sit*
- *They feel safe*
- *There is protection from the weather*
- *There is a sense of tranquility and appreciation of nature*
- *They are close to shops and cafes*

- *There is something interesting to look at*

5.4 PARKING

Research Findings

Research suggests that parking is conventionally managed by enforcing minimum parking requirements – expressed through permits, pricing, time limits and enforcement to actively manage supply and demand. It is either provided by government or the private sector. These have recently been identified as generating excessive amounts of parking, imposing hidden costs on citizens and harming the environment.

- *Free and easily accessible parking induces usage of cars. Disincentivising convenience reduces the domination of cars.*
- *On-street parking competes for road space and can inhibit the ability to allocate space for walking and cycling, or other modes of shared transport.*
- *On-street parking spurs congestion from cruising for parking spaces and movement in and out of parking spaces.*
- *Parking policy must be holistic and strategic to deliver positive impact across the board.*

TRENDS AND EXEMPLARS



There are future trends that are relevant to the Port and should be considered in determining the vision.

6.1 TRENDS

The end of the tourist, the rise of the traveler and 'local-hood'

This idea was promoted by the city of Copenhagen. Research suggests that inviting visitors to become "temporary locals" is increasingly attractive. Visitors no longer want to be seen as tourists, they want to live like locals and stay in places that are more like a home. Localhood disperses visitors across the city and throughout the year.

This has been taken up by the Echuca-Moama Tourism Board and is now a key strategic direction for the region.

Experiences

Today's destinations must be multifaceted. To avoid homogeneity, destinations are having to find a more sophisticated personality. Every destination along the Murray has the river and the natural bush. Many have a history that involves paddlesteamers and trade. The Murray River destinations need to present different identities and experiences of the particular place that cannot be found anywhere else.

The Port personality should shine through the stories it tells, through multiple experiences and the design of its public places.

Relaxation or Adventure

Busy lives are leading some travellers to look for a relaxing getaway, while others are looking for adventure and opportunities to socialise. Everyone is looking for a life-changing experience, and one that is relevant to their particular lifestyle rather than a specific age group. Relevance is crucial.

It is not merely a matter of marketing what is already at the Port to grow a single segment, rather it is finding ways in which the strengths of the Precinct can be used to attract new market segments.

Multi-generational Travel

Increasingly family members of all ages, including parents, children and grandparents are travelling to reconnect and create new memories together. Options for every age group are necessary for travel brands, including accommodation and activities.

Port experience providers need to cater for every age group.

Digital

With the rise of social media, digital word-of-mouth recommendation is more important than ever before. Digital media enables travellers, partners and influencers to create shareable moments that will not only enhance their voice in the digital conversations – but propel those particular moments past competing messages in the receivers' newsfeeds. This means that the destination has to live up to the promise, as much of the marketing is through the sharing of reviews and recommendations. Visual media are very influential.

The Port must look good!

VISION AND STRATEGY

07

The vision directs the planning over the next five years with new infrastructure, an activation program and an operating environment that supports new investment.

7.1 OBJECTIVES OF THE VISION

- Residents loving and using the Port
- Young people seeing the Port as a place they can hang out and enjoy themselves
- More visitors, from segments that visit at various times of year, who stay longer and spend more than current segments
- There is a strong day and night time economy
- The business community and relevant community groups playing a significant role in achieving the vision

7.2 VISION

THE PORT OF ECHUCA PRECINCT: A PLACE TO TAKE YOUR TIME, RELAX AND ENJOY YOURSELF

**TELLING THE STORY OF ECHUCA
A PLACE TO LINGER, INTERACT AND CONNECT
A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY
AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB**

STRATEGIC DIRECTION

VISION: TELLING THE STORY OF ECHUCA

Every element of the Port Precinct is designed to tell the story of this place.

The historic buildings, the restored Wharf, the paddlesteamers, the heritage artefacts; the rivers, the trees, the wildlife and every aspect of the built environment make an impression. The stories of the past captured in local museums; recollections still fresh in the minds of people who have lived and still live in the region; memories of great holidays that keep visitors returning add richness and meaning.

These are all intrinsic to its character. This is the Port.

