



penneshaw urban design framework

prepared for the kangaroo island council
march 2005



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a p p e n d i x

A separate document has been prepared as an Appendix to all four frameworks. This document includes:

- Methodology for the project
- Review of previous studies
- Consultation results
- Development Plan Policy Review



introduction

INTRODUCTION

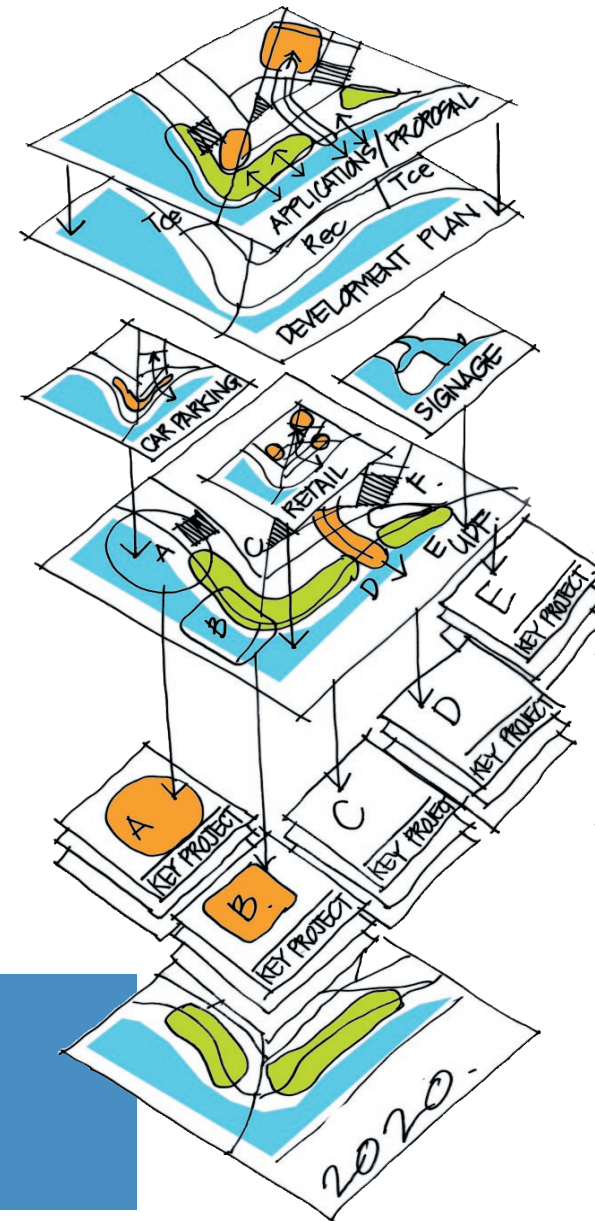
The Kangaroo Island Centres Project involves the preparation of strategic urban design frameworks for the key townships of the Island being Kingscote, Penneshaw, American River and Parndana. The project is aimed at positioning the townships of Kangaroo Island to enhance their charm and character, meet community expectations and deliver on the needs of the tourists who visit the Island.

Urban design frameworks are a relatively new instrument for Councils undertaking urban improvement strategies. They focus on collectively addressing the various elements of urban environments, like movement and land use, that bear strong relationships. The output of frameworks includes an interpretable vision for how a place should 'look, feel and function'.

The information contained in this framework broadly identifies the directions for each town in both the short and long term. The frameworks have been specifically developed to guide decision making, to ensure that the many public and private initiatives that will inevitably occur over time will act to achieve the desired outcome for each town.

Consequently the actions arising from the framework target policy changes and capital works. This approach will help to deliver better township environments in the long term to ensure they are welcoming, economically prosperous, and enjoyable places to live and visit.

To develop a robust long-term series of frameworks for the key townships of Kangaroo Island, position the townships to enhance their charm and character, meet community expectations and deliver on the needs of the tourist.



'An Urban Design Framework is a tool to provide a vision and strategic direction to create more vibrant, attractive and commercially successful places. Such frameworks assist Councils, State Government Agencies, the private sector and the local community to focus resources and effort into areas of strategic importance – to achieve a long term vision or direction.'



penneshaw in context

PENNESHAW IN CONTEXT

Penneshaw, situated on the north-east coast of Kangaroo Island, is the community centre for the Dudley Peninsula. Penneshaw is also the gateway to the Island via the Sealink ferry. This picturesque seaside community prides itself in its history, culture and art.

Key Assets of Penneshaw include

- Its picturesque coastal setting and views
- Gateway to Kangaroo Island by Sealink – closest point to the Australian mainland
- Its heritage, along with the art and cultural pursuits of its community
- Its relatively unspoilt coastal and marine environment, particularly the existing resident penguin colony
- A strong community spirit

Significant issues and pressures facing Penneshaw include

- The increasing demand for residential and rural living allotments
- Current pressures for coastal and marina developments
- A lack of development and investment in the wharf area
- A limited 'capture' of the tourist market – providing activities and facilities to meet their needs
- Poor accessibility and sense of arrival in the township
- Policy direction to protect and enhance the character of the township



vision for penneshaw

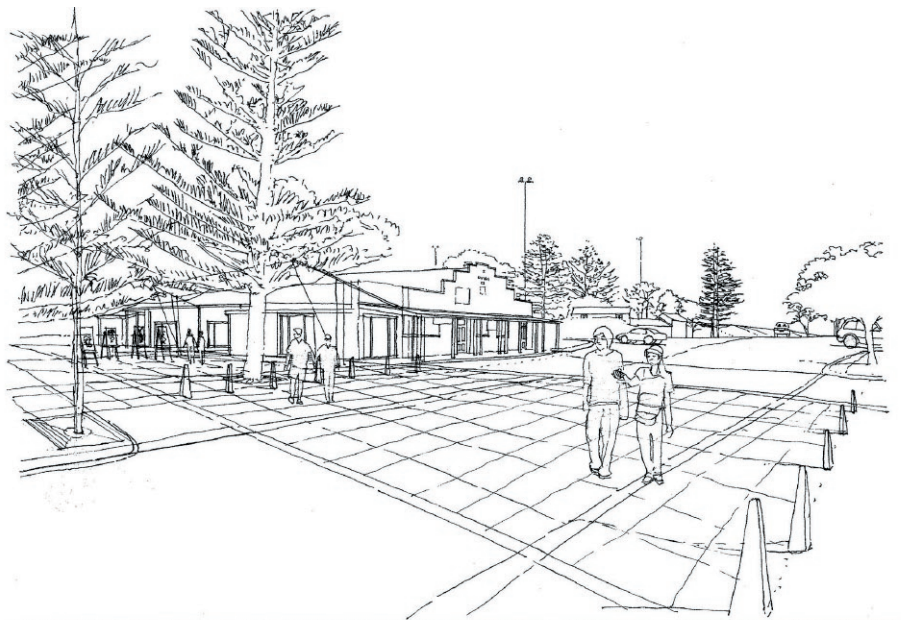
What will Penneshaw be in 20 years time? How will we achieve this?

What will drive change?

A 'vision' is something to strive for – it sets a clearly articulated direction for a desired outcome for current and future generations. A vision must also be flexible enough to respond to changing circumstances and opportunities.

It is about balancing between community, economic and environmental priorities while retaining the historical and cultural significance of Penneshaw.

The development of a vision for Penneshaw has involved community engagement and extensive consultation.



Vision for Penneshaw

Penneshaw will continue to develop as the principle tourist and freight entry/exit point to Kangaroo Island by sea. The town will further develop to 'capture' this significant tourist market, and will expand its international reputation as the art and cultural hub of the Island.

