



Adelaide Hills Business and Tourism Centre

Masterplan
June 2015



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Executive Summary

The Adelaide Hills Business and Tourism Centre (AHBTC) is located in Lobethal in the Adelaide Hills. In the past the AHBTC site was used for numerous business interests, predominantly as home to the former Onkaparinga Woollen Mills which operated for 117 years until its closure in 1991. The State Government ceded ownership of the site [on 24 June 1993] to the then District Council of Onkaparinga, and it is currently owned by the Adelaide Hills Council. Since that time the old Woollen Mill buildings have been leased out, used for manufacturing, industry, office accommodation, community activities, museum display, warehouse and storage facilities.

AHBTC is one of only two industrial precincts in the Adelaide Hills Council region and is therefore critical in maintaining employment and business opportunities within the area. The site is also used frequently by both community and visitors, with a number of activities including martial arts and art classes being held in the buildings, and Mill Square hosting community events like the Tour Down Under and the Lobethal Lights. Mill Square now features a sculpture created as part of the 2012 Adelaide Hills International Sculpture Symposium, and it is a destination listed on the Hills Sculpture Trail.

On 10 December 2013 a resolution (Appendix A) was passed by the Adelaide Hills Council to proceed with a masterplan study for the AHBTC to guide future management and use of the site. AHBTC has successfully achieved the initial mission statement set by the State Government in 1993, with tenant businesses employing around the same numbers that worked in the Mill when it closed in 1991. This change in direction from start-up business incubator to a business park has placed the Council in the position of a commercial manager, which sits outside its core function. The dilemma faced by the Council is that the State Heritage listed buildings and site are costly to manage, maintain, and Council is not best placed to be a landlord and commercial property manager.

A number of studies have been commissioned since 1993 to guide the future direction of AHBTC. These included information on heritage significance, tourism potential, future commercial options, economic development and strategic plans. This masterplan is informed by these studies, and by the consultation process with the AHBTC Advisory Group, tenants, Council Members and the local community undertaken in 2013, 2014 and 2015. It addresses the numerous issues and challenges for AHBTC and the Council in ensuring that the site is economically sustainable, preserves its heritage significance, and maintains the benefits of providing local employment and public use areas for both community and visitors.

The new vision developed by the community and the AHBTC Advisory Group is to achieve **“A vibrant, diverse and sustainable business, tourism and community hub in the Adelaide Hills”**.

The challenge to deliver this vision will be balancing the numerous requirements in a cost effective, sustainable manner to maximum benefit. However, with a cash flow analysis that requires a minimum of \$1.5m of Council’s allocated budget to operate for the next ten years, additional capital will be required to implement the masterplan. Numerous reports and Council

resolutions have resulted in a decision to investigate the partial sale of AHBTC and enable investment back into the maintenance, management and development of the site.

Through the masterplan process key issues have been identified that must be addressed before any sale can be realised. These include understanding the costs associated with major external infrastructure renewal, contamination and remediation of the site and separating services such as water, electricity, stormwater and sewer to enable possible division of the site.

Specifically this would involve:

- Engaging a consultant to identify priorities and costs for the infrastructure works including separation of services, roadway replacement, re-construction of the creek retaining wall, repair of the chimney and heritage wall. Estimated value \$15,000
- Engaging a consultant to undertake soil testing to establish the extent and possible remediation costs of contamination around the underground tank on the southern side. Estimated value \$25,000
- Investigating the sale of the commercial and warehouse areas of the site including a community title option. Estimated value \$20,000 (\$10,000 has been allocated in 2015)
- Engaging a heritage advisor/historian to assist in the display, interpretation and possible relocation of museum to the northern side of the public use area; developing a working relationship with the National Wool Museum, Geelong and strengthening relationships with SA History Estimated value \$10,000

Consequently the highest priority action was to allocate \$70,000 to engage various consultants and provide Council with fundamental information to assess the necessary works before commencing any sale. This information will enable Council to evaluate options and select the most cost effective approach to manage, and possibly sell, parts of the site. The proceeds from any sale will be directed back into AHBTC to implement the other masterplan actions. In addition the allocation of a Council Officer as Project Manager to implement the masterplan and Council's potential divestment plan will be crucial to realise the objectives of the masterplan.

1. Introduction

The Adelaide Hills Business and Tourism Centre (AHBTC) is located at the junction of Lobethal Road and Woodside Road in Lobethal in the Adelaide Hills. In the past the AHBTC site was used for numerous business interests, predominantly as home to the former Onkaparinga Woollen Mill which operated for 117 years until its closure in 1991. The site is currently owned by the Adelaide Hills Council. Since that time the old Woollen Mill buildings have been leased and used for manufacturing, industry, office accommodation, community activities, museum display, warehouse and storage facilities. AHBTC is one of only two industrial precincts in the Adelaide Hills Council region and therefore is critical in maintaining employment and business opportunities within the local area. On 10 December 2013 a resolution (Appendix A) was passed by the Adelaide Hills Council to proceed with a masterplan study for the AHBTC to guide future management and use of the site.

1.1 Background

The State Government ceded ownership of the Onkaparinga Woollen Mill site on 24 June 1993 to the then District Council of Onkaparinga. The initial mission statement was:

“On behalf of the community of Lobethal, to identify and facilitate the establishment of new industries in Lobethal, which will create local employment, in order to preserve and expand the vigour of the local economy.”

It was intended in the transfer of the mill site to the Council that the *“mill property asset is to be used to achieve maximum employment, not the maximum commercial profit”*.

In a letter received from the Economic Development Board at the time further conditions were placed on the transfer of the properties including the following.

“The subject properties would be conveyed to the Council upon its undertaking to carry out the express wish of the Government to apply the property (and the proceeds from any partial realisation) solely for economic development purposes of Lobethal and other adjacent areas”.

The initial proposal Redevelopment of the Onkaparinga Woollen Mill outlined the concept for a multi-tenant complex with a range of start-up businesses around industry clusters with additional tourism prospects for the Lobethal area. The site was established as a business incubator to enable businesses to establish, grow and employ. However this has changed over the years and now the predominant current use is as an industry and business park. Around 127 people (full time equivalent) are currently employed at the site by a wide range of tenants. These include a micro-brewery, wineries, commercial bakery, commercial cheese factory, fruit juice manufacturer and engineering fabricator. The site is also used frequently by both community and visitors with a number of activities including martial arts and art classes being held in the buildings and Mill Square hosting community events like the Tour Down Under and the Lobethal Lights. Mill Square also features a sculpture created as part of the 2012 Adelaide Hills International Sculpture Symposium and is a destination listed on the Hills Sculpture Trail. The Onkaparinga Woollen Mill

Museum collection and display is open to the public and is currently displayed and stored within Building 21 on the northern side and Building 27 on the southern side. Refer Figure 1 Site plan and current uses.

