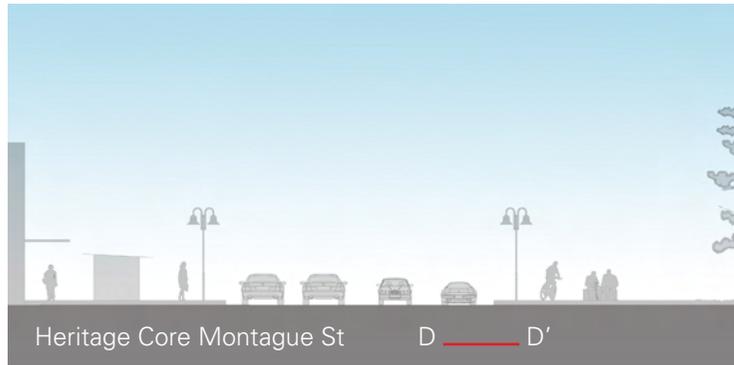
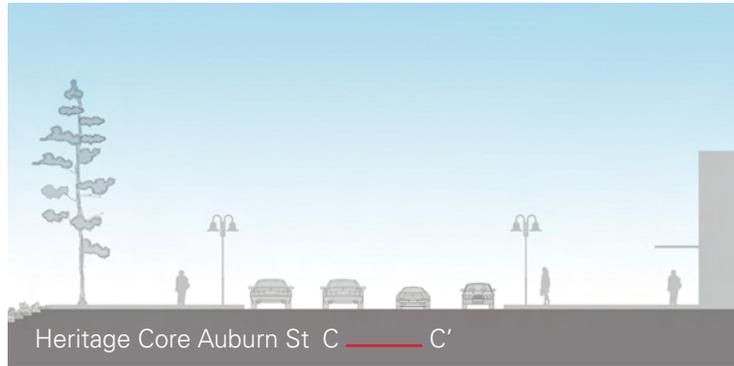


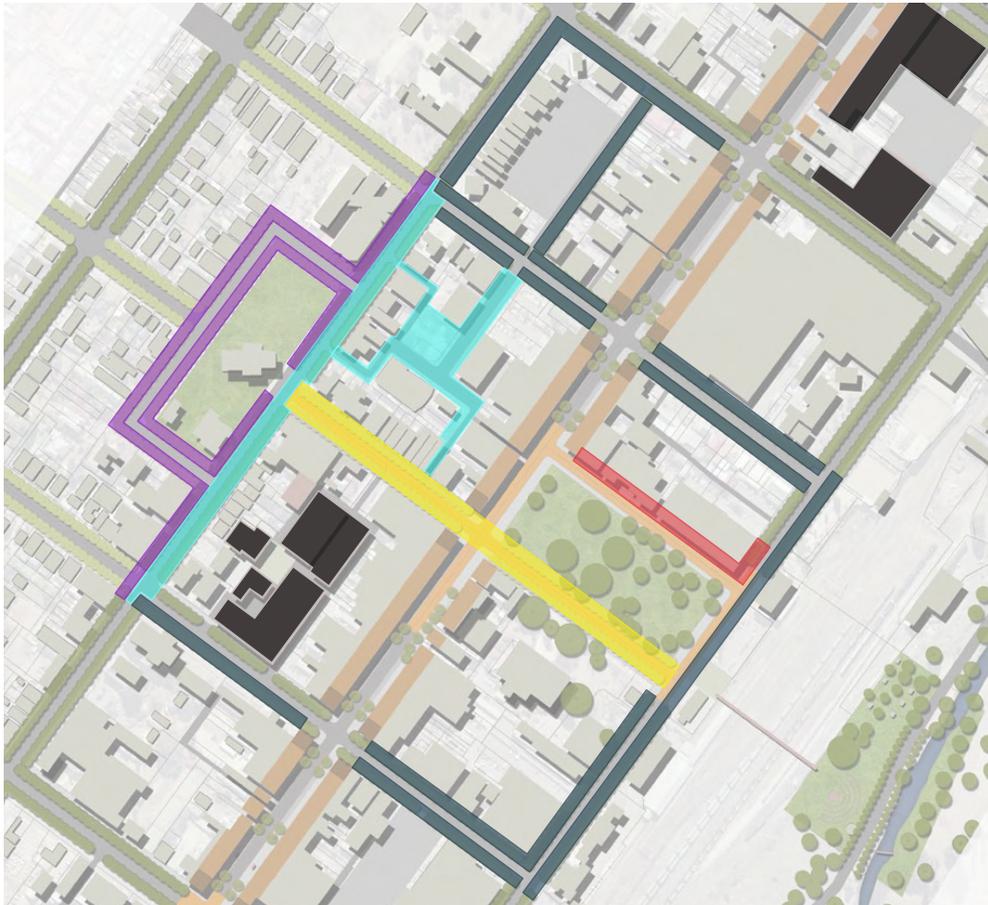
**Heritage Core Actions:**

- / Reduce to one car lane in each direction.
- / Replace 45 degree angle parking with parallel parking on both sides.
- / Widen footpath up to 9m.
- / Install outdoor dining areas along Market Street (pavilions).
- / Provide a bicycle lane and seating areas along Market Street.
- / Install distinctive paving.
- / Plant trees along Montague Street but contain view to St Saviours Cathedral.
- / Relate new structures to scale of contributory heritage buildings.