VISION: A PLACE TO LINGER, INTERACT AND CONNECT

DIRECTIONS

The Port Precinct takes people out of their cars and into a slower way of life that invites social interaction and a healthy lifestyle

***A place to enjoy the rivers and views:** The rivers are primary elements that shape the personality of the Port. Looking at and getting onto the water are the keys to enjoyment.*

***A place to walk and cycle:** In the Port cars are not the priority. Whilst people may arrive in cars, they are encouraged to walk or cycle to and through the Precinct, taking their time to soak in the atmosphere.*

***Places to meet and sit:** The Port is a friendly and sociable place for people of all ages, there are spots for sitting and watching the world go by, chatting with friends, playing and picnicking. Having a strong sense of community makes the Port feel welcoming and accessible.*

VISION: A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY**DIRECTIONS**

The Port Precinct is a destination. People can instantly see that this is a green, vibrant and safe place to spend their time.

A place in nature where rivers and riverbanks are enjoyed: *The two rivers form a natural edge to the Port Precinct. These are opportunities for a close relationship with the water, the landscape and the birdlife. The viewing platforms and seats provide places to take post-worthy photos of the rivers and river craft.*

A place that celebrates its past - the First People of the region and its history of trade and activity: *The Aboriginal people have a long and deep association with this place. In more recent times the Port has played a significant role in the growth and development of Australia. The landscape, the historic Wharf, the heritage buildings, the paddlesteamers and the museums tell of that history.*

VISION: AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB**DIRECTIONS**

The Port is a place for entertainment and unique retail: It celebrates local and authentic. The pubs, cafes and shops provide interest and variety from early morning to late at night.

A place with a sense of creativity and entrepreneurship: *The Port is a place that showcases talent and inspires creativity. Pop-up shops and studios, artspace and cultural programming enliven the precinct and give it a vibrant character that does not date.*

A place that comes alive in the evenings: *Afterhours lighting of buildings, streets, lanes and parks attracts the crowds. The Port is safe and lively after dark.*

A place where the annual Precinct Program is anticipated by locals and visitors: *Events and festivals offer opportunities to celebrate throughout the year. From music to markets, craft to cars the program is designed to embrace diverse audiences.*

VISION: A PLACE WHERE COLLABORATION MAKES IT HAPPEN**DIRECTIONS**

All stakeholders in the Port work together and alongside each other towards achieving the vision.

Regulations are changed to support the vision

Use of council owned buildings supports the vision

Port operation supports business growth

Business and community groups share their plans

Maintenance and management plans align with the vision

THE VISION AND STRATEGIC OPPORTUNITIES

There are many opportunities to deliver this vision, building on the existing strengths.

VISION	OPPORTUNITIES
TELLING THE STORY OF ECHUCA	
	<p><i>The understanding of the stories, the design, the materials used, the location and placement of infrastructure must drive all opportunities and must be defined in the scope and definition each project.</i></p> <p><i>The Port of Echuca interpretive story key 'chapters' are outlined and shared.</i></p>
A PLACE TO LINGER, INTERACT AND CONNECT	
<i>A place to enjoy the rivers and views</i>	<i>A terraced edge to the Murray at Riverboat Dock extends towards the water's edge</i>
<i>A place to walk and cycle</i>	<i>A seating platform and pop-up park overlooks the historic Wharf and the Murray River</i>
<i>A place to meet and sit</i>	<i>New dining areas alongside and overlooking the historic Wharf allow diners to watch the Murray River craft come and go</i>
	<i>A deck at Leslie Street offers views of the Campaspe River</i>
	<i>The Campaspe River walkway is upgraded, and a nature space and an expanded deck marks the turn into the Port at Radcliff Street</i>