The AHBTC buildings are located on either side of Lobethal Road, with the original heritage buildings on the northern side and more recent warehouses on the southern side. The northern side has recently been listed as a State Heritage site in recognition of its importance to the State's industrial heritage. The northern side is traversed by the Lobethal Creek which is predominantly contained in a concrete channel and passes under a number of the buildings before it crosses under Lobethal Road and continues adjacent the southern side. A footbridge crosses the creek to the north of the northern side buildings and is used by local residents to connect Mill Road and the Lobethal Main Street. The northern side is accessible via Mill Square, and from carparks located at either end of the site. The realignment of Mill Road in 1995 resulted in the mill chimney remaining on the other side of Mill Road, separate from the main northern building complex.

In the past parts of the site have been sold, including the former Mill Shop on the corner of Lobethal and Woodside Roads and a number of residential blocks on Jeffries Street. In line with the original transfer conditions for the site, the proceeds were re-invested back into AHBTC for necessary maintenance works, upgrading building interiors and carparks. The sales were only possible due to changes in land zoning from industrial to residential and the number of available or created land titles. However, the site is now owned solely by the Adelaide Hills Council and consists of just two land title parcels, one on the northern and one on the southern side.

Figure 1 Site Plan and Current Uses



A Board was appointed to implement the original mission to create local employment and this group later became the Adelaide Hills Business and Tourism Centre Board. The Board was only disbanded in 2003 when Council formed an Advisory Group of community members and Council Members. This Advisory Group is still active and meets bi-monthly. The site and tenants are managed by the Adelaide Hills Council through numerous leases. Council employs a full-time site manager to handle the day to day management of the site.

The buildings are normally above 90% occupied with limited opportunity for new tenancies. There is continual interest from current successful and growing tenant businesses to expand their premises or to own their premise outright (especially the larger manufacturing businesses). Since 2012 there has been minimal interest from prospective new tenants for AHBTC space. With the changing emphasis of AHBTC to a business park there is reduced space and demand as a business incubator.

1.2 Rationale

The dilemma faced by the Adelaide Hills Council is that the State Heritage listed buildings and site are costly to manage, and Council is not best placed to be a landlord and commercial property manager. Council has provided on average \$150,000 per annum into the site since 2004 to ensure it is managed and maintained. The sale of the residential properties in 2009 provided additional capital to upgrade buildings and build carparks necessary for further expansion. Without further additional funds being allocated no major maintenance or new development works can be undertaken. Numerous studies have been commissioned since 1993 to guide the future direction of AHBTC including reports on heritage significance, tourism potential, future commercial options assessment, economic development and strategic directions. These reports have identified numerous actions to guide the future direction of AHBTC, but they have all been issue specific and independent of each other. This masterplan addresses the numerous challenges for AHBTC and the Adelaide Hills Council in ensuring that the site is economically sustainable, preserves its heritage significance and maintains the benefits of providing local employment and public use areas for the local community and visitors.

1.3 Approach

The masterplan approach has been to undertake a literature review of all the existing studies, incorporating where practical their goals, objectives and actions within the masterplan and an extensive engagement process. Consultation has been undertaken with the AHBTC Advisory Group, tenants and community with the engagement process commencing in September 2013. The key issues and themes from the consultation process have been used as the basis for the masterplan actions. Six main themes were identified around key issue identification and these included: community, tourism, heritage, economic, business and infrastructure.

The one new element that has arisen since the commencement of consultation is the State Heritage listing of the northern part of the site. Therefore the ongoing management and development of the site is now even more important. A draft Conservation Management Plan (CMP) has been prepared concurrently with the masterplan. It will provide guidance and policy

direction for the formal listing and proposed Heritage Agreement with Heritage Department within the Department of Environment, Water and Natural Resources (DEWNR).

The vision statement and objectives identified in Section 2 have been prepared in conjunction with the AHBTC Advisory Group. An initial draft masterplan was released and distributed to the AHBTC Advisory Group, tenants and community for comment in September 2014 to determine whether the proposed directions and actions in the masterplan were feasible and had general support. A further draft masterplan was released for community consultation in May and June 2015. The comments received from these consultation processes have been included in the final masterplan.

2. Vision and Objectives

A vision for the site has been developed based on the community consultation, presentations and feedback from the AHBTC Advisory Group. It was agreed that the previous vision of ensuring new businesses and local employment had been achieved and that the masterplan vision should reflect a new direction for AHBTC.

The new agreed vision is to achieve:

“A vibrant, diverse and sustainable business, tourism and community hub in the Adelaide Hills”

The challenge to achieve this vision will be in balancing the numerous business, community and management issues and requirements.

Objectives have been identified under eight themes to provide clear direction to achieve the vision. These themes were included at different phases of the projects progress.

- The community engagement process identified six themes of economic, business, infrastructure, community, tourism and heritage (Refer Appendix B Issues raised during community consultation).
- The AHBTC Advisory Group added an additional theme of environment.
- The Council Project Team added an additional theme of governance.

These eight themes have been used as the basis for the development of the objectives, options, recommendations and actions. The integration and connection of all themes will become evident as each action is prioritised and implemented.

The objectives for each theme are as follows:

Economic

Ensure an economically and financially sustainable management model to cater for the diverse blend of business, tourism and community use

Business

Provide long term employment for the local community and business certainty for tenants whilst providing flexibility for new opportunities

Heritage

Preserve, celebrate and interpret the site’s heritage significance in consideration of its State Heritage listing and relevance to Lobethal

Infrastructure

Ensure safety is paramount and minimise conflict in the interface between business, community, tourism, operational services and activities

Maintain and manage infrastructure and services to be fully functional for their anticipated use

Community

Enhance the 'place' and space experience for community and visitors

Tourism

Brand and promote a clean, green image with connections to the region's produce and products

Enhance the cultural significance and destination experience to tell the story of Lobethal and its mill

Environment

Adopt and implement sound sustainability and environmental management measures

Governance

Develop and implement a governance model that will ensure the sustainability, prosperity and conservation of the site

3. Key issues and recommendations

Whilst themes have been used as heading descriptions, the intent of this masterplan is to consider the future direction for AHBTC in an integrated way. Each of these themes impacts on the others and should not be considered in isolation. This masterplan will provide guidance for AHBTC to ensure its future prosperity, conservation and importance to business, the local community and as a heritage icon.

This section provides information about the key issues identified, the objective and desired result, a discussion of the various options and the key recommendation for each theme.

3.1 Economic

Key issues

Cash flow analysis for AHBTC indicates that for the ten years from 2013/14 the north side of the site will require \$1.5m of Council's budget allocation to operate (this includes ongoing building maintenance, minimal site infrastructure and building improvement) and the south a further \$33k. Rent is received from tenants located at AHBTC but this income has never sustained a balanced operating model, Council has always committed to contributing additional funds to enable AHBTC to operate and provide important employment within the district. This has generally amounted to approximately \$150,000 per annum. In the past, parts of the site have been sold including the former Mill Shop on the corner of Lobethal and Woodside Roads and a number of residential blocks on Jeffries Street. The proceeds were re-invested back into the AHBTC site for necessary maintenance works to upgrade building interiors for tenant occupation and to construct carparks.