Typical uses for Public domain in Heritage Core.

## Heritage Core Works Phasing



- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Building Footprint

**Phase 1. \$432,000** Install outdoor dining areas along Market St to compliment park; widen footpath and modify parking bays; install distinct paving; provide seating, lighting and bike lane.

**Phase 2. \$2.05 million** Montague St.  
*Traffic Upgrades:* reduce to one lane of vehicular traffic in each direction.  
*High Quality Public Realm Upgrades:* Widen footpath to 9m; remove 45° parking and replace with parallel parking; install distinct stone paving, bollards, pedestrian lighting, seating, bins and mature avenue planting along length of Montague St.

**Phase 3. \$806,400** Apply public realm upgrades to Bourke St. Includes widening footpath, paving and street plantings.

/ Lilac Place redevelopment. Modify parking and traffic movement to make this space more pedestrian friendly. These costs are not included in this cost estimate.

**Phase 4. \$1.57 million** Apply public realm upgrades to streetscape surrounding St Saviours. Includes widening footpath, paving and street plantings.

**Phase 5. \$3.71 million** Apply public realm upgrades to remaining Heritage Core perimeter streetscape. Includes footpath widening to 9m, stone paving; removal of 45° parking and replacement with parallel parking and new mature street tree planting.

/ Ellesmore Street redevelopment. Street frontage of redevelopment site, paving and public realm upgrades to be made required conditions for development consent. These costs are not included in this cost estimate.

## Cartwright Plaza: Structure and indicative Public Realm



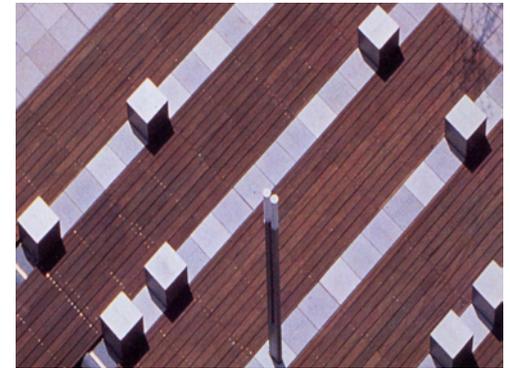
- 1 Key development site for retail uses
- 2 Public Plaza
- 3 Verner Street