- Township growth will be concentrated within the current township boundaries, with the visual backdrop of the town being protected
- A vibrant town centre will be developed around the Transaction Centre, with North Terrace being the focus for development associated with the tourism and hospitality industry
- The wharf facilities of Penneshaw will be welcoming to visitors
- The historic and quaint seaside character of the township will be protected

DEVELOPING THE VISION

Community Consultation

Community involvement has played a significant role in the development of the vision and urban design framework for Penneshaw. The community were invited to participate in workshops to assist in the development of a vision and to identify key issues and priorities for Penneshaw.

The community consultation process involved:

- Reviewing past documentation involving extensive community consultation (including previous studies, reports, Development Plan reviews and updates)
- Public and stakeholder meetings
- Media releases, brochures and displays
- Community survey and feedback opportunities



Community Feedback

Keys issues and priorities arising from the Penneshaw community consultation included:

- Retention of a caravan park
- Establishment of a cultural / arts centre
- Improvement of traffic management to and from the Sealink Ferry
- Provision for parking on North Terrace
- Improved Wharf facilities, including information for people entering Penneshaw



u n d e r s t a n d i n g p e n n e s h a w

UNDERSTANDING PENNESHAW

A 'layered' approach has been taken to understanding Penneshaw – what makes up the town, how does it work, how do the various layers relate?

Such layers include:



Understanding Movement patterns, including vehicle, freight, sea, and pedestrian/cycle patterns



Understanding Urban Form



Assessing Entrances and Views



Investigating Public Space, Open Space and Linkages



Understanding the function, intensity and spatial relationship of the various Land Use components which make up the town



Recognising Heritage, both cultural and built form



Economic Vitality of Penneshaw

MOVEMENT

A review of the traffic issues associated with Penneshaw identified:

- Junction of Howard /Middle Terrace located on a rise. Direction signage to ferry on far side of junction and insufficient warning to motorists. Requires traditional advance warning and direction signage. Improved channelisation and even dedicated right turn lane required.
- Thomas Willson Street – need pavement marking to delineate on-street parking from carriageway.
- Thomas Willson Street/North Terrace junction. Hazard Board at end of junction suggests traffic using unsealed driveway on left has priority. No direction signs to the ferry. Should delineate junction with line marking to enforce predominant traffic movements as priority movements. May need to prohibit on-street parking near hotel to improve delineation.



- Lack of effective direction signs at ferry. Signs direct trucks and buses into Thomas Willson Street from North Terrace to access ferry but no confirmation signs at Middle Terrace. Ambiguous signs at ferry entry. No signs directing traffic when leaving ferry. Truck queuing area on Bay Terrace is potentially unsafe because traffic movements are not delineated clearly.
- Access to information centre – inadequate signs, tight turn for cars into driveway entry.

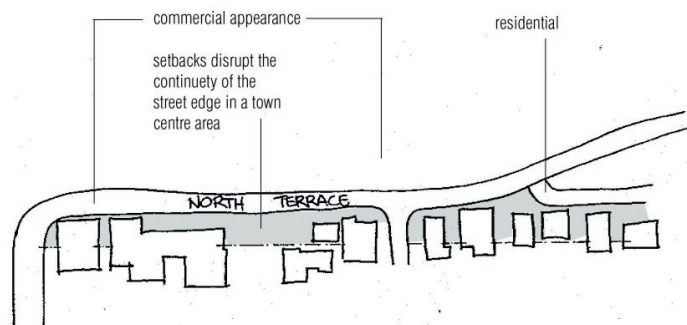
URBAN FORM

The main town centre of Penneshaw reads as a mix of residential and commercial buildings with variable setbacks along both North and Middle Terraces. Consequently activities are spread and the centre does not have a strong commercial focus.

To attract more business and reinforce the role of the centre it will be important to change the outward appearance of the centre by facilitating appropriate forms of new development that engage with the street edge.

General Comments

- Development comprises buildings from the late 1800s, early 1900s, post war era.
- New development has generally been limited to the upgrade of existing buildings.
- Most development is 1 storey in height.
- North Terrace has the strongest commercial appearance, with a number of buildings positioned on the street edge.



ENTRANCES & VIEWS

Penneshaw is a major gateway to the Island with most visitors travelling via the Sealink Ferry from Cape Jervis. Views from the Ferry focus on the unique collection of holiday shacks rising above the sheltered beach area. This creates an attractive entrance on the approach to the Island. By contrast, the arrival point (Ferry terminal) is less attractive and dominated by the movement of vehicles departing the Ferry.

The eastern gateway to Penneshaw comprises sweeping views over the town from an elevated position. The views are enhanced by the coastal outlook and open appearance of the land surrounding the town. The mature collection of Norfolk Pines within the town are visible from the eastern gateway and give the town a strong identity.

The views from the town are spectacular but have not been extensively capitalised upon. The views are a real attraction for visitors yet there is a lack of tourism and hospitality activities with ocean frontage or buildings designed and orientated around the views.