Council cannot sustain increasing AHBTC costs with its limited budget. The 2014/15 budget for AHBTC consists of \$280,000 for building maintenance and renewal predominantly window replacements and minor works, and is higher than already anticipated for an annual allocation of maintenance funds. Part of this building maintenance budget has been redirected to decommission an existing transformer, install mains switchboard for the southern side and separate the electricity for the southern and northern side. These figures, however, do not include any works required to upgrade unoccupied buildings (such as Building 19 or 21) and any major external infrastructure on the site that requires repair, renewal or replacement.

The major external infrastructure components identified include roadway pavement replacement, re-construction of the creek retaining wall, repair of the chimney and any consideration in material changes required for a State Heritage listed site. These major external infrastructure works (apart from buildings) have not previously been included in any asset register or ongoing renewal program as Council has concentrated only on building maintenance and development to preserve the buildings for lease by businesses, and as an employment generator per the original mission statement. Therefore the major external infrastructure works have now reached a critical point where risk of failure has been identified.

The costs associated with the major external infrastructure works have not been comprehensively determined but will only increase the capital and operational budget requirements of Council. This masterplan provides future direction for AHBTC, but for any of the actions to be implemented they are beyond the current available budget and require additional funds. Funding and resources for capital works, renewal and maintenance requirements is critical to ensure that the vision is achieved. This will require a holistic approach with support and commitment from Council Members, AHBTC Advisory Group, tenants, the AHBTC Project Team and Council management in prioritising resources to ensure actions are achieved.

Objective

The economic objective is to **ensure an economically and financially sustainable management model to cater for the diverse blend of business, tourism and community use.**

Discussion of options

One option is to increase tenant rents, but they are currently assessed against market rates and are competitive. This option would not be conducive to retaining the businesses in AHBTC, with tenants likely to pursue other cheaper alternatives outside of the Council district. Council could consider contributing further funds to AHBTC but the opportunity to do this is limited by minimal unallocated budget, and a large Council area.

External grant funding is another option for realising additional funds but currently grant funding is either being withdrawn from sectors or is so specific that it is not suitable for projects of this nature. External grant funding should be continually investigated and if suitable funding is identified an application prepared. However, grant funding could not be relied upon as an ongoing source of income.

In the past, parts of AHBTC have been sold to enable funds to be directed back into site maintenance and development and this has resulted in the construction of major works including the carparks. This approach has generated substantial cash flow at the property sale time. Council now retains and manages the existing core AHBTC site (Refer Figure 1) which is a challenge to further divide or sell any portion as only two titles exist, one for each side. Several reports have been written exploring sale options, including selling AHBTC as one site, selling the southern side and then the northern, or dividing the northern side into sections such as a community title process. The intent for any further sale of the site is that it would be re-invested back into the remaining AHBTC site or the Lobethal township.

A report prepared for a Council meeting on 10 December 2013 identified two options as follows:

The main options considered were:

- Option 1. Continue to manage the AHBTC site as is. *Not considered prudent due to increasing costs to Council.*

- Option 2. Proceed with a masterplan study to explore options for the future approach to the AHBTC. *This has merit as it will identify options which are likely to improve areas including but not limited to the economic sustainability, employment potential, tourism improvements and community benefit of the site.*

In addition part of a Council resolution on 10 December 2013 (Refer Appendix C for the full resolution) recommended:

That Option 2 be pursued and that:

Council staff proceeds with a master plan study for AHBTC site which will consider options for the following:

- *investigation of the financial and business implications of sale of significant parts of the site, from which part of the proceeds could be used to fund future site developments, including creation of community use areas and*
- *which parts of the site Council should retain ownership of, including the community areas of the site (eg Mill Square).*

On the basis of this meeting and the resolution to pursue Option 2 an engagement and masterplan process commenced. This masterplan document is the result of this action.

In addition a further resolution of Council on 25 March 2014 (initially a confidential item) recommended:

- *Obtaining, by invitation to specific parties, expressions of interest for the sale of the Southern buildings property.*

An expression of interest process was commenced and initial advice obtained that the lack of knowledge about the contamination issues and potential costs (for remediation of a large underground tank and removal of a substation) would limit the potential for sale of the southern side. Further information on these issues is needed before any expression of interest and sale process can be undertaken.

A number of tenants have expressed interest in purchasing their premises or parts of the northern site. As the northern site is on one title selling any part would require a different approach and multiple titles to enable this to happen. In addition the unknown costs associated with the major external infrastructure works will need to be understood prior to any sale. Whilst there has been an emphasis on proceeding towards selling parts of AHBTC further research is required on the cost implications and process of any sale of the site, particularly to ensure that the costs of renewal, rehabilitation and investigation do not outweigh the benefits from a potential sale.

Preferred option and recommendation

The recommendation is to undertake further investigation to sell parts of the site. The tenants and community are now aware through the consultation process on the initial draft masterplan that investigation into the sale of parts of the site will happen. This needs to be progressed to preserve the momentum of the masterplan without losing the goodwill of the community, tenants and businesses, especially those businesses that maybe interested in buying their business premise or parts of the site.

There are numerous actions required to enable a possible sale to occur, including investigation on how parts of the site could be divided (especially in relation to the services such as electricity), State heritage implications and whether a community title arrangement would work for AHBTC. Council will undertake a duty of care approach with the sale process to investigate any costs associated with the major external infrastructure works and any remediation works. An initial budget of \$60,000 is required to engage consultants to progress this recommendation (Refer 4.3 Heritage section for additional \$10,000). On obtaining costs associated with major infrastructure works and division of the site services further reporting will be required to identify the best option and way to progress any sale. This additional budget allocation could be funded from any subsequent sale of the site.

3.2 Business

Key issues

The Australian economy currently faces several challenges, with overall growth expected to remain below average during 2015 (Economic and Political Overview pge 7). The latest Roy Morgan employment estimates show a rise in part-time workers with the full-time workforce stagnant. Australia's unemployment is now at 10.9 per cent (1.40 million) with a further 9.7 per cent (1.25 million) underemployed. That is almost 2.65 million Australians looking for work or looking for more work. This is a tough time for business with rising expenses such as electricity along with a challenge to maintain employment.

The general direction outlined in the State Government's recent "Shaping Our Future" document highlights a focus on premium food and on the more creative industries associated with high value-added manufacturing. Given the significance of the agriculture sector to the Adelaide Hills' economy, and its skills, qualifications and proximity to the Adelaide metropolitan area, the Adelaide Hills district can make a significant contribution to the future of the South Australian economy. AHBTC therefore is of critical importance to the future food and wine emphasis, economic viability and employment provider within the Adelaide Hills region.

The AHBTC site has evolved from a business incubator (providing initial start-up premises for businesses) to primarily a business park with short and long term tenant leases. The current tenant mix is predominantly food and wine with other industry sector representation providing an added benefit. Tenants are continually seeking increased certainty and security for their businesses and there have been a number of requests from the tenants to purchase their own premises. Tenants are also looking at opportunities to expand their businesses within the AHBTC

building footprint. Some tenants have also shown interest in either a shopfront or opening their business for tourists to view the manufacturing process.