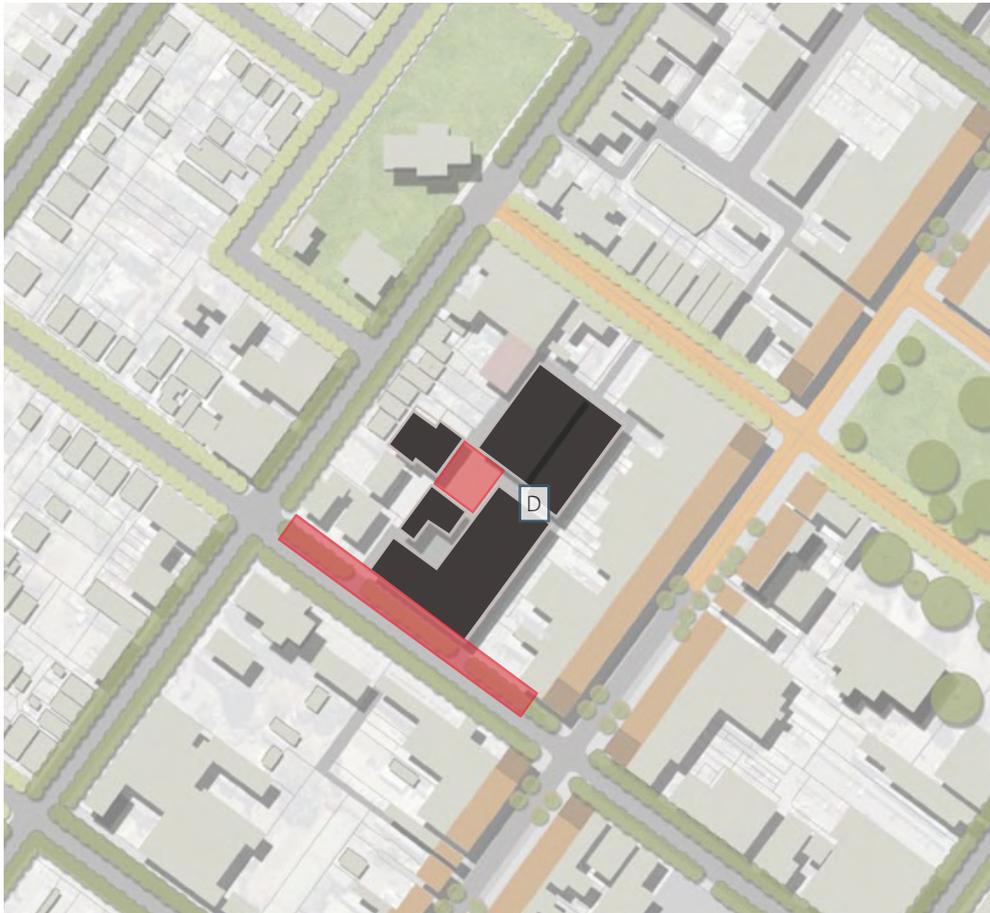
## Cartwright Plaza

### Public Plaza Actions:

- / Install distinctive paving.
- / Provide a multi function public plaza for different outdoor activities, such as dining, markets or concerts.
- / Consider choice of land uses to encourage active after hours street life in plaza.



## Cartwright Plaza Works Phasing



- Phase 1 to Verner Street
- Building Footprint
- D Key building sites for redevelopment

**Phase 1. \$TBC** Enhance Verner St streetscape in the same manner as for the Heritage Core. Includes widening footpath to 9m, paved with stone; removal of 45° parking and replaced with parallel parking; new mature street tree planting, etc. Street frontage of redevelopment site, paving and public realm upgrades to be made required conditions for development consent. These costs are not included in this cost estimate.

### Private development areas

Develop internal open spaces of redevelopment site that makes use of public plaza with openings and visual access available, encouraging public life particularly after hours (town planning incentives). Additional under ground parking opportunity on this site.

Consider controlling appropriate land uses to further improve after hours street life. These costs are not included in this cost estimate.

## Manfred Park Green Link: Indicative structure plan



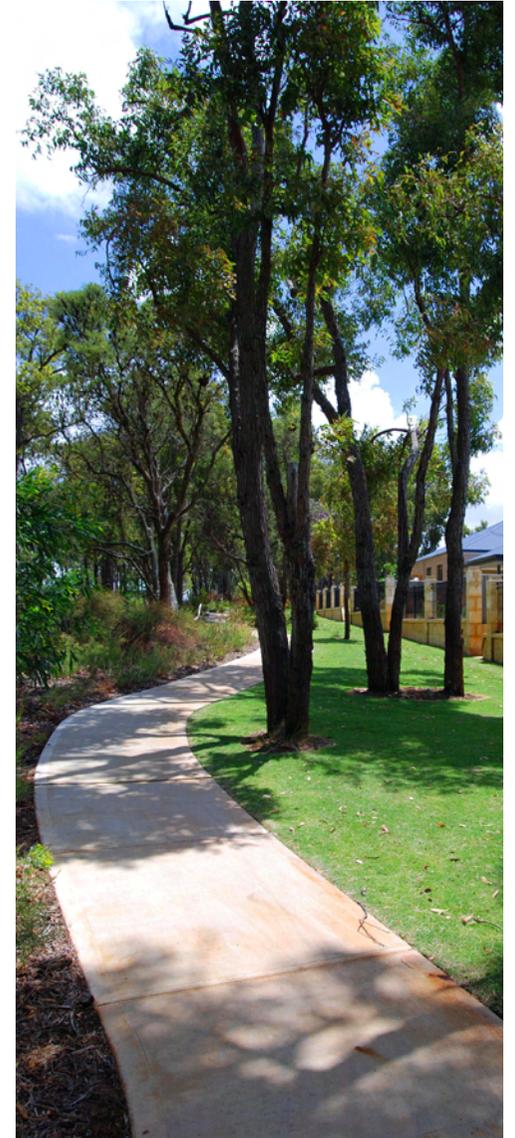
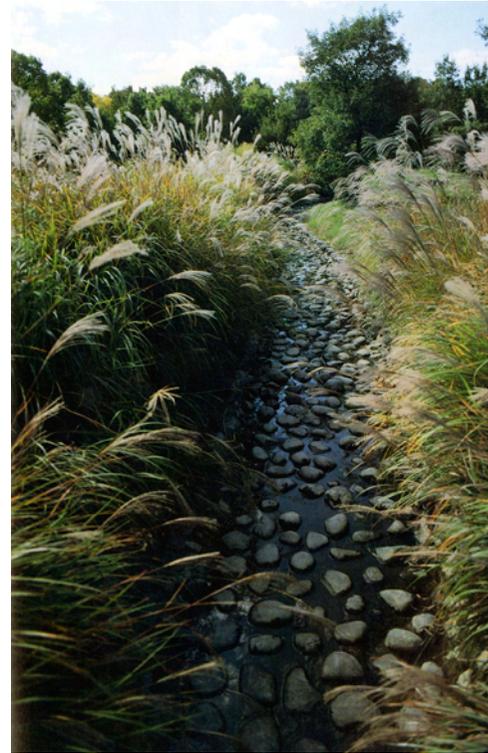
- 1 Manfred Park
- 2 Existing green
- 3 Associate high density residential development with open space
- 4 Auburn Street