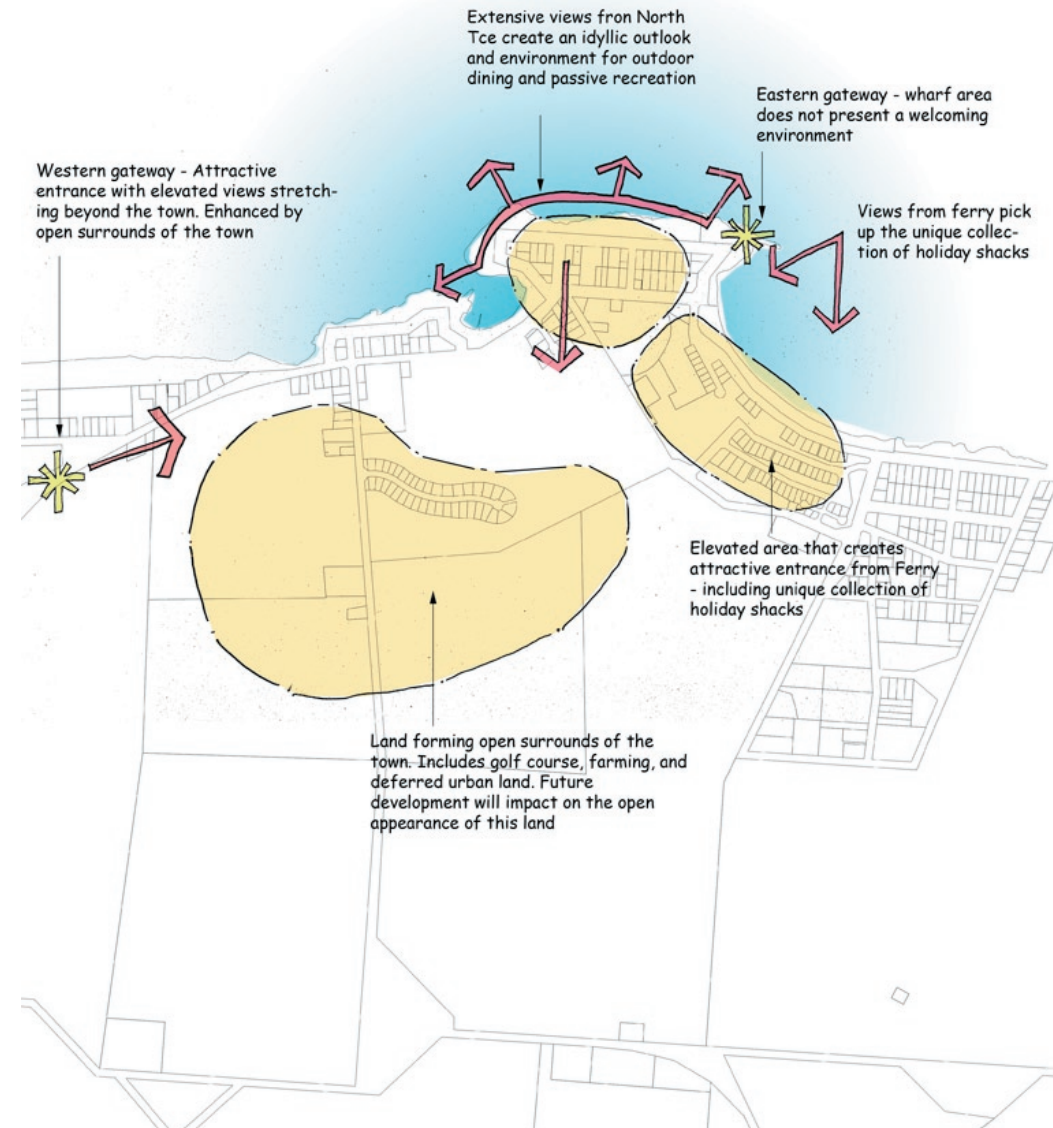
ENTRANCES & VIEWS

Key Features

- Openness of the land surrounding the town, particularly the elevated areas beyond the golf course land. This area needs protection if views from the western gateway are to be preserved.
- Views from the Ferry to the shack area present a unique and attractive entrance statement. This area is highly desirable and may be subject to development pressures.
- The outlook from North Terrace creates an incentive for visitors to utilise commercial services, e.g. dining, cafés, etc.

Key Issues

- Ability to work with Sealink to create a more welcoming, functional and safe gateway to the Island.
- Protecting the visual integrity of the open rural land surrounding the town.
- Protecting the unique collection of holiday shacks visible on the entrance to Penneshaw.
- Capitalising on the town's spectacular outlook – focusing new development and activity in key locations.



OPEN SPACES AND LINKAGES

Penneshaw is surrounded by open space including the coastal foreshore, recreation oval, and golf course. These areas support a variety of activities though some are better developed and more accessible than others. What is lacking is a good linkage between these areas that would not only provide a new recreation facility but create a visitor attraction that reveals the historic story of the town and capitalises on a variety of scenic outlooks.

While some of the open space areas are well developed others are not recognised. In this regard it is important to audit the role and future function of these areas.

‘Old Town’ - This is the original site of the town and includes a collection of historic buildings. They back onto an area of open space that has an elevated outlook over the ocean towards the main land. The area lacks clear definition between public and private areas and is not inviting.

Golf Club - The golf club land was purchased by Council for the purpose of providing an open backdrop to the town. It is a well-used facility and could incorporate a walking trail as part of a larger network.

‘Recreation Hub’ - The recreation hub is well developed and includes the town’s football oval, tennis courts and play ground.

Penneshaw Foreshore - This includes the beach area and entry to the penguin walk. This area includes park, BBQ and toilet facilities but is not highly visible to visitors.



Ferry Terminal - This area is dominated by the Ferry operations and does not facilitate public use. The area could take on a more useable function for fishing or viewing areas for interest.

North Terrace - The open space area along North Terrace provides long range views and is highly visible to visitors and well positioned alongside the commercial area. It could provide an area for rest and play but needs to incorporate appropriate facilities.

Penneshaw is well serviced by open space, including attractive foreshore areas, recreation areas and boat harbour. However these areas are disconnected and a significant opportunity exists to link all these areas by creating a linear trail system.

OPEN SPACES AND LINKAGES

Key Opportunities

- Develop a walking trail that connects open space and important assets of the town.
- Further develop and enhance key areas of open space such as:
 - Old township (foreshore area)
 - Wharf
 - Penneshaw Foreshore
- Creation of new public spaces within the town such as destination/gathering spaces.



HERITAGE

‘The Old Town’

The original settlement of Penneshaw commenced around the area known as ‘the old town’. By 1860 the settlement was large enough to need a school and by the 1880s it included a store and two churches. This area still includes a number of buildings of historic significance. Protection and enhancement of this area will be a priority if the area is to increase its appeal particularly as it forms part of the gateway to the main town centre.

Based on a heritage survey, the character of this area is largely derived from:

- **The early buildings associated with the original Hog Bay farming settlement**
- **The early buildings constructed in local limestone**
- **The early building forms with simple rectangular plan and high pitched roofs**
- **The combination of commercial, domestic and public buildings**



HERITAGE

Town Centre

The current site of the town centre was established after construction of a jetty (1902) with a modern cargo handling facility at Hog Bay. The Hotel, prominently located on the corner of Thomas Wilson Street and North Terrace was constructed in 1903. Together with the store (located opposite) these buildings formed the centre of the town's commercial and social activities at that time.

Based on a heritage survey, the character of this area is largely derived from:

- The number of late nineteenth and early twentieth century shops and residences
- The association of the buildings with the development of the jetty at Hog Bay which was constructed in 1902
- The number of limestone and brick residences with simple plan shape and roof forms
- The Penneshaw Hotel, located on a prominent corner



LAND USE

Description

Penneshaw is comprised of a small town centre with residential development spread along the coastal frontages. There are large tracts of open recreation and rural land surrounding the township, which create an important visual backdrop to the town.

The nature of the residential development does vary and includes historic homes, a unique collection of holiday shacks and more contemporary homes. More recent developments demonstrate a move towards larger living allotments.

The town centre includes a mix of commercial activities, visitor accommodation and residential properties. The commercial area includes a number of underdeveloped sites which may become commercially viable to develop over time. This would assist to create a more cohesive and defined town centre.

Penneshaw's history is apparent and is reflected in the existing land use characteristics. There are areas with distinct characteristics including the original township, the commercial town centre, the holiday shack area, the expanding residential areas, and recreation precincts.



Key Issues

- **Protecting and reinforcing the character of identifiable precincts such as the 'old town' area and holiday shack precinct.**
- **Strengthening the commercial activity in the town centre and developing two distinct precincts to serve local activities and provide visitor attractions including restaurants and cafes.**