Business incubators and business parks have very different needs and requirements. It has been identified that a minimum 90% occupancy at AHBTC does not leave enough space and capacity to offer extensive incubator premises. There has also been very little demand for manufacturing other than from existing tenants. The main interest received since 2012 has been from start-up winemakers and those who require storage or warehousing. In addition, following the recent closure of the market in Building 21 there is an opportunity to investigate future possible uses for this building.

Objective

The business objective is to **provide long term employment for the local community and business certainty for tenants whilst providing flexibility for new opportunities.**

Discussion of options

The tenant mix has evolved into predominantly food, wine and beverage businesses (rather than a mixed use park as initially anticipated) located on the northern side of the site. The southern side has a number of large sheds and generally provides warehousing and storage facilities. There is one light industry business located on the northern side that provides support for other businesses on the site. This tenant mix has generally been successful with expansion accommodated in other buildings on the site as required. The security of the current businesses is crucial to the ongoing viability of AHBTC. With the recommendation in Section 4.1 *Economic* to investigate selling parts of the site, this is also the time to investigate individual businesses purchasing their own premises.

Preferred option and recommendation

The recommendation is to work towards a goal of food and wine premises on the northern side and warehouses and light industry on the southern side. Flexibility of tenant arrangements needs to be considered in developing this direction. Planning approval is required for any change of use on the site and will need to be undertaken to allow light industry to operate on the southern side. A staged approach with continual communication, negotiation and updates provided to the tenants will ensure that the tenant mix and leasing strategy is planned to achieve this final outcome.

3.3 Heritage

Key issues

State Heritage Listing

The importance of Lobethal Woollen Mill has now been formally recognised by the recent listing of the northern part of the site on the State Heritage Register. A draft Conservation Management Plan (CMP) has been prepared by Grieve Gillett Architects providing guidance and policies for any future maintenance, adaptation and use of the site. The draft CMP has been reviewed by the Heritage Department, Department for Environment, Water and Natural Resources (DEWNR) and the process to prepare a Heritage Agreement has commenced. The draft CMP will be finalised on

completion of the Heritage Agreement but this may take around 12 months from June 2015. The CMP will ensure better management of the referral process and reduce the number of Development Application referrals to the Heritage Department needed in the future.

The CMP identifies specific policies that provide guidance on:

- building materials
- Work Health and Safety (WHS)
- fire protection requirements
- internal wall removal and
- any future development.

However, there is no available funding specifically to undertake any of the CMP actions, with the guidelines and policies to be referred to when components of the site are altered, repaired or removed. The priority is to commence the masterplan process and obtain additional funding. The advantage of having the CMP is that when any changes occur on the site this report provides direction for the alteration. A formal Heritage Agreement will be signed between Council and the Department for Environment, Water and Natural Resources to formalise this pro Heritage listing.

Lobethal Woollen Mill Museum

The Woollen Mill Museum collection is currently exhibited and stored on the southern side in Building 26 and the northern side in Building 21. The conservation and interpretation of the Mill collection is important to present how the Mill operated and provide examples of its products. In the original proposal for the Redevelopment of the Onkaparinga Woollen Mill it was identified “that an area will be made available to develop a display of Onkaparinga Woollen Mill Museum Memorabilia. This has many possibilities and should be given high priority in maintaining the historic nature of this industry” (LEDG and Council pge 7) The collection is currently managed by a committee and faces numerous challenges, including succession planning, restricted opening hours and visibility of the collection. There has, however, never been a permanent and prominent home for the display.

Heritage Trail

The creation of a heritage trail to interpret the history of AHBTC has been identified as desirable by the community. The specific location of a trail and how the history of AHBTC will be displayed has not been finalised in any detail. There are numerous heritage remnants and art representations, including the recent sculpture in Mill Square, and links to the Lobethal township. There have been many discussions about the possibilities for this trail and potential tourist opportunities however these have yet to be significantly progressed.

Objective

The heritage objective is to **preserve, celebrate and interpret the site’s heritage significance in consideration of its State Heritage listing and relevance to Lobethal.**

Discussion of options

The recent State Heritage listing has formally recognised the cultural and built heritage importance of the site to Lobethal and South Australia. AHBTC provides physical evidence of the past working life of the Mill and linkages to the events, innovation and people of that time. Conservation of AHBTC is important so the community and visitors can appreciate, understand and benefit from its legacy. The heritage listing for the northern side also provides additional significance for the Museum to represent these past activities. There is the opportunity to undertake further work on the Museum and to ensure that the collection is preserved and displayed. There is another museum in the main street of Lobethal, the Lutheran Museum including the first seminary building in South Australia, and with the design and implementation of the heritage trail there is potential to connect these displays and possibly investigate an integrated management group.

A number of artworks have been installed in the past, with the most recent addition being the sculpture on the corner of Lobethal Road and Main Street representing the blanket making heritage of the Old Woollen Mill. There is an opportunity to build on these art components to create a public art/sculpture network and link the heritage trail to the museum and into the Lobethal township. The heritage trail therefore could encompass the many key heritage sites within the town with AHBTC being a key part of this trail.

Preferred option and recommendation

The recommendation is to continue to conserve the State Heritage listed buildings and surrounds as a high priority whether under Council or private ownership. Whilst the interpretation and celebration of this heritage is important, until additional funds are provided through the sale of parts of the site actions associated with the heritage trail and interpretation are unlikely to be implemented. As a high priority \$10,000 has been allocated to engage an expert heritage advisor or historian to provide guidance and direction to the museum, its artefacts, display, location and management.

3.4 Infrastructure

Key issues

Risk and Safety

Numerous major external infrastructure components have been identified across the site that are potentially failing and require further investigation. Key components include degraded roadway surfaces, unstable creek retaining walls, chimney stability, potential environmental contamination, remediation of underground tanks, replacement of services (specifically water and stormwater), vehicle/pedestrian movement conflicts and ongoing asbestos removal. These components each require further confirmation through a risk analysis and mitigation assessment of the priority and work required.

Pedestrian and vehicular movement

Commercial vehicles, site workers, visiting tourists and community currently use areas of the site with no clear demarcation of use or direction. This has resulted in pedestrian and vehicle conflicts throughout the site especially around corners. The significant areas of concern are:

- The main driveway is in use by heavy vehicles and forklifts throughout the day with multiple vehicle movements. This causes conflict issues for pedestrians exiting from Building 5 as well as at the rear of Building 5 where there is a blind corner for vehicles and pedestrians alike.
- The end of the laneway adjacent Building 17 & 20 where trucks, forklifts, private vehicles and pedestrians regularly use the courtyard area and with a winery cellar door operating from Building 17.
- The end of the laneway adjacent Building 16 & 20 where forklifts and trucks often operate along the laneway in conflict with staff entering Building 16 from the same laneway.
- The carpark in front of Building 4 often has multiple truck movements during the working day. This causes conflict with pedestrians of the Lobethal Main Street as well as patrons visiting Lobethal Bierhaus on Fridays.