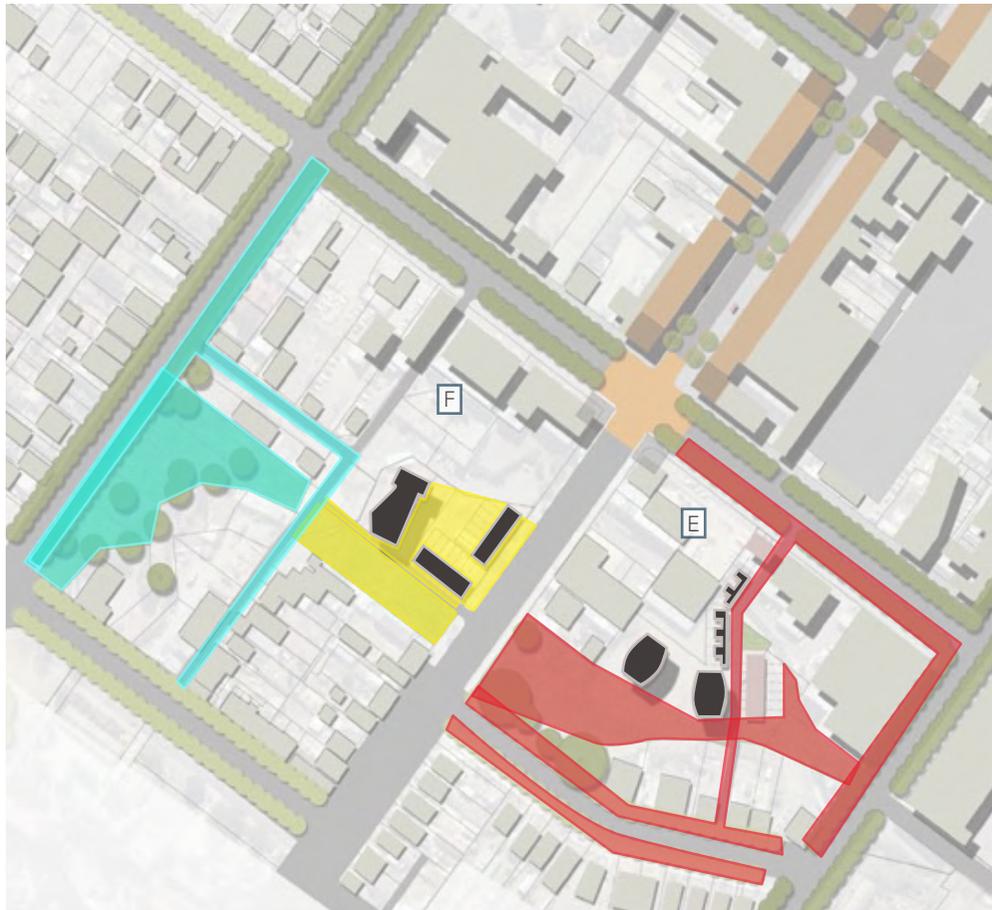
## Manfred Park Green Link

### Manfred Park Green Link Actions:

- / Develop an ecologically sustainable recreational open space.
- / Install sustainable water management works.
- / Use native plants.
- / Provide opportunities for different activities along the park including seating areas and footpaths.



## Manfred Park Green Link Works Phasing



- Phase 1
- Phase 2
- Phase 3
- Building Footprint
- E Key building sites for redevelopment

**Phase 1. \$500,000** Section 1 of Green Link, develop Manfred Park as an ecologically sustainable open space.

- / Residential development associated with Park, concurrently public realm upgrades such as street frontages could be made requirements for development consent. These costs are not included in this cost estimate.

**Phase 2. \$400,000** Develop section 2 of the Green Link and connect Manfred Park to this adjacent open space and associate this open space to the surrounding high density residential development.

- / Residential development associated with Park, concurrently public realm upgrades such as street frontages could be made requirements for development consent. These costs are not included in this cost estimate.

**Phase 3. \$325,000** Section 3 of Green Link, Enhance 'existing green space' and complete Green Link through a connection with sections 1 and 2.

- / Residential development associated with Park, concurrently public realm upgrades such as street frontages could be made requirements for development consent. These costs are not included in this cost estimate.

## Riverside Park: Conceptual open space plan and linkages



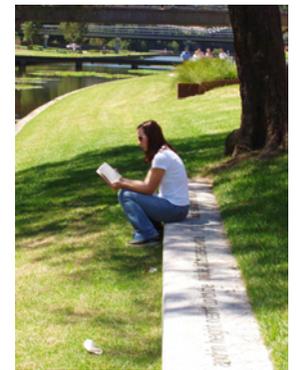
- 1 Riverside park upgrade with amphitheatre
- 2 Lookout
- 3 Pedestrian bridge
- 4 Tourist information
- 5 Carpark, BBQs and Picnic shelters
- 6 Riverbank Restoration



# Riverside Park

## Riverside Park Actions:

- / Install pedestrian bridge to link the CBD with the surrounding recreational open space.
- / Develop Riverside park with amphitheatre theatre and lookout.
- / Provide different activities along the river as cafes, seating areas, footpath and bicycle lanes.