LAND USE

Key Opportunities

Old Township

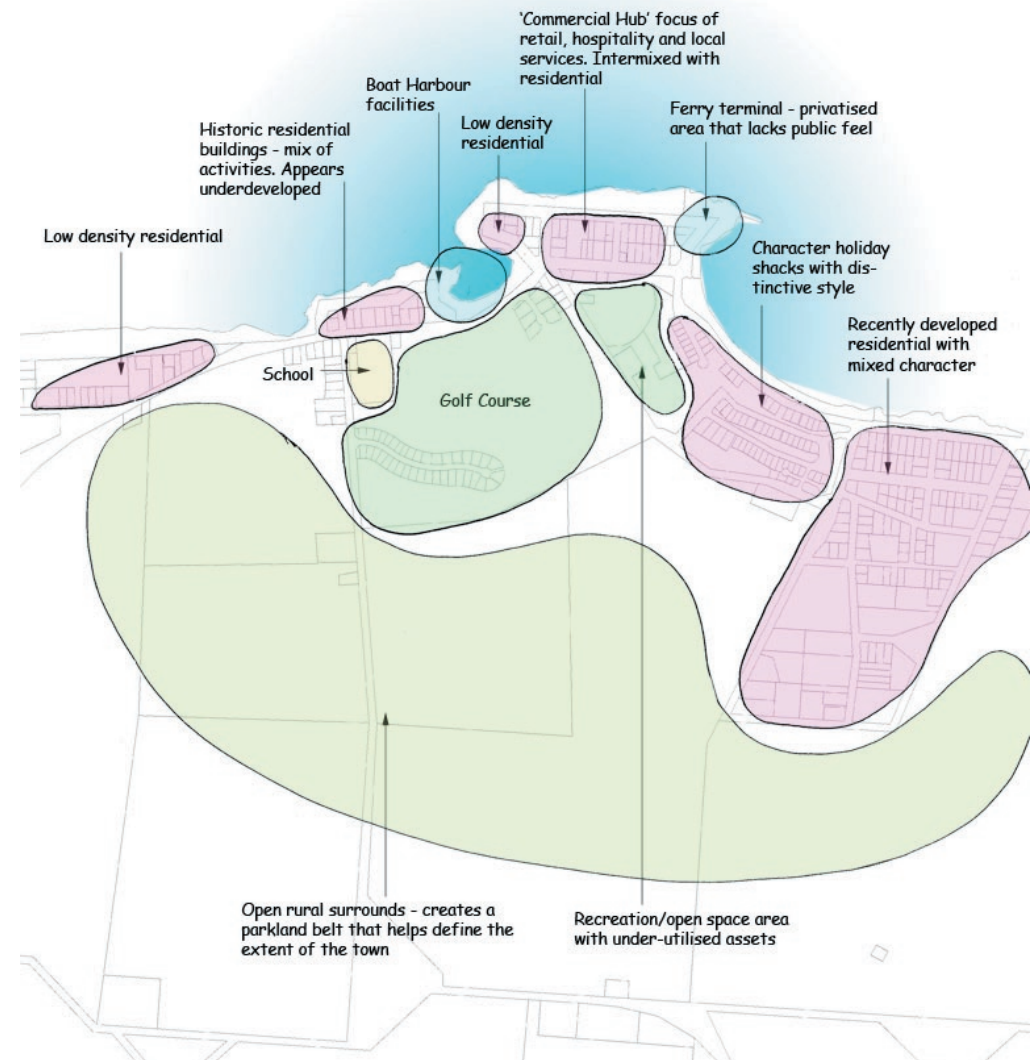
Cluster of historic buildings could be rezoned to preserve built form and introduce uses that complement one another to give the precinct a stronger identity.

Commercial Hub

Commercial activities in the town centre are dispersed and need to be strengthened and consolidated. Allotments of under-utilised land break the continuity of commercial activities and detract from the appeal of the centre.

Residential Development

There is a large stock of holiday accommodation in the form of holiday shacks. This development contributes strongly to the unique character of Penneshaw. Considering the visibility of this area, it will be important to develop mechanisms for protecting these buildings and ensuring compatible new development.



ECONOMIC VITALITY

Kangaroo Island is essentially a rural economy, with a spread of industries and occupations which complement its natural resources. While employment has diversified over the years, the sheep industry remains the dominant agricultural industry. Tourism continues to grow as one of the Island's major industries, with employment in retailing and hospitality almost matching agricultural employment.

KI Development Board Strategic Plan – 2003-2008

The cost of living on Kangaroo Island is approximately 15% higher than on the South Australian mainland. Further, with the growth in tourism and the “Sea Change” trend, property values are escalating significantly.

Penneshaw is the primary ‘gateway’ to Kangaroo Island by sea, with the majority of the Island's tourists, residents and freight entering and exiting from this vital sea port.

Being the second largest township on the Island and the major population base for the Dudley Peninsula, Penneshaw acts as a major service and tourist centre, providing a limited of services and facilities to meet local and tourist needs.

Penneshaw is connected to a water desalination plant. However, the most significant ‘limiter’ to development and consolidation of the township is the lack of an integrated sewerage treatment facility for the township.

Current Major Developments

- Christmas Cove Boat Harbour (staged development).
- Major large residential subdivision.
- Hog Bay Store and Supermarket expansion.

Opportunities

- To further capitalise on the tourism market, with services and facilities to meet tourist needs.
- Further establish and develop a ‘Town Centre’.
- Provisions of appropriately located, serviced and zoned industrial land, with a particular focus on freight transport.
- Provision of a township-wide STEDS scheme.



penneshaw framework



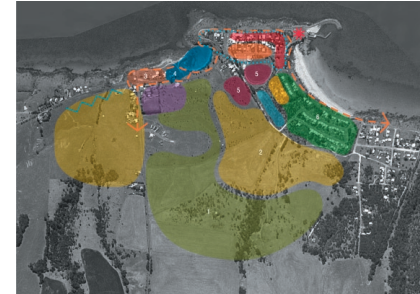
BACKGROUND

The Penneshaw Urban Design Framework consists of three separate components:

- Structure Plan
- Town Centre Plan
- Town Centre Concepts

The Structure Plan sets the broad framework for the long-term development of Penneshaw. This plan relates to the whole town and its hinterland. By contrast, the Town Centre Plan and Concepts address key initiatives that will create a safer and more vibrant focal point for the community and visitors.

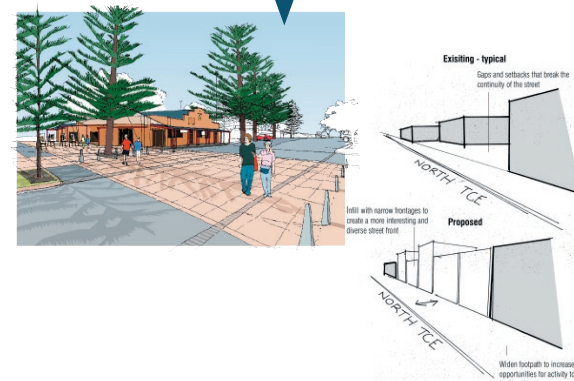
Structure Plan



Township Form



Key Precinct Plans



PENNESHAW STRUCTURE PLAN

Creating a robust structure is an important component of the Urban Design Framework. The investigations undertaken as part of this framework have focused on identifying areas that are visually significant to the overall appearance of the town, heritage and character areas, sprawl of and pressures for development, gateways and land use opportunities.

Accommodating growth without allowing sprawl that undermines the visual appeal of the town is a key structural issue. Growth of the town is constrained to the east by the conservation area and land to the south and east is elevated and visually significant as a rural backdrop to the town. This has been the prime reason for proposing changes to the configuration of the golf course.

The Structure Plan is aimed at creating a more compact town, preserving historic assets and views that give Penneshaw a strong identity. It also outlines the opportunity to link key features of the town, and reinforces the role of precincts within the town centre to improve opportunities for tourism and economic development.

Development Plan Implications/Directions

- To bring into effect some or all of these changes will require an amendment to the existing Development Plan including further detailed investigation justify the amendments.
- Amend Structure Plan For Penneshaw within the Development Plan (based on plan shown in Framework).
Note: It will be important to resolve issues associated with the golf course and surrounding land zoned residential before a plan can be finalised

- Review Residential Zone provisions to address diversity between towns and the context of each site (current zone applies to whole Island)
- Introduce Historic (Conservation) Zone for original township (see heritage report – separate document)
- Create separate policy area for character shack area, to recognise and protect the unique nature of the development
- Town Centre Zone to include policy areas to reinforce the differing role and character of land use between North and Middle Terrace.

PENNESHAW STRUCTURE PLAN

1 Golf Course

Relocating the golf course will provide an opportunity to facilitate residential development within close proximity of the town and negate the impacts of development on the elevated slopes that feature in the town's backdrop.

2 Residential development

Facilitating residential development in close proximity of the town centre will consolidate growth and place people in closer reach of services and facilities

3 Original Township

Create a Historic (Conservation) Zone to preserve original township which is in a highly visible location.