	<p><i>Leslie St is landscaped to emphasise the connection from the Campaspe River to the Murray River</i></p> <p><i>Walking paths connect the Wharf to the Aquatic Reserve Precinct</i></p> <p><i>New safe cycle paths and bike racks encourage leisurely cycling and link to parks outside the Port Precinct</i></p> <p><i>Imaginatively designed social seating encourages people to stay longer in all parts of the Port Precinct</i></p>
A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY	
<p><i>A place in nature where rivers and riverbanks are enjoyed</i></p> <p><i>A place that celebrates its past - the First People of the region and its history of trade and activity</i></p>	<p><i>Riverboat Dock is created as a new destination for dining and spending time on the Murray River</i></p> <p><i>The Discovery Centre is reimagined as the Murray River Discovery Centre with a new cultural focus, a plan to embrace the broader history of the Port and an active face to the Murray Esplanade</i></p> <p><i>The Aboriginal history of the Port is evident through interpretive signage, sculpture, and exhibition</i></p> <p><i>The Aquatic Reserve Precinct is landscaped to the water's edge as a major events destination</i></p>
AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB	
<p><i>A creative place with a sense of creativity and entrepreneurship</i></p> <p><i>A place that comes alive in the evenings:</i></p> <p><i>A place where the annual Precinct Program is anticipated by locals and visitors:</i></p>	<p><i>The Foundry Arts Precinct, open to Little Hopwood Street, is created as a new destination to be inspired by and involved in arts activities.</i></p> <p><i>Social enterprise and small business is encouraged in empty shops, or pop-up stalls and at markets and events</i></p> <p><i>Historic buildings and the heritage wharf structure are illuminated at night emphasizing the Port's unique history</i></p> <p><i>Street lighting adds colour and personality, and can be adapted for festivals and events</i></p> <p><i>The Aquatic Reserve incorporates lighting to enhance the evening water's edge experience</i></p> <p><i>Murray Esplanade and Little Hopwood Streets are enlivened as events spaces at defined times throughout the year</i></p>
A PLACE WHERE COLLABORATION MAKES IT HAPPEN	
<p><i>Regulations are changed to support the vision</i></p> <p><i>Use of council owned buildings supports the vision</i></p> <p><i>Operation of the Wharf supports the vision</i></p> <p><i>Asset maintenance and management plans support the vision</i></p> <p><i>Business and community groups in the Port support the vision</i></p>	<p><i>Traffic is slowed, and pedestrians are prioritised</i></p> <p><i>Parking space provision and policy facilitates visitors being welcome to stay and enjoy the Port</i></p> <p><i>Ownership and leasing policy and practice is reviewed to optimize vision-aligned uses</i></p> <p><i>Operating models support equitable use of Council owned venues and facilities</i></p> <p><i>Council asset management plans are revised to incorporate new developments</i></p> <p><i>Vision is shared and plans regularly reviewed</i></p>

DELIVERING THE VISION



The opportunities must be defined as a series of projects that can be delivered over the next 5 years by the Council, community and their partners.

PROJECTS

In order to implement the Port Vision and Strategies, the following projects are proposed. This is a preliminary assessment and should be reviewed and considered in the light of Council's overall Strategic Plan and in consultation with relevant community groups.

Some projects are strategies and plans, that can then be further defined and costed.

THE META-PROJECT: TELLING THE STORY OF ECHUCA

Port of Echuca Story

This is the first project that should be undertaken. This will be the guidebook for all projects. It is essentially a creative expansion of the Vision, focusing on content. It includes:

- Identification of key storylines that will be 'told' throughout the Port. This includes the social history, natural history and technology.*
- Identification of key locations that connect with the storylines*
- Definition of colours that reflect the storylines*
- Definition of shapes and structures that reflect the storylines*
- Definition of materials that reflect the storylines*

The meta-project can then be used to guide eg the design and placement of seating, signage or art works, or the shapes, forms and materials that will be part of the design of walking paths.

EXISTING PROJECTS

Aquatic Reserve Precinct Masterplan

RiverBoat Dock Masterplan

Foundry Arts Precinct Masterplan

NEW PROJECTS

A PLACE TO LINGER, INTERACT AND CONNECT

The Campaspe River Edge Masterplan

A Masterplan for the Campaspe River Edge to incorporate the upgraded walking path, viewing platforms and any cycle infrastructure that may be required.

Associated projects: Port Precinct Walks Strategy and Leslie Street Upgrade

Leslie Street Upgrade Plan

A Plan for Leslie Street including landscape design, High Street crossings and connections to the Wharf.

Associated Projects: Campaspe River Edge Masterplan, Port Parking Policy and Plan

The Murray River Edge Platform

A design for a viewing platform to support sitting, socializing and safe paddling (River levels to be considered).

Associated projects: Riverboat Dock Masterplan

The Heritage Wharf Riverview Space (staged)

Concept, Design and Business Case to infill Wharf edge following the River bank reinforcement, including public and commercial spaces (café, fine dining). May be linked to Wharf function spaces. Requires a staged approach.

Associated projects: Murray River Discovery Centre project, Port Operations Review and Plan, Port Asset Assessment Plan

Port Precinct Seating Project

Masterplan for seating across the Port Precinct to define purpose, design guidelines, scale and number of seating areas and seats

Associated projects: Facility Management and Maintenance Program Planning

Port Precinct Cycle Strategy and Infrastructure Plan

Strategy to deliver cycle lanes, bike racks, signage and other infrastructure, with supporting policies and processes to support safe leisure cycling in the Port Precinct.