## Riverside Park Works Phasing



**Phase 1. \$1.3 million** Riverside Park construction Part 1. Includes footpaths; detail planting; pedestrian lighting; demolition; earthworks; BBQs, picnic shelters, bins, bubblers; carpark; tourist information signage.

**Phase 2. \$105,000** River bank restoration section 1

**Phase 3. \$300,000** River bank restoration section 2

**Phase 4. \$217,500** River bank restoration section 3

**Phase 5. \$350,000** Amphitheatre and Lookout construction. Includes earthworks; construction; paving.

**Phase 6. \$650,000** Riverside Park construction Part 2. Includes footpaths; detail planting; pedestrian lighting; demolition; earthworks; BBQs, picnic shelters, bins, bubblers; tourist information signage.

**Phase 7. \$1.5 million** Build new Pedestrian Bridge and integrate with existing Tourist Information Centre to encourage tourists to visit Riverside Park.

# Budgeting Options

## Assumptions:

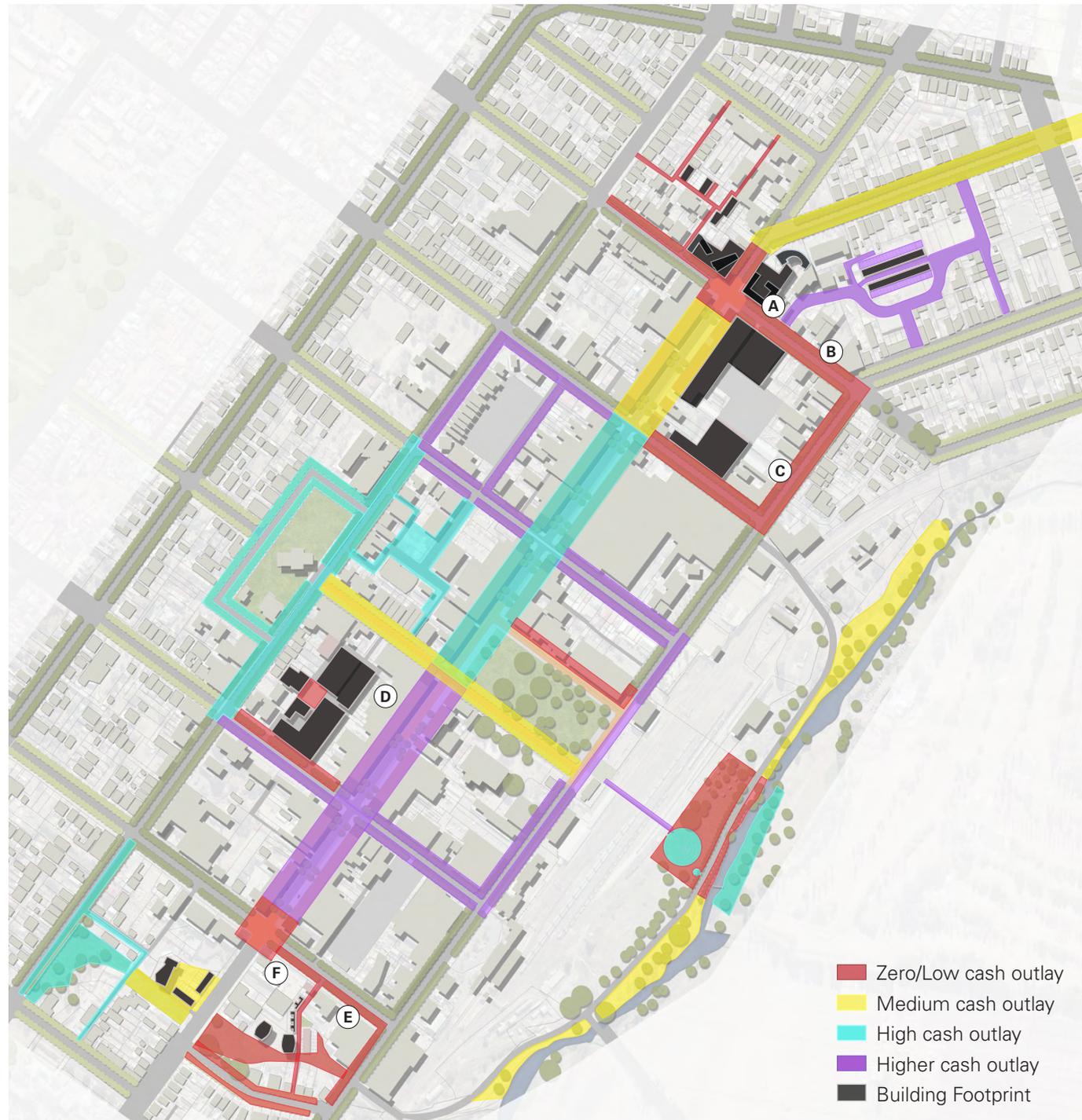
These options accept that council may be unable to complete all works immediately and suggests the most effective means to achieve:

- / Maximum improvement to public realm, in terms of identity, character and amenity
- / Improved livability of Goulburn's CBD
- / Maximum effect to highlight heritage values of CBD
- / Value for money

This range of cash outlay options derived by placing in one schedule the works that could be cost effectively achieved together.