Objective

The infrastructure objectives are to:

- **ensure safety is paramount and minimise conflict in the interface between business, community, tourism, operational services and activities and**
- **maintain and manage infrastructure and services to be fully functional for their anticipated use.**

Discussion of options

Safety of site users is crucial to the ongoing management of AHBTC as a combined business, community and visitor hub. With the intention to maintain business and employment but also have the opportunity for community and visitor use there remains the need to ensure that the site is safe to move around and that the different uses of the site are defined. Identified through the community consultation and to increase safety on the site there is the need to separate the commercial vehicular and community pedestrian activities.

A principle risk is around site accessibility, movement and traffic flow. There are conflicts between how businesses, community and tourists use the site. Delivery vehicles including fork lifts are continually in use around the commercial premises in and out of the doors and through the laneway. Due to site constraints, the option for altering commercial vehicle movement is very restricted. Therefore pedestrian access through the site should be limited to weekend access when commercial vehicles are not used through the laneways. Pedestrian access during the week could be in an east-west direction across the footbridge retaining important access from Mill Road to the Lobethal Main Street and around the external perimeter of the site. The installation of removable bollards to restrict vehicular access during the weekends could be used at the entrances to laneways to enable pedestrian movement and use of these areas. One way vehicular movement around Buildings 3, 4 and 5 with the entry adjacent the sculpture and an entry and exit

point in the northern carpark will, with signage and line-marking, reduce conflict around this main building. An indicative transport and pedestrian movement plan is provided as Figure 2 Proposed Pedestrian and Vehicular Movement.

The site infrastructure needs to be fully functional to ensure that business operations are carried out in a cost effective and safe manner. As per Section 4.1 Economic these external infrastructure components have not been included in any asset replacement register, nor had any risk rating applied as to this priority for renewal and replacement. An infrastructure assessment of risk and associated costs is required to prioritise the major external infrastructure and enable Council to budget for the works. In addition, this information will provide the detail necessary to decide on possible options for any future sale process.

Preferred option and recommendation

The recommendation is to proceed with identifying, prioritising and then reducing site risk associated principally with the safety of site users and failing external infrastructure. A risk analysis and mitigation report is required as a priority to identify specific functions, locations or elements for mitigation. Additional funds have now been allocated to engage a consultant to identify the potential failing external infrastructure, provide costs associated with repair and priority of implementation. On any sale being realised then these funds could be directed to the high priority infrastructure works.

This masterplan report has proposed possible vehicle and pedestrian flow (Refer Figure 2) which will require further consultation with tenants and site users to agree on the movement implications and details. In the short term prior to funds being made available minor works could be implemented such as line marking, signage and removable bollards to ensure users safety.

Figure 2 Proposed pedestrian and vehicle movement



3.5 Community

Key issues

Public use area

The Woollen Mill open space plays an important community role within Lobethal providing the only reserve within the Main Street, a combination of open space and community used buildings, public toilets and cultural heritage which is integral to the history of Lobethal. The retention of a public use precinct for community and visitors has been identified as important through the consultation process.

Building 20 is currently used for martial arts lessons and art classes, Building 14 for meetings and Building 21 for artefact representation by the Woollen Mill museum. There are a number of additional community facilities available in the Lobethal township including Bushland Park, Centenary Hall, Lobethal Sports and Recreation Club and a number of church halls, but there are no easily accessible small meeting rooms or spaces. In addition there is no open space reserve or park in the main street except Mill Square, which caters for fairs, stalls and outdoor events.

The community has identified the importance of ensuring part of the site is kept for community use and to enable some commercial enterprises to operate that provide a local community benefit (such as martial art lessons). Council has always recognised the importance of maintaining a part of the AHBTC site under its management to provide the Lobethal community with public open space and use of some buildings.

Consultation

The community have been involved in the development of this masterplan and attended workshops in 2013, been informed of the initial masterplan at an information session in 2014, kept up to date through the release of updates throughout 2014 and 2015 and a further information session in May 2015 on the draft masterplan.

Objective

The community objective is **to enhance the 'place' and space experience for community and visitors.**

Discussion of options

An area for public use has been identified on Figure 3 Masterplan spatial layout and incorporates Mill Square, Buildings 20, 14, 12a and b, 21 and the toilets. The intention for the public use area is that it is accessible to the community most of the time, providing spaces for use such as events, displays, meetings etc and also continues to provide opportunities for community based businesses or initiatives. It is important that this public use area is developed concurrently with the pedestrian and vehicular management plan to ensure pedestrian movement around the site is safe.

The public use area also provides demarcation of part of the site that maybe held in permanent Council ownership whilst investigating divestment of the remainder of the commercial areas. Consideration of the development and fit out of any of the buildings and spaces within the public use areas will be dependent on funding being made available through the potential sale process.

Community consultation and feedback on the preferred use for this public use area will be undertaken in the future and on the availability of funds.

A possible process to be used in the development of the public use area is placemaking. Placemaking is a recognised technique for creating good public spaces and the organisation Project for Public Spaces (www.pps.org) evaluated a number of public places, finding that the successful ones have the following four key qualities:

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

Placemaking is best driven by community-based participation and involvement in the planning, design, management and maintenance of public spaces. This could involve a number of outcomes in developing partnerships, engaging local artisans and producers, providing an incubator for thoughts and ideas or building on the speaker in residence program developed at the Norton Summit Community Centre. Whilst many good ideas abound the challenge is to gather people to develop, implement and then maintain the concept. The development of the AHBTC masterplan has been undertaken with this holistic process in mind.

Preferred option and recommendation

The recommendation is to undertake a placemaking exercise when funds are made available for the public use zone ensuring flexibility for any current or potential use, activity or business. The public use area is intended to be a mixed use area with a focus on community activities or facilities. This does not exclude any commercial activity from occurring in this area. This recommendation will only be commenced when funds become available to implement any of the possible actions. This however does not stop any community group preparing an ideas or business plan for use of part of the site sooner.

3.6 Tourism

Key issue

A Review of the Tourism Potential Directions for AHBTC was undertaken in 2009 and the outcomes identified that, whilst AHBTC has tourism potential there are a number of recommendations to be implemented to achieve increased tourist visitation. A number of these actions relate to AHBTC not having a coordinated “whole of site” approach to branding and marketing to attract tourists to the site, and also infrastructure improvements to support positive visitor experiences.

Objective

The tourism objectives are to:

Brand and promote a clean, green image with connections to the region’s produce and products and

Enhance the cultural significance and destination experience to tell the story of Lobethal and its mill.