4 Boat Harbour (Christmas Cove)

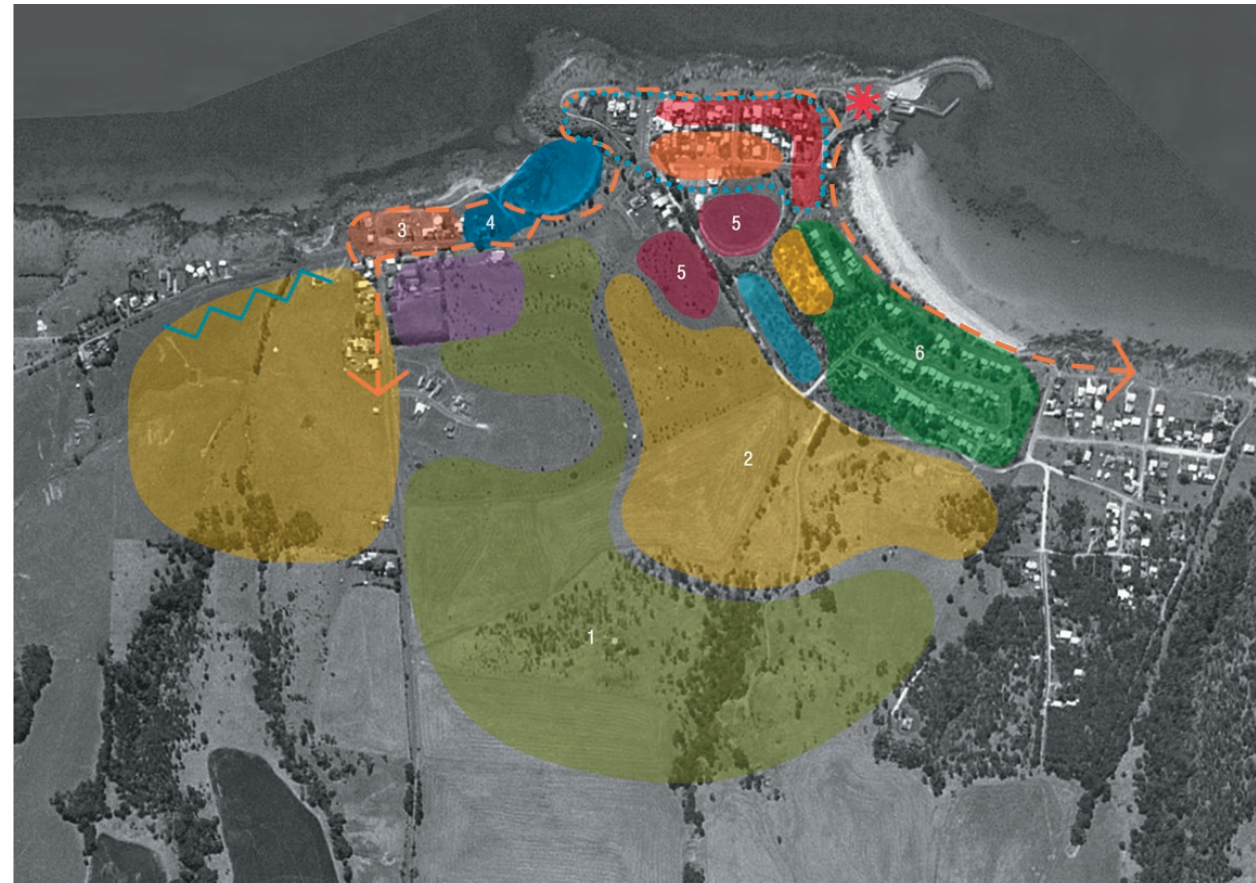
Promote the development of commercial facilities related with the marina and avoid undermining the core function of the existing town centre as the commercial hub.

5 Short-term accommodation

Investigate potential of these sites for future Caravan Park in close proximity to township.

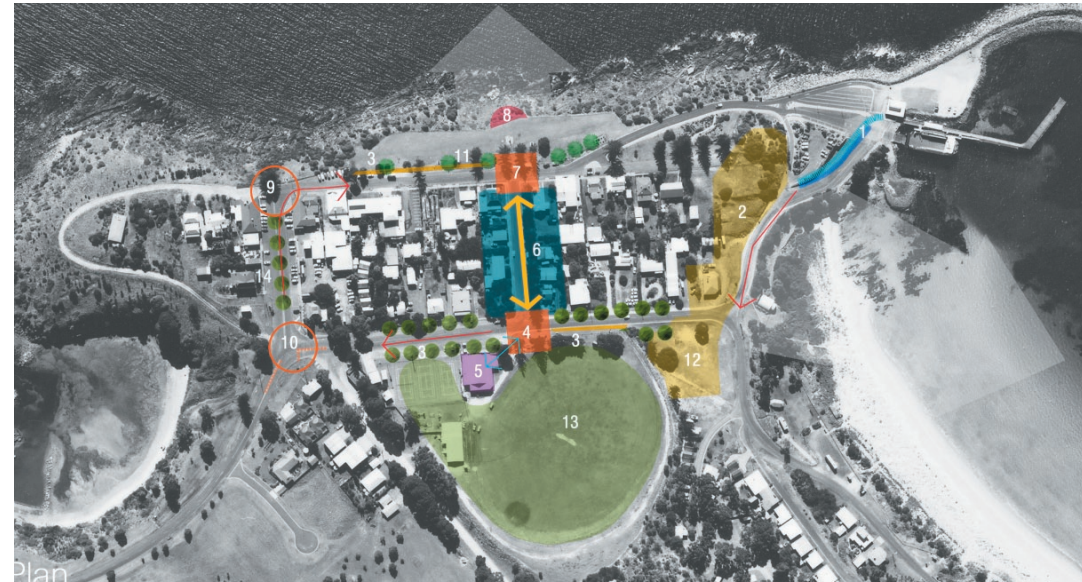
6 Character shack area

Provide more guidance within the Development Plan to preserve character of hillside shacks.



TOWN CENTRE PLAN

- 1 Redirect traffic entering Penneshaw from Ferry and create safer areas for pedestrians.
- 2 Key sites for future development. Opportunity to capitalise on significant views and create a prominent entry statement to the town.
- 3 Formalise on-street parking to provide sufficient opportunities for visitors to stop within the town.
- 4 'Town Heart' and focal point for visitors arriving in Penneshaw. Develop public space that includes outdoor exhibition space.
- 5 Relocate information centre to Business Transaction Centre (short term) to encourage visitors to stop within the town. Upgrade toilet facilities and redevelop building so that it provides a frontage to the public space (see separate concept).
- 6 Establish Nat Thomas Street as the arts / cultural strip and promote uses such as cafes, galleries and workshops. This will add interest for visitors and help link Middle Terrace with North Terrace.
- 7 Paved intersection treatment (similar to Middle Terraces, see pg 29). Link with memorial and cliff top lookout to create a strong axis between Middle Terrace and cliff top area.
- 8 Create strong links to cliff top lookout – part of linear trail network. Important attraction to draw more activity into the reserve.
- 9 Revise intersection – create priority movement between Thomas Wilson St and North Terrace. May need to prohibit some on-street parking near Hotel.
- 10 Line mark intersections – dedicated right hand turn lane required. Also provide advance warning and directional signage.
- 11 Strengthen existing Norfolk Island Pines.
- 12 Alternative site for Visitor Information Centre (long-term).
- 13 Potential relocation of oval and recreation facilities to allow caravan park / short term accommodation development within close proximity of the town centre. See section below.
- 14 Upgrade Thomas Willson Street. Introduce street trees and central median (see separate concept)