The plan on this page indicates where in the CBD that works achievable in a range of cash outlays can be done.

This map shows the schedules of works achievable within various ranges of cash outlay. The choice of which level of cash outlay to be selected, will be determined after community consultation and reference to council's budget allocations.



# Works Program for CBD Projects October 2009

The suggested priorities are based on a works program workshop undertaken on 29th October 2009.

Year/priority	Actions	Public Realm Phasing Program	Cost
2009/2010	<b>Improve pedestrian amenity in Auburn Street:</b>	Auburn Street: Phases 1-2	\$60k
	Landscape improvement at the two "gateway" entries e.g. Auburn/Bradley and Auburn/Clinton intersections and selected central mid-block and intersection locations		Completed
2010/11	<b>Undertake CBD Parking Strategy to inform the location of a consolidated parking structure:</b>		\$800k
	The location and development feasibility of a multi storey parking structure is a priority outcome of the study		
	<b>Continue Auburn Street amenity and pedestrian safety improvement themes:</b>	Auburn Street: Phase 3	
	Introduce zebra crossings into Auburn Street mid-blocks		
	Trial scramble crossings at selected intersections		
	Design and construct example streetscape from Montague Street to McDermott		
	Centre Mid-block crossing		
	Redirect traffic out of Auburn Street (by signage) and into Bourke and Sloane		
	Street alternatives		
2011/2012	<b>Design and construct multi storey car park:</b>		\$1.8+ million
	Survey, Design and construct Ellesmere Street/Cartwright Plaza multi-storey parking structure	Cartwright Plaza: Phase 1	
	<b>General streetscape improvements:</b>		
	Upgrade two gateway entries to Auburn Street at Bradley and Clinton Streets	Auburn Street: Phases 4-5	
	Streetscape improvements to Bourke and Sloane Street - street tree planting etc		
2012/2020	<b>Auburn Street and Montague Street upgrades:</b>	Auburn Street: Phases 6-7	\$1 million
	Following construction of the parking structure, Council can investigate reducing road carriage width thus increasing footpath widths improving pedestrian spaces and allowing outdoor dining		per year
	<b>General streetscape improvements:</b>		
	Manfred Park Green Link private and public development	Manfred Park: Phases 1-3	\$800k
	Heritage Core - Extend Belmore Park into Montague or Market Streets outdoor dining	Heritage Core: Phases 1-5	
2020+	<b>Survey and investigation of railway bridge link from visitors centre car park to a new Riverside Park:</b>	Riverside Park: Phases 1-7	\$4 - \$5 million
	Construct pedestrian link from Victoria Park via Belmore Park and Montague Street to the proposed Mulwaree Ponds green space		

Rates are indicative at this point

## Funding & Grants

### Heritage Incentives and Grants

Grants and incentives for heritage and interpretation works come in a variety of forms. Unfortunately, specific heritage funding is very limited. The primary sources are the Heritage Branch (formerly NSW Heritage Office) and the Federal Government's Department of Environment, Water, Heritage and The Arts. Each has particular funding priorities. Fully Council based funding is unrealistic. Therefore, owners and managers need to look more broadly for funding opportunities. However, there are also opportunities for Council's to provide assistance that is not financially onerous in a variety of ways, including taking advantage of funding on offer to Councils for heritage management and facilitating partnerships.

To identify funding opportunities Council could appoint a person the responsibility to regularly check the websites of funding bodies. Inclusion on a mail or email notification list ensures advice about the latest round of grants. Websites, such as GrantsLink, provide access to information about a variety of grants all in one place. See <http://www.grantslink.gov.au/>

When the opportunity arises to apply for funding, the following should be considered to ensure the best possible chance of receiving funding.

- / Make sure Council has sought grants to undertake the appropriate assessments and reports. It shows the funding body the applicant is committed to good heritage management.
- / Apply for funding for projects where an existing commitment can be demonstrated e.g. Stage 1 works already completed, funding and/or resources already allocated and/or necessary heritage reports and/or schedule of works prepared or underway. This also applies to non-government owners. This shows the funding body that Council is committed to the project.
- / Answer all the questions and provide all the information requested.
- / Make sure your budget is realistic. Get quotes from appropriately qualified people where necessary. The funding body wants to know you are doing it properly and they don't usually give extra money if it has to be done again. It may also discourage the body from awarding funding in later projects.
- / Don't provide an excess of information unless it is relevant to the project. That is, what, how, where and why you are doing it and who is involved and how much. Assessors don't want to sort through a lot of irrelevant information.
- / Check to see if the funding body had identified priorities. Does your project fall into one of the areas? If not, how could you re-express it so it does?
- / Look at what sort of projects have previously received funding. Are they consistently a particular type or size of the project? How does your project compare?
- / If Council is not eligible for the funding, consider if a different organisation involved with the project is. Consider asking that organisation to apply as one of its project contributions.
- / If you think you meet the criteria and you provided the right information but still didn't get it, apply again next time. Different assessors, the number of applicants, time of year, priorities (sometimes not stated) and biases all have an impact on the final outcomes.