Discussion of options

There are many ideas to promote and develop tourism at the site but no budget to implement any of the works until capital can be obtained from sale of the buildings. Ideas include the use of interpretive signage, art and sculpture to illustrate the manufacturing process (past and present), pop up stalls on the weekends within the laneways, connection of the Woollen Mill Museum to the Lutheran Museum and to build on the “heart of the Adelaide Hills” theme, where five roads lead to Lobethal. There is further opportunity to consider renaming the site from AHBTC to the Old Onkaparinga Woollen Mills to better reflect the site’s cultural heritage, and using other promotion like the Lobethal community website. A consistent approach and resources are required to manage the ongoing branding, marketing and infrastructure requirements. There is the potential for tourism related activity to be initiated by the community, businesses or a partnership between different groups in the region, including Adelaide Hills Council.

With the State Government’s recent “Shaping the Future of South Australia” emphasis on food and wine AHBTC is well placed to contribute to this wider agenda of clean, green food and wine. AHBTC has numerous food, beer or wine manufacturing businesses that are unique to South Australia and build on the tourism potential for the Adelaide Hills. AHBTC is in the exceptional position of providing examples of local food and beverage businesses within a character filled State Heritage listed location, and offering cultural heritage opportunities to enhance the visitor experience.

Preferred option and recommendation

The recommendation is to promote AHBTC and when additional funds become available through the sale of parts of the site then specific actions such as a Branding and Marketing Plan can be undertaken. A consultation process is required to determine whether a name change to the Old Onkaparinga Woollen Mill will have general support within the community.

3.7 Environment

Key issues

There are a number of environmental and sustainability implications for AHBTC which include potential soil and water contamination, the disposal of waste, the rising cost of electricity for business activities and possible rehabilitation of the creek line.

The site is considered of moderate environmental sensitivity due to the presence of the creek and a shallow perched water table. Parts of the site have possibly been used historically for waste disposal and landfill, including building rubble and potentially sludge from the former woollen mill. The past industrial land use has included machinery maintenance, storage of woollen bales and associated dyes and chemicals. The site may also have been used as a waste receiving facility for motor vehicle tyres.

The past uses of the site involved a number of activities that disposed of waste within the creek or were buried in other areas of the site. The potential remains for soil and/or groundwater impacts to have occurred as a result of reported historical operation of an underground storage tank (UST) and associated fuel bowser on the southern side. Those implications with a higher risk classification (as per Action 4.1 Infrastructure) will be given priority for investigation and remediation. There are also a number of asbestos buildings on the site and a current Asbestos Register has been prepared. This register requires an update as additional sites have since been identified and need to be included.

Objective

The environment objective is to **adopt and implement sound sustainability and environmental management measures.**

Discussion of options

If any marketing campaign is to promote a clean, green image then the condition of the site should not contradict the intended brand. With the recommendation to pursue the sale of parts of the site any contamination issues and possible remediation costs need to be known to enable a transparent sale process. Therefore all possible contaminants, specifically around the underground tank on the southern side and the asbestos register, will be required. With the increasing costs of electricity businesses have investigated the possibility of installing solar PV panels on the heritage buildings. This will be dependent on the structural capacity of the roof structures, visibility of the panels from the surrounding areas and any other infrastructure required to install the panels. Development applications will be required for any installation of panels and will need to be referred to Heritage for final approval. There are opportunities for Council to look at partnership arrangements with Landcare groups for the possible rehabilitation of the creek when any funds become available.

Preferred option and recommendation

The recommendation is to continue to investigate high risk contamination matters in the immediate future to enable possible sale of parts of the site. Any further environmental initiatives that promote and increase environmental sustainability will be reliant on funding from the sale process.

3.8 Governance

Key issues

Council has managed the Old Onkaparinga Woollen Mill to develop the site and ensure that employment was ongoing in Lobethal principally at first through business incubator opportunities. With the focus now on established businesses, Council employs an on-site manager for the day to day running. In addition other council officers are engaged in on-site maintenance, lease and tenant negotiation. AHBTC has, however, already achieved the initial mission statement set by the State Government in 1993 with the businesses employing around the same numbers that worked in the mill when it closed in 1991. Therefore the change in direction to a business park has now placed the Council in the position of a landlord and commercial manager, which is outside of its core function. In pursuing sale of parts of the site then a planned exit strategy from the

commercial areas should be undertaken. Other management structures could be investigated to understand the implications for change and the impacts on Council. The role of the AHBTC Advisory Group tenants, on-site management and community will need to be considered in changes to the ownership structure.

Objective

The governance objective is to **develop and implement a governance model that will ensure the sustainability, prosperity and conservation of the site**

Discussion of options

With the management of AHBTC being beyond Council's core function there is an opportunity to investigate other management structures and options into the future. These could include a community title division around the potential sale of parts of the site, an independent commercial manager being engaged or considering the divestment of the property to an incorporated entity. These options will require further discussion when the investigations around the external infrastructure, separation of the services and site contamination are completed.

For the masterplan implementation to be a success and to create momentum for the actions it is recommended that a Council officer be assigned responsibility to implement the masterplan and potential site divestment in addition to Council continuing to manage the day to day activities in the interim. This will ensure that momentum is not lost and credibility with the community is maintained. As investigations and the potential sale program proceed and other governance structures are investigated, a communication program will need to be implemented with the tenants. This Council Officer role could evolve as the various stages of the masterplan implementation are undertaken.

The masterplan spatial layout (Figure 3) identifies those areas which will continue to be commercial, warehousing and light industry. This layout also identifies the public use area which is the area accessible to the public at all times with the opportunity to provide commercial premises or small incubator opportunities. The intention of the potential gradual divestment of AHBTC is that the public use area is retained in Council ownership as it is best placed to manage community areas.

Preferred option and recommendation

The recommendation is that a Council Officer be appointed to a dedicated role to manage the investigations and implementation of the masterplan recommendations. This could also include the potential divestment of parts of AHBTC into private ownership. As the masterplan is implemented, further options identified and decisions made, then other governance structures can be investigated as part of the future management of AHBTC.