TOWN CENTRE PLAN

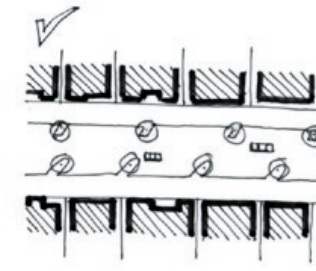
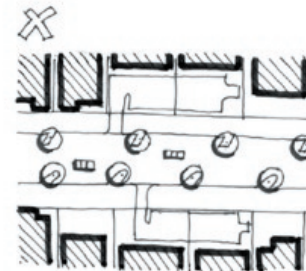
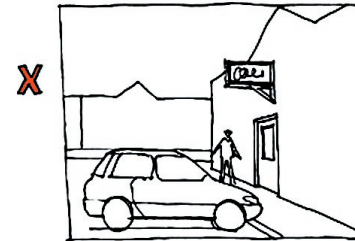
Generic Guidelines for the Centre

Good architecture or design of the built form, such as interesting shop-fronts, verandahs and detailing can provide interest and engage the visitor. Particular attention can be given to window to wall relationships (e.g. traditional heritage buildings before 1945 have smaller window to wall ratios .i.e. smaller areas of glass). Consistency in design of roof pitches is also encouraged. The provision of awnings or verandas, or some form of public shelter is desirable.

Building up to the boundary, such as in the traditional Town Centre streets, helps to create a more stimulating and animated environment by placing the interface between private and public space right on the foot-path. In terms of vertical scale, a maximum of 2 storeys is recommended as the building height limit in the Town Centre.

Lot line development defines the pedestrian space in a designated area. To build right up to the edge of the boundary is interpreted as commercial, while a larger setback is interpreted as suburban and residential.

In traditional streetscapes buildings are built to the boundary. There is a trend for new developments to provide parking at the front of premises, effectively decaying the edge and pushing the buildings back from the street. The distance between opposite buildings defined by the fronts of buildings is one of the key elements defining a street. To maintain the streetscape character it is encouraged that new developments be built to the boundary.



Development Plan Implications / Directions

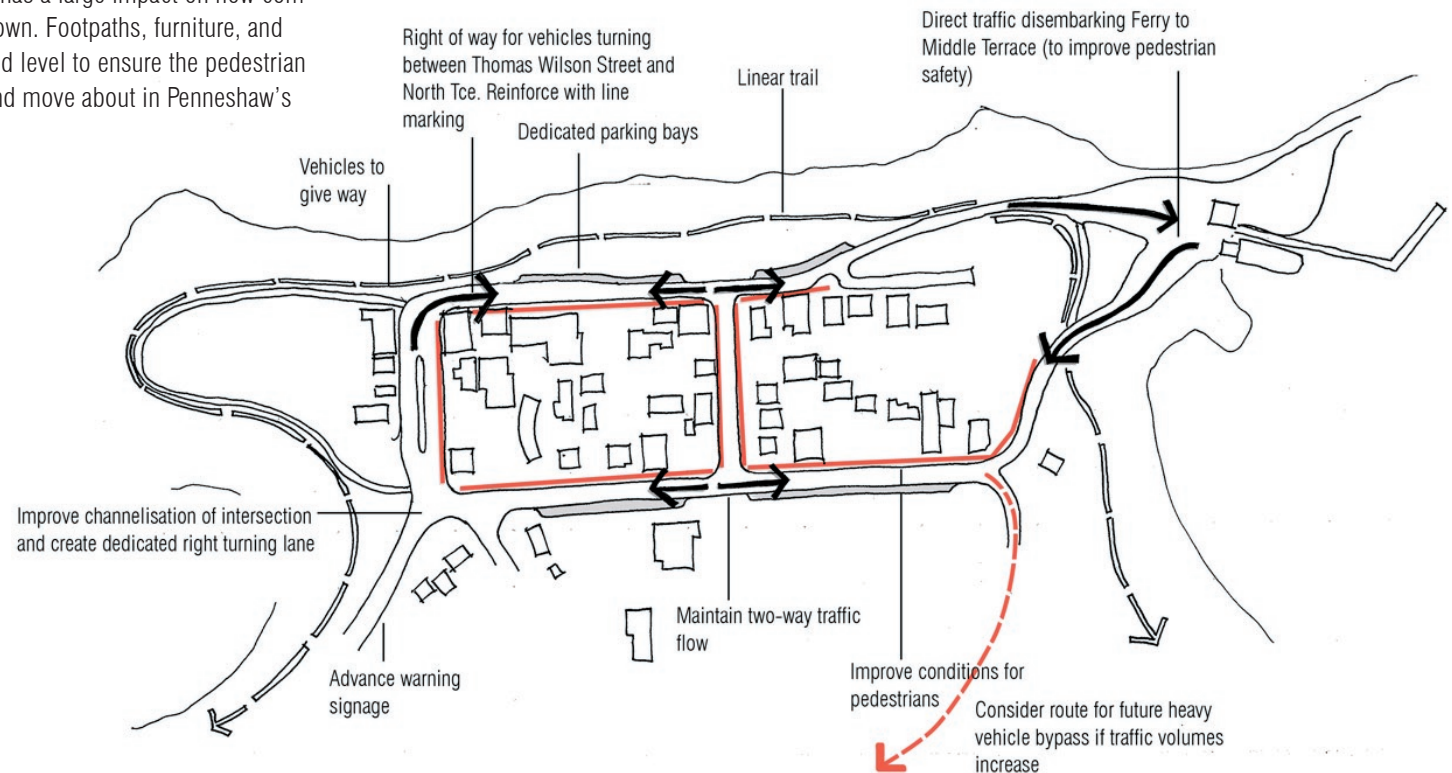
- Provide strong guidance for future development within the Town Centre by providing graphic prescriptions for setbacks, façade treatments, signage etc. in accordance with the content of this framework.

TOWN CENTRE PLAN

Movement

Creating a safer environment for movement is a priority for Penneshaw and this is heavily influenced by the function of the Sealink Ferry. The framework study has identified an opportunity to improve pedestrian safety where vehicles disembark the ferry by re-routing traffic to Middle Terrace (so Pedestrians do not have to cross the path of traffic). In addition there are a number of improvements that can be achieved within the town by simply introducing line marking and signage to create a more legible environment.

The quality of the pedestrian environment has a large impact on how comfortable people feel in moving about the town. Footpaths, furniture, and lighting need to be considered at a detailed level to ensure the pedestrian environment encourages people to visit and move about in Penneshaw's Town Centre.