Associated projects: Port Precinct Seating Project

Port Precinct Walks Strategy and Infrastructure Plan

Strategy to deliver walking paths (other than pavement areas), seats, signage and other infrastructure, with supporting policies and processes to support safe leisure walking in the Port

Associated projects: Port Precinct Seating Project

A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY

The Murray River Discovery Centre Project

Review of existing centre including definition of target markets, indoor and outdoor space uses, design and functionality, interpretation, business and operating plans, and concept to reposition as a destination cultural centre, focused on the Murray River heritage. This may include commercial components such as retail, and venue hire to increase revenue opportunities.

Associated projects: Aboriginal Cultural Interpretation Project

Aboriginal Cultural Interpretation Project

Interpretation Strategy and Plan to define content, interpretation tools, sites and management approach – requires co-leadership of Aboriginal communities

Associated projects: The Murray River Discovery Centre Project

AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB

Night Lights Project

A Creative lighting plan for the Precinct involving definition of interpretation goals, lighting policy and strategy, location and siting plans.

Associated projects: Aquatic Reserve Masterplan

Enterprise, Events and Festivals Activation Program

Strategy for programming spaces across the Port taking account of target markets, local artists and enterprise, national and international opportunities, seasons, and scale of activity

A PLACE WHERE COLLABORATION MAKES IT HAPPEN

Port Traffic Policy and Plan

Review of traffic flows and management across the Precinct and new Strategy developed to align with Vision

Port Parking Policy and Plan

Parking audit across the Precinct, including areas external to the Precinct, review of policy and management of parking and new strategy developed to align with Vision

Port Precinct Property Assessment and Strategy

Audit and assessment of Council owned properties, scale, location, lease arrangements and existing uses. Development of new strategy to support the Vision, including consideration of adaptive re-use, re-purposing, alteration to existing lease and license arrangements and deaccessioning of assets.

Port Operations Review and Plan

Review of operation of Wharf, including ticketing, venue management to support business growth and investment by private sector. This could include separation of the Discovery Centre as a major cultural centre and provide opportunities for this Centre to increase revenue raising offers.

Facility Management and Maintenance Program Planning

Each project will require cross-Council planning to ensure that new infrastructure and policy changes are aligned with on-going operations – ensuring that the cost of operation is incorporated into budget forecasts, contractual arrangements with service suppliers and resourcing plans.

IMPLEMENTATION

The Vision, strategy and a series of opportunities to deliver the Vision for the Port Precinct have been presented to Council and stakeholders.

To finalise the Vision, the consultant team proposes that the Echuca Story be defined and integrated into the Vision. This will complete all three components – the identity of the Port Precinct, the atmosphere and the experiences.

The opportunities have been proposed as a series of projects, focused on the public realm. The Vision however is designed to be delivered by the private and community sectors as well and these opportunities/projects need to be added.

The following table indicates the steps that must be taken to implement the Vision and bring the community along. Some of these activities can be undertaken in parallel.

PHASES	TASKS	AUDIENCE	DATE
Vision Acceptance	Circulate presentation of draft Vision and Strategy for comment Modify Vision and Strategy Submit to Council for acceptance/endorsement	Councillors Stakeholders Steering Group CEO Council	May End May
The Echuca Story	Develop the Echuca Story (the identity component of the Vision): Half day Workshop Circulate Story Submit Story to Council for acceptance/endorsement	Stakeholders and Council officers (Discovery Centre)	June End June
Vision Communication Tools	Produce Vision and Story in format that can inspire Port business and inform Port Precinct Projects	Port Precinct stakeholders Council Wider community	End June
Vision Leadership and Advocacy	Develop organization structure to lead and guide application of the Vision: Meet with key groups Establish Port advocacy role and advocates Establish Council Projects Leadership and support group	Port Precinct stakeholders Council CEO/Exec/Manager	June/July
Projects Definition	Port Precinct business projects sign up Collate all projects Define projects (single paragraph)	Port Precinct stakeholders Council departments	July/August
Projects Priority and Programming	Review projects Set up priority framework Prioritise projects and develop draft program (short/medium/long term, 1/2/5years)		August/September
Monitor and Report Progress			