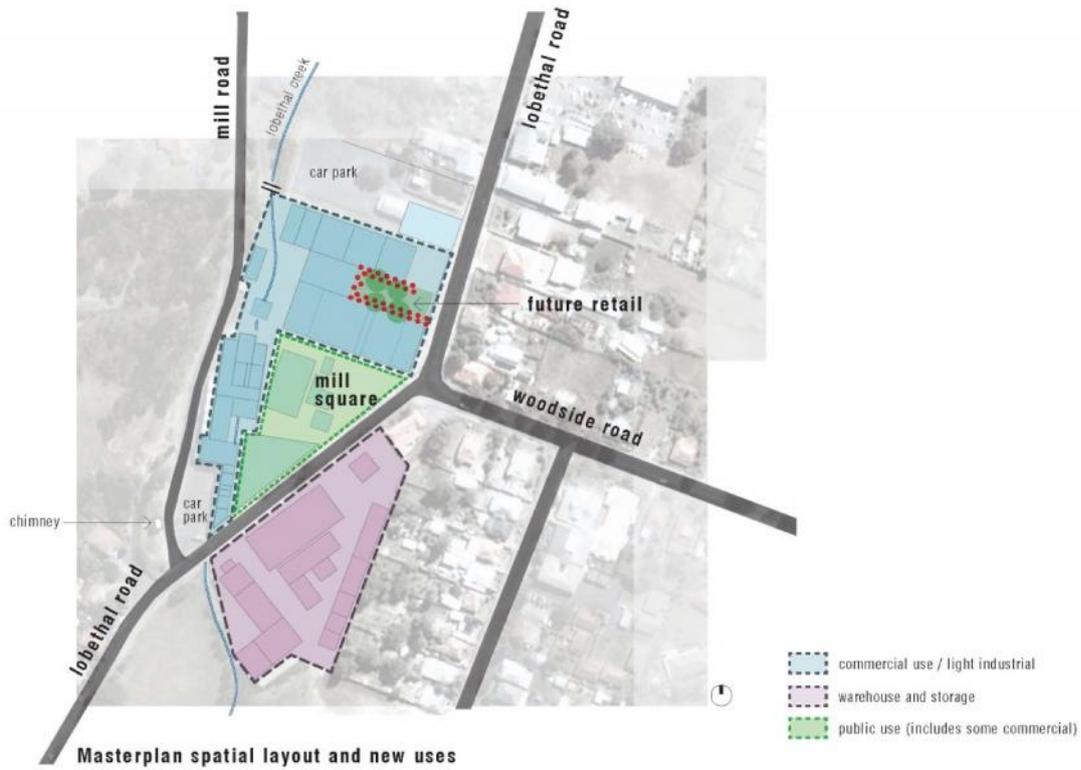
4. Masterplan spatial layout

The masterplan spatial layout (Refer Figure 3 Masterplan spatial layout) provides a framework to guide ongoing management, development and configuration of the AHBTC. The general intent is to maximise the commercial sectors of the site whilst still retaining a public use area and minimising the conflict between pedestrian and vehicle movement.

Key directions include:

- Warehouse and light industry on the southern side
- Commercial area predominantly for food, wine and beverage on the northern side
- Public use area to consist of Mill Square, toilets, Building 20, 21, 14, 12 a and b with some of these buildings used for commercial activities as required
- Future retail opportunity for boutique food, wine and beverage adjacent the open space off the Main Street near Building 3, 4 and 5
- Limited pedestrian access through the site during the week but accessible on the weekends
- Maintain pedestrian access in an east/west direction across the footbridge at all times
- Truck access alongside building 5 at the rear of building 4 and 3 and through the northern carpark and also alongside Building 21 and 17
- Permanent display of the Onkaparinga Woollen Mill museum within the public use area on the northern side

Figure 3 Masterplan spatial layout



5. Action Plan and Implementation Strategy

The Action Plan and Implementation Strategy consider numerous actions that will be required to achieve the recommendations and ultimately the objectives for the AHBTC. This section has identified these actions under the themes, provides indicative costs or resource implications, priorities and responsibility for implementation. Numerous actions will need to be undertaken prior to any sale occurring on site and these are noted as high priority. Once funds are realised from any sale then a further prioritisation of actions will be required. Indicative cost estimates are from August 2014 prices and are exclusive of GST.

Theme and direction	Action	Indicative cost or resource implications	Priority	Responsibility
Economic Sustainability				
1.1	Engage a consultant to identify priorities and costs for the infrastructure works including separation of services, roadway replacement, re-construction of the creek retaining wall, repair of the chimney	\$15,000	High	Council – Engineering
1.2	Engage a consultant to undertake soil testing to establish the extent of contamination around tank on the southern side	\$25,000	High	Council – Engineering
1.3	Investigate sale of the commercial and warehouse areas of the site, include community title option, infrastructure separation costs	\$20,000 (\$10,000 has been budgeted for in 2015)	High	Council-Property
1.4	Define specific additional budget lines identifying the likely separate commercial and public use areas of the site	Council resource	Medium	Council-Finance
1.5	Incorporate a separate budget for AHBTC in the Long Term Financial Plan and future budgets	Council resource	Medium	Council-Finance
1.6	Incorporate further external site and infrastructure replacement and renewal costs into cash flow analysis to ensure these actions are in the asset renewal program	Council resource	Low	Council-Finance

Theme and direction	Action	Indicative cost or resource implications	Priority	Responsibility
Business Security				
2.1	Investigate tenant interest in purchase opportunities concurrent with Action 1.2 and 1.3	Council resource	Medium	Council-Property
2.2	Develop a leasing strategy and plan to work towards the desirable tenant mix of food, wine and beverage businesses for commercial areas on the northern side	Council resource	Medium	Council-Property
2.3	The Economic Development Strategy currently being developed by Council to identify possible incubator and other more significant commercial activities and opportunities in the Woodside North precinct	Council resource	Low	Council-Strategic Planning
Heritage Conservation				
3.1	Engage a heritage advisor/historian to assist in the display, interpretation and possible relocation of museum to the northern side of the public use area including develop working relationship with the National Wool Museum, Geelong, obtain collection management advice and strengthen relationships with SA History	\$10,000	High	Council-Strategic Planning
3.2	Engage a consultant to re-design the heritage trail to include the entire township of Lobethal with AHBTC as an anchor site for the trail	\$15,000	High	AHBTC Advisory Group
3.3	Investigate relevant CMP policies to guide the Heritage Agreement	Council resource	Medium	Council-Development Assessment
3.4	Consider cost implications of CMP policies on maintenance and re-	Council resource	Medium	Council-property

Theme and direction	Action	Indicative cost or resource implications	Priority	Responsibility
	development costs and include on the asset register			
3.5	Investigate available funding for the implementation of a public arts/sculpture network which interprets the significant cultural heritage	AHBTC resource	Medium	AHBTC Advisory Group
Safe and functional infrastructure				
4.1	Undertake a risk analysis and mitigation report	Council Resource	High	Council-Governance
4.2	Identify priority failing and ageing infrastructure, prioritise and allocate budget to undertake these works	Refer 1.1 Economic Sustainability	High	Council-Engineering
4.3	Prepare a pedestrian and traffic management plan (based on Figure 3) for the site, detailed design and implement including line marking, signage and bollards	To be determined	High	Council-Engineering
Community and Visitor Hub				
5.1	Define public use area and potential uses, governance arrangements, partnerships and responsibilities	Council resource	High	Council and AHBTC Advisory Group
5.2	Develop a concept plan in collaboration with the community for the public use area when budget is available so as to enable momentum from design to implementation	To be determined	Medium	Council, community and consultant
5.3	Ensure an ongoing Engagement Strategy is developed and undertaken with the community to involve and inform them of the process, outcomes and implementation	Council resource	Medium	Council-Community consultation
Tourism Attraction				
6.1	Liaise with Adelaide Hills Tourism	Council	High	Council-