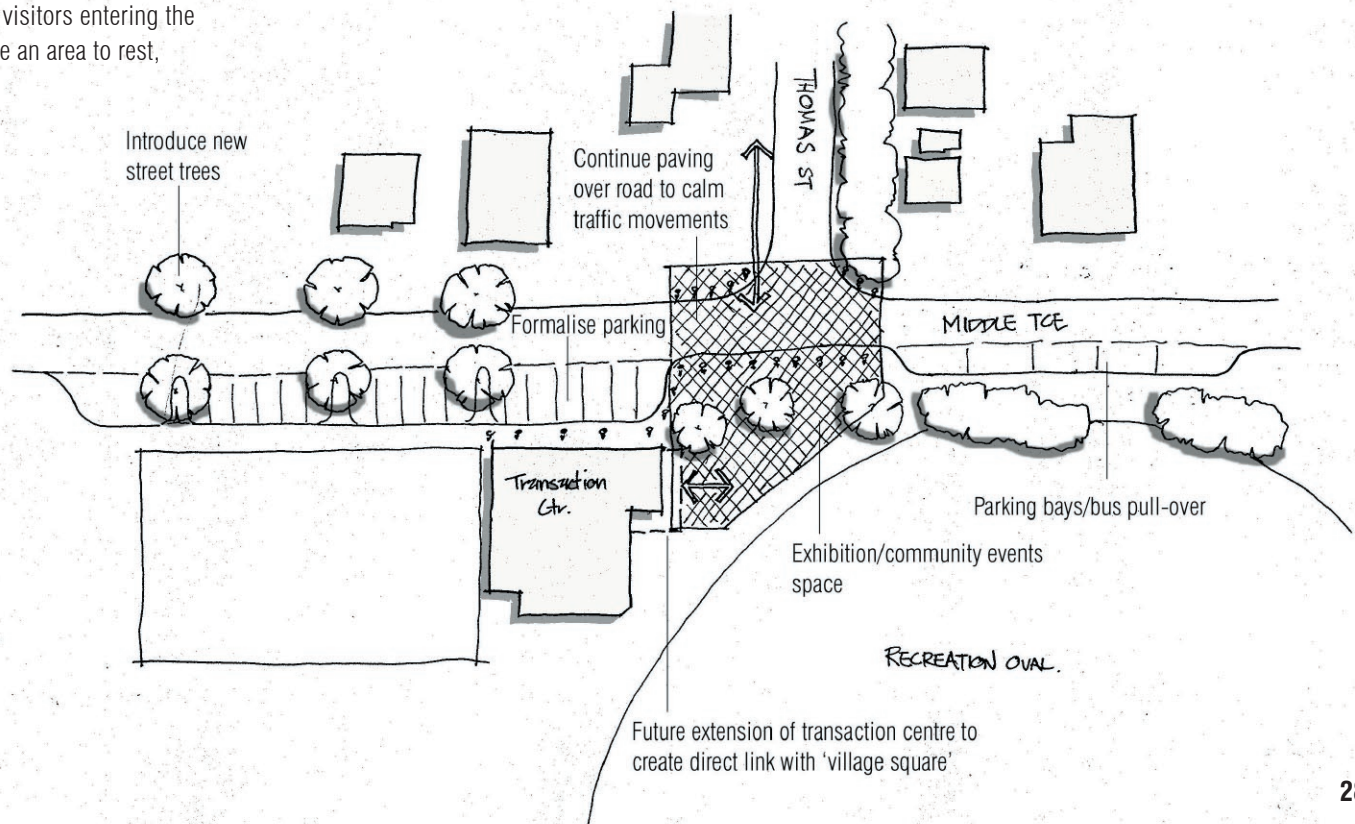
TOWNSHIP CENTRE PLAN

Village Square

The concept of a village square is important to Penneshaw because it offers the opportunity to create a focal point or 'civic heart'. In a town that wishes to outwardly express its art and cultural identity, a village square provides the physical space for sculptural elements, and outdoor exhibitions.

The development of this space would also build on the significance of the Transaction Centre as an important community asset. Future development could see the built form integrate with the space to provide a much stronger interface (café, retail etc).

The village square would also capture the attention of visitors entering the town (subject to redirection of ferry traffic) and provide an area to rest, shop and explore the town.



TOWNSHIP CENTRE CONCEPTS

Village Square

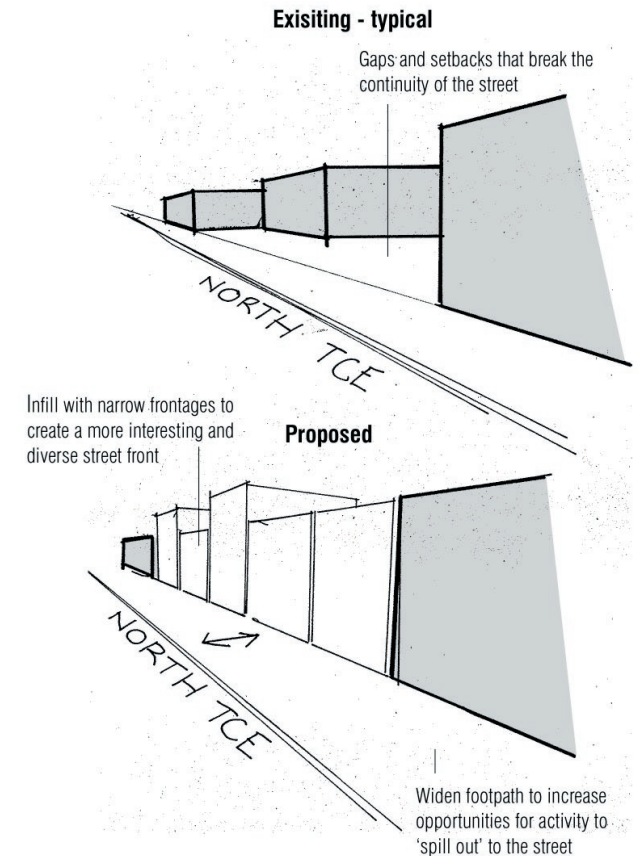
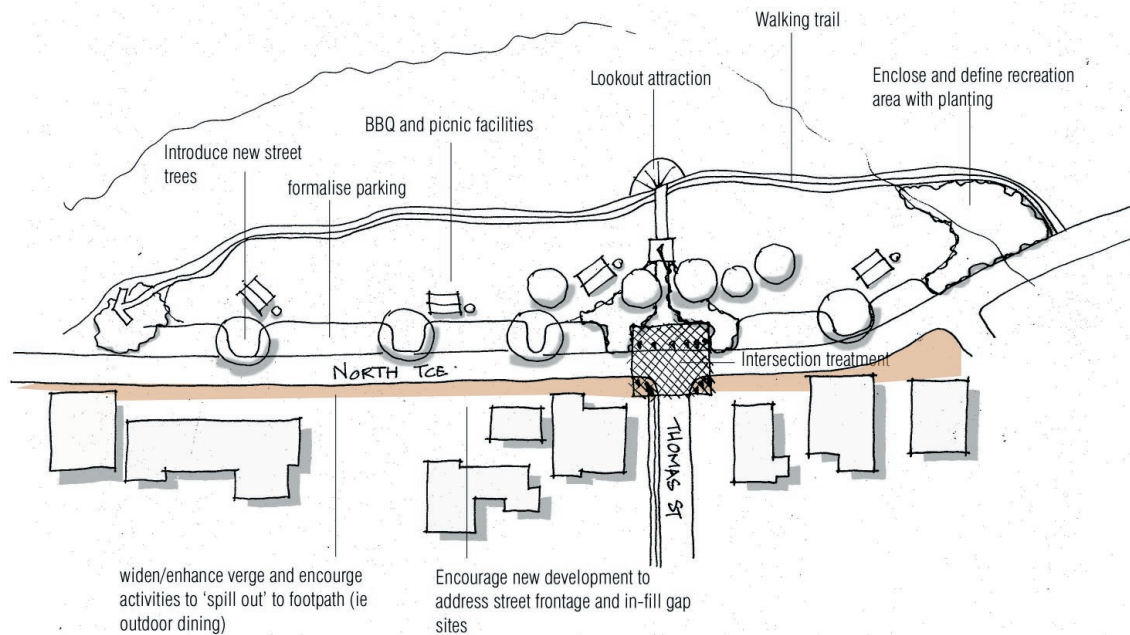
- A. Pave over intersection to calm vehicle movements and provide a more appealing pedestrian environment.
- B. Create a flexible public space as a focal point for community life.
- C. Utilise space as exhibition area to reinforce arts and cultural identity.
- D. Extend /Develop existing building to accommodate information centre, with internal activity fronting public space.