There are plenty of cases where a project gets funding the second or third time an application is made to the same funding body.

### Funding grants and incentives

- / Establish a local heritage funding program (if it does not already exist) to which owners of heritage items can receive assistance for small projects (\$ for \$ funding can be obtained for this scheme through the NSW Heritage Branch). Consider whether contributory items may or should be eligible. Where possible this should be a pool of funding that can be accessed at any time of year on a case by case basis until the years funding has run out. A cap may be placed on the amount of funding per project.
- / Establish a savings plan within the Council budget to undertake significant works to Council owned heritage/potential heritage/contributory items and other cultural heritage activities.
- / Utilise Heritage Branch funding to undertake heritage assessments, reports and studies to form the basis of a program for heritage works to public buildings, developing interpretive projects (signage, walks) and other heritage related activities.

- / Advise owners of heritage properties of upcoming funding opportunities through Council's web site, newsletters to ratepayers, corporate pages in the local newspaper, special bulletins to heritage owners or other means by which Council communicates with its ratepayers.
- / There are two main sources of specific heritage funding. The Heritage Branch which has a number of individual programs, a number of which included \$ for \$ funding for Councils to undertake work. It also has programs for owners and managers of heritage places. Some are only applicable to State heritage items. The Department of the Environment, Water, Heritage and The Arts (Federal Government) also runs several programs, though many only apply to places that have been identified as, or are likely to be, of national significance.
- / Heritage funding is limited and competitive, therefore identifying other potential funding areas where the funding can be utilised for heritage activities e.g.:
  - Tourism – development of a visitor centre, heritage walks or interpretation either individually or as part of a broader city program. Visitor access to environmentally sensitive natural heritage areas through construction of boardwalks or other activities;
  - Community Development – conservation or adaptive reuse of a place for community purposes;
  - Economic Development – conservation or adaptive reuse of a place for business or regional economic development purposes;
  - Environment – preservation and regeneration of natural heritage places;
  - Indigenous funding – where a heritage place can be an indigenous meeting or keeping place or can be the location of programs to facilitate indigenous employment, arts incubation, business development etc;
  - Arts funding e.g. Australia Council – development of a place as an arts space (community or professional). It can also apply where the arts funding guidelines actually apply more broadly as cultural funding but have generally been interpreted as being primarily for performing and visual arts;
- CDSE funding through Clubs NSW for non-profit organisations with responsibility for heritage places or who wish to undertake a heritage related activities such as a plaque program. These groups can have links to Council. Individual clubs within a Council area may have grant funding or sponsorship programs, particularly where CDSE is not available;
- Federal Government Regional Partnerships Program where the works is part of an activity that will have wider regional benefit;
- Financial sponsorship through local business

### **Non funding grants and incentives**

These should encourage owners to undertake works generally or to reverse unsympathetic works while undertaking other works:

- / FSR incentives in return for undertaking works to conserve, reverse previous unsympathetic works and increase the heritage value of individual places.
- / Discounts on rates to encourage approved works to improve their significance and value.
- / Provision of a Council funded Heritage Advisory Service or other free advice to owners if not already existing. Consider a share arrangement with a neighbouring Council if necessary. Funding assistance is available through the Heritage Branch.
- / Priority be given to Development Applications to ensure consideration of heritage matters does not lengthen the process, and encourage owners to incorporate appropriate heritage works in their program.
- / Consider the extension of local assistance funding to potential heritage items or contributory heritage items where this will improve their heritage value. Areas where this might be beneficial include reversal of previous unsympathetic changes that may increase the value of a contributory item to a potential heritage item, or from potential heritage item to heritage item.
- / Assist in facilitating sponsorship for heritage works by local business in the form of in-kind works, discounted or free materials or labour, or other forms as negotiated. This may also extend to financial sponsorship.
- / Provide readily available information (brochure) or links through Council's website about local, regional, state or national funding programs and technical information.
- / Keep watch for future formal heritage trades programs. Although not currently an active program, there may be an opportunity in the future (probably through the Heritage Branch) to nominate a place for use during heritage trades training. This may result in a lower cost of works for buildings selected.
- / Consider whether TAFE or other regional training institutions have training programs in old/traditional building practices. Any work undertaken under such a program should be under the supervision of a qualified heritage architect.
- / Identify retired or semi retired local trades people with traditional style building skills who may be interested in volunteering their time and/or knowledge. Any work should be approved and overseen by an appropriately qualified person.