Theme and direction	Action	Indicative cost or resource implications	Priority	Responsibility
	to ensure reference to AHBTC is within the new Adelaide Hills Tourism Strategic Plan currently being developed and synergy with Adelaide Hills Destination Action Plan	resource		Executive Leadership Team
6.2	Undertake a branding and marketing plan for the site promoting the cultural heritage and clean, green produce image	To be determined	Medium	Council-Finance and AHBTC Advisory Group
6.3	Identify, promote and support the development of cultural heritage tourism opportunities through developing partnerships	To be determined	Medium	AHBTC Advisory Group and Council
6.4	Undertake community consultation to determine whether there is acceptance as to a possible name change from AHBTC	Council resource	Medium	Council-community engagement and AHBTC Advisory Group
Sustainability and Environmental Conservation				
7.1	Undertake further investigation into potential environmental contamination throughout the site	To be determined	Medium	Council-Engineering
7.2	Consider the opportunity for installation of solar PV panels	As required	Low	Tenants
7.3	Develop a rehabilitation plan for the creek line in consideration of budget allocations	To be determined	Low	Council-Natural Resources and Landcare
Governance				
8.1	Engage a relevant Council Officer to implement the masterplan and Council's divestment plan	Council resource	High	Council-Property
8.2	Investigate alternate management structure to transition from a Council owned	Council Resource	High	Executive Leadership Team-Council

Theme and direction	Action	Indicative cost or resource implications	Priority	Responsibility
	site including the role of the AHBTC Advisory Group			
8.3	Investigate possible succession plan for the ongoing museum management	As per Action 3.1	High	Council-Strategic Planning
8.4	Investigate the feasibility of business incubator premises and management	Council resource	Low	Council-Strategic Planning

6. References

- Adelaide Hills Council 2009 AHBTC Strategic Plan 2009/10-2012/13
- Adelaide Hills Council August 2010 Lobethal economic Development Strategy
- Adelaide Hills Council and Malloway Studios and Paul Kloeden, February 2008, Heritage Significance report for the former Woollen Mill, Lobethal
- Adelaide Hills Regional Development Board and the Onkaparinga Lobethal Mill Enterprise Centre, November 1995, Management Plan Onkaparinga Enterprise Centre
- D J McQueen & Associates, January 2005, AHBTC options study for site on the southern side of Adelaide-Lobethal Road
- Economic Development Authority, Chief Executive, 22 September 1993. Letter outlining transfer conditions
- Greive Gillett Architects 2015 draft Conservation Management Plan
- Hayter j. & Associates with GHD, August 2004, Lobethal Masterplan Report
- Heritage Council Victoria July 2013 Adaptive Reuse of Industrial Heritage: Opportunities & Challenges. Heritage Council Victoria
- KPPM September 2001 Review Report: Lobethal Economic Opportunities
- Lobethal Economic Development Group & The District Council of Onkaparinga, 24 June 1993, Proposal to SA Economic Development Authority for Redevelopment of the Onkaparinga Woollen Mill
- Queale Michael, February 2010 Weaving a Sustainable Future Onkaparinga Woollen Mill, Lobethal Australia ICOMOS conference 'Outback & Beyond'
- Realty Solutions Australia July 2010. Adelaide Hills Business and Tourism Centre future (Commercial) Options Assessment for Discussion
- The District Council of Onkaparinga, Chief Executive Officer, 29 September 1993, letter stating Council's acceptance of the transfer and conditions
- URPS February 2009 Adelaide Hills Business and Tourism Centre Review of Tourism Potential Directions Report

7. Appendices

Appendix A

Council Resolution 10 December 2013

It is recommended that Option 2 be pursued and that:

Council staff to proceed with a master plan study for AHBTC site which will consider options for the following:

- investigation of the financial and business implications of sale of significant parts of the site, from which part of the proceeds could be used to fund future site developments, including creation of community use areas
- which parts of the site Council should retain ownership of, including the community areas of the site (eg Mill Square)
- the extent to which Council has a role as a commercial landlord of the site
- creation of a versatile, vibrant site that also contributes positively to employment generation
- the economic sustainability and business development potential of the site
- lowering future risks and costs to Council of operating the site
- the heritage and community significance of the site, including naming parts of the site after historic uses, providing historic explanation plaques, artwork, upgrading Mill Square and developing a versatile community hub
- enhancement of the tourism potential of the site, including branding, way finding and signage
- development of options for the future layout and management of the AHBTC site
- engagement with AHBTC Advisory Group, Council, key stakeholders and community during the master plan study process

A report to Council is made on progress of the master plan study process by March 2014, including any recommendations that can practicably be made from the master plan study process

A report to Council is made by August 2014 to consider the findings of the master plan study.

Appendix B

Community consultation outcomes Stage 2

Tourism

- develop branding and marketing approach, emphasizing the clean green theme, multimedia strategy
- improve signage and way-finding signage around site and in local areas
- create entry statements
- review lighting levels within the site and on nearby roads.- urban furniture, branding, graphics
- naming of laneways/buildings using unique nature of the site and heritage
- artists, gallery, exhibition, workshops, art on walls
- visitor centre / market to showcase local produce and attractions- Link to AH sculpture trail
- continue support for events
- upgrade Mill Square, pop up cafes
- review tourist accommodation capacity of the region

Economic

- financial sustainability
- long term certainty for what is planned for the site
- proceeds from any sale to be reinvested in site
- business growth
- options for sale of the whole or parts of the site
- employment opportunities
- youth training

Business

- Council's ongoing role in the site
- tenant mix, type and location of industries (diversity is a strength). Includes review of food production, horticulture / agricultural groups, retail
- cooperative business model, tenant group review of tenancy strategy
- model for incubator business
- succession planning for business lifecycle
- review role of AHC office (potential visitor centre/museum)
- Land use
- role of market space, including promoting local produce

- shared cellar door
- office space
- alternative funding models
- seminars and conventions

Infrastructure

- sustainability
- solar panels, reuse of roof and storm water
- enhanced energy recovery devices on water reticulation pipework & outflow
- explore sustainability options for improving the energy and water sustainability of the site
- adequacy of the sites infrastructure, upgrade vs replace
- segregation of front and back of house operations (e.g. segregation of people and vehicles), waste storage, etc.
- storage space review

Community

- community hub
- community meetings
- space for arts, arts trail
- Events
- training,
- recreation centre
- youth activities
- park & ride bus stop
- childcare operator

Heritage

- SA heritage listing for site to inform strategy
- Museum
- location and functionality of museum
- funding and succession planning for the museum
- heritage signage/trail - naming of lanes
- retail of heritage blankets and other products

Appendix C

Council Resolution 25 March 2014

A further resolution of Council on 25 March 2014 (initially a confidential item) identified four specific actions:

Obtaining, by invitation to specific parties, expressions of interest for the sale of the Southern buildings property

Preparation of a Conservation Management Plan for the heritage listed buildings

Preparation of a Heritage Agreement between AHC and the Minister for Sustainability, Environment and Conservation

Preparation of an engagement strategy to guide future consultation on the master plan process”

These four actions have been identified as a priority in the development of the master plan.