TOWNSHIP CENTRE CONCEPTS

North Terrace/Open Space Area

- North Terrace is slowly developing as a place for cafés, restaurants, and tourist accommodation. Fronting development onto North Terrace offers the opportunity to capitalise on the extensive views to the mainland. New development should aim to create and strengthen the street edge by building hard up against the front boundary and in-filling gap sites.
- The open space area should be developed with a coastal walking trail, lookout, and include BBQ and picnic facilities to encourage people to use the space.

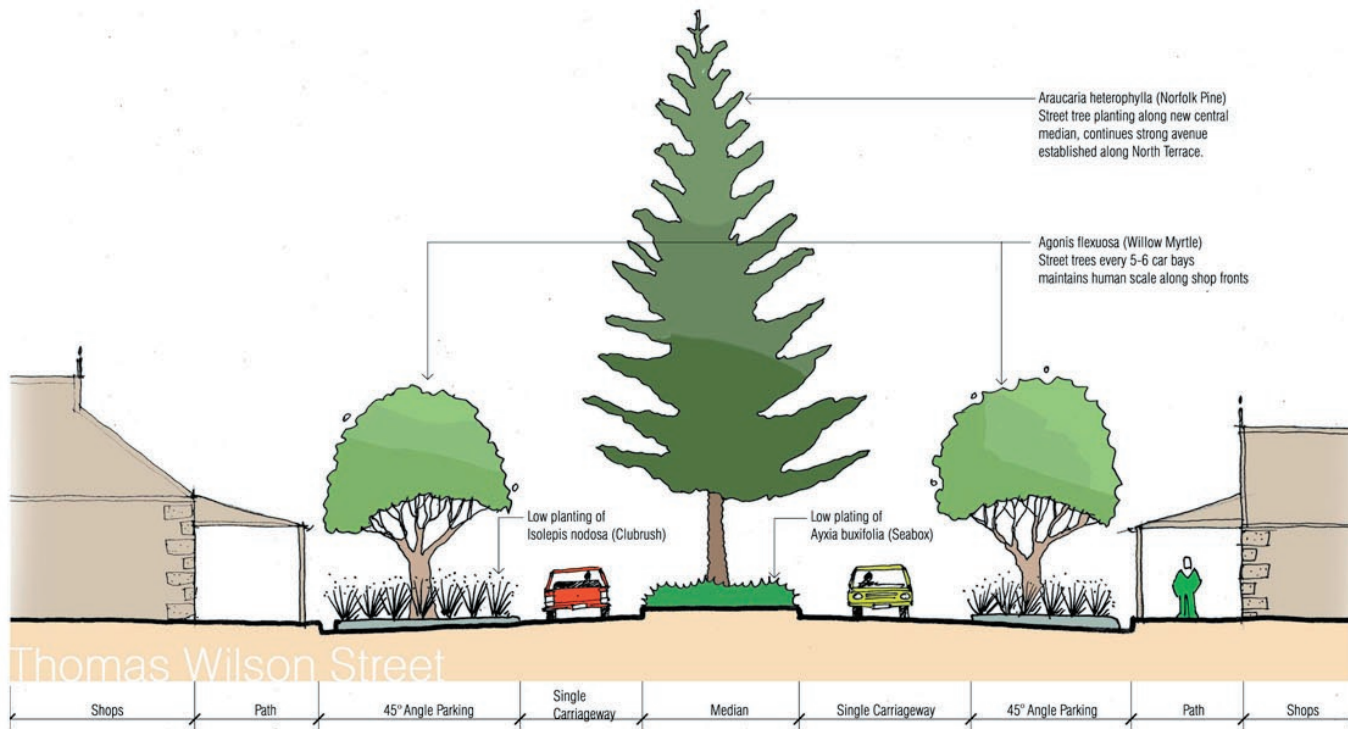


TOWNSHIP CENTRE CONCEPTS

Thomas Wilson Street

Improve the visual appearance and functionality of Thomas Wilson Street by:

- Introducing a landscaped central median strip
- Formalising the angle parking with line marking
- Introducing street trees
- Upgrading pedestrian footpaths with a consistent treatment





implementation plan

Item	Action	Design Development	Capital Works	PAR	Responsibility	Priority
Township Structure Planning	Update town structure plan including: <ul style="list-style-type: none"> - Further investigations to establish location of visually sensitive areas and appropriate development responses and possibility to relocate golf course (work with existing owners). - Route for linear trail. - Key sites for future development. - Policy areas for character zones and precincts within the town centre (see framework plan). - Investigations leading to location of STEDS scheme (seek advice for expert group ie Ecological Engineering). - Review heritage recommendations with view to adapt heritage conservation zones and policies. 	✓		✓ ✓ ✓ ✓ ✓ ✓	Council and Property Owners	High – Medium
Town Centre	<ul style="list-style-type: none"> - Facilitate the relocation of the Information Centre to the Transaction Centre – and investigate opportunity to renovate / extend existing Transaction Centre. - Seek expression of interest for tenants of existing Information Centre. - Create public focal point and visitor stop around Transaction Centre (see framework plan). - Encourage creation of Arts cultural precinct along Nat Thomas Street. - Prepare design guidelines for built form within the town centre with a focus on the development potential of key sites with ocean views. - Develop planting schedule for streets within town centre. - Formalise on-street car parking within town centre. - Implement traffic improvements at intersections (see framework plan). - Develop landscape concept for cliff top area adjacent North Terrace with look out. 	 ✓ ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓	Council Council / Community Council Council / Planning SA	Immediate – High Medium High – Medium High High

Ferry Terminal	- Investigate possibility of redirecting traffic disembarking the ferry to Middle Terrace.	✓	✓		Council / Sea Link	High – Medium
	- Prepare an improvement strategy for the terminal to improve visible appearance, signage, safety and functionality.	✓			Council / Sea Link	Medium
Open Space	- Seek funding from Planning SA (ROSES program) to prepare a linear trail concept plan and documentation.	✓	✓		Council / Planning SA	High
Economic Development	- Develop a Cultural Economic strategy to build the town's unique cultural assets ie: - Use Information Centre as a gallery space. - Development of arts workspace. - Creation of facilities for permanent <u>artists-in-residence</u> program. - Develop arts calendar of events, including artists' weekends. - Development of youth arts program. - Create outdoor arts gallery. - Develop artists' holiday packages. - Develop iconic artist designed toilet block.				Council / Economic Development Board / Local Traders	High – Medium
	Local tourism audit and plan to enhance tourist appeal and opportunities (linked to physical works proposed as part of framework for the town).				Council / Economic Development Board / Local Traders	High – Medium
	Establishment of a local Business Networking Association to bring together local trades and tourist operators for visioning and cross-promotion purposes.				Council / Economic Development Board / Local Traders	High – Medium
Heritage	- Create Historic Conservation Zone around area containing original township settlement (adjacent Christmas Cove). Include Principles of Development Control which ensure the retention of the historic character of the Zone.			✓	Council / Heritage SA	High – Medium
	- Review development policies for town centre to ensure that future development is balanced with heritage protection.			✓	Council/Heritage SA	High - Medium
	- Update Development Plan to include places identified as contributory and local places of Heritage significance.			✓	Council/Heritage SA	High - Medium
	- Consider the appointment of a Heritage Advisor to assist with management and funding of conservation activities.				Council/Heritage SA	High - Medium
					Council/Heritage SA	Medium