# Appendix 1

Contextual Built Form,  
Height Limit + Section Studies



# General Contextual Built Form Study

## 1.1 Existing Buildings and Concept Building Envelopes for Redevelopment Sites



## Key Sites Contextual Built Form Study

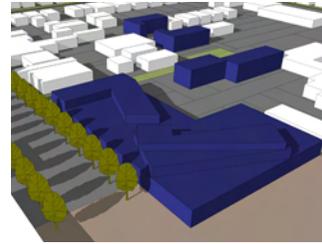
The following series of images show in more detail the relationship of the built form expected from delivering the increase in development, under two scenarios.

Scenario A Built form required by the AEC economic study

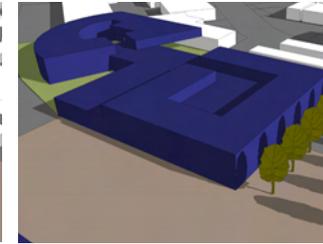
Scenario B Built form achievable that would result from the redevelopment of the site to maximise its achievable height.



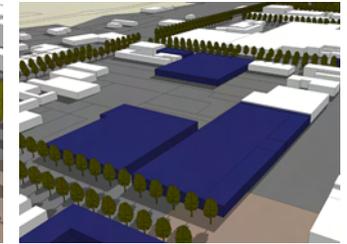
### Development Scenario A as per Economic Study



Site 1:  
Built form required by economic assessment

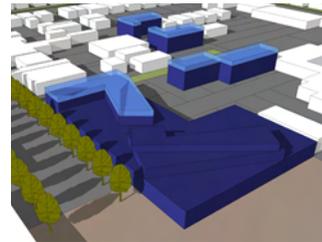


Site 2:  
Built form required by economic assessment

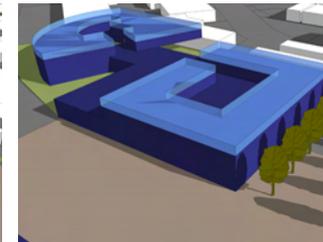


Site 3:  
Built form required by economic assessment

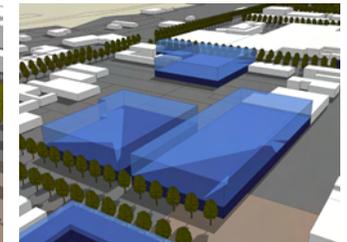
### Development Scenario B Maximised



Site 1:  
Full development potential in compliance with height limit



Site 2:  
Full development potential in compliance with height limit



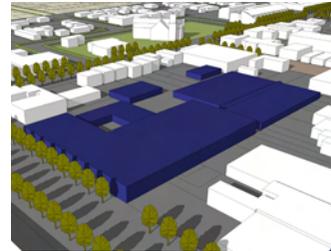
Site 3:  
Full development potential in compliance with height limit

The comparison between the two development scenarios indicates that in scenario A the current height controls allow considerably less building bulk than would result from scenario B. In scenario B the building bulk increases to illustrate how built form may appear if developers maximised building height and volume. The built form achievable under either scenario should be considered in the context of the existing built form of the surrounding buildings shown in white. Some disparities in scale are apparent.

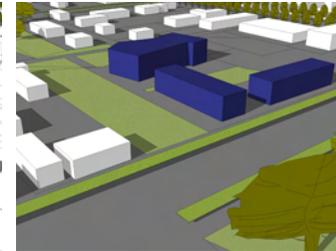
This study could form the basis of detailed site specific development control guidelines. These guidelines may be required to deliver increases in development while responding appropriately to the imperative to maintain built form and scale of the heritage character of the CBD.



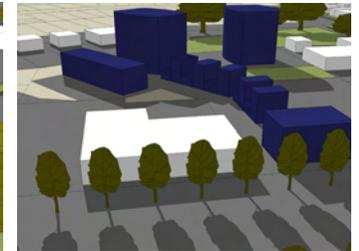
**Development Scenario A as per Economic Study**



Site 4:  
Built form required by economic assessment



Site 5:  
Built form required by economic assessment

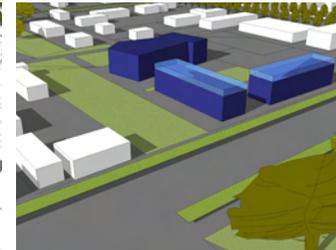


Site 6:  
Built form required by economic assessment

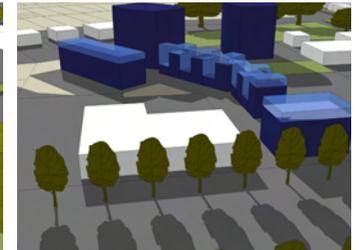
**Development Scenario B Maximised**



Site 4:  
Full development potential in compliance with height limit



Site 5:  
Full development potential in compliance with height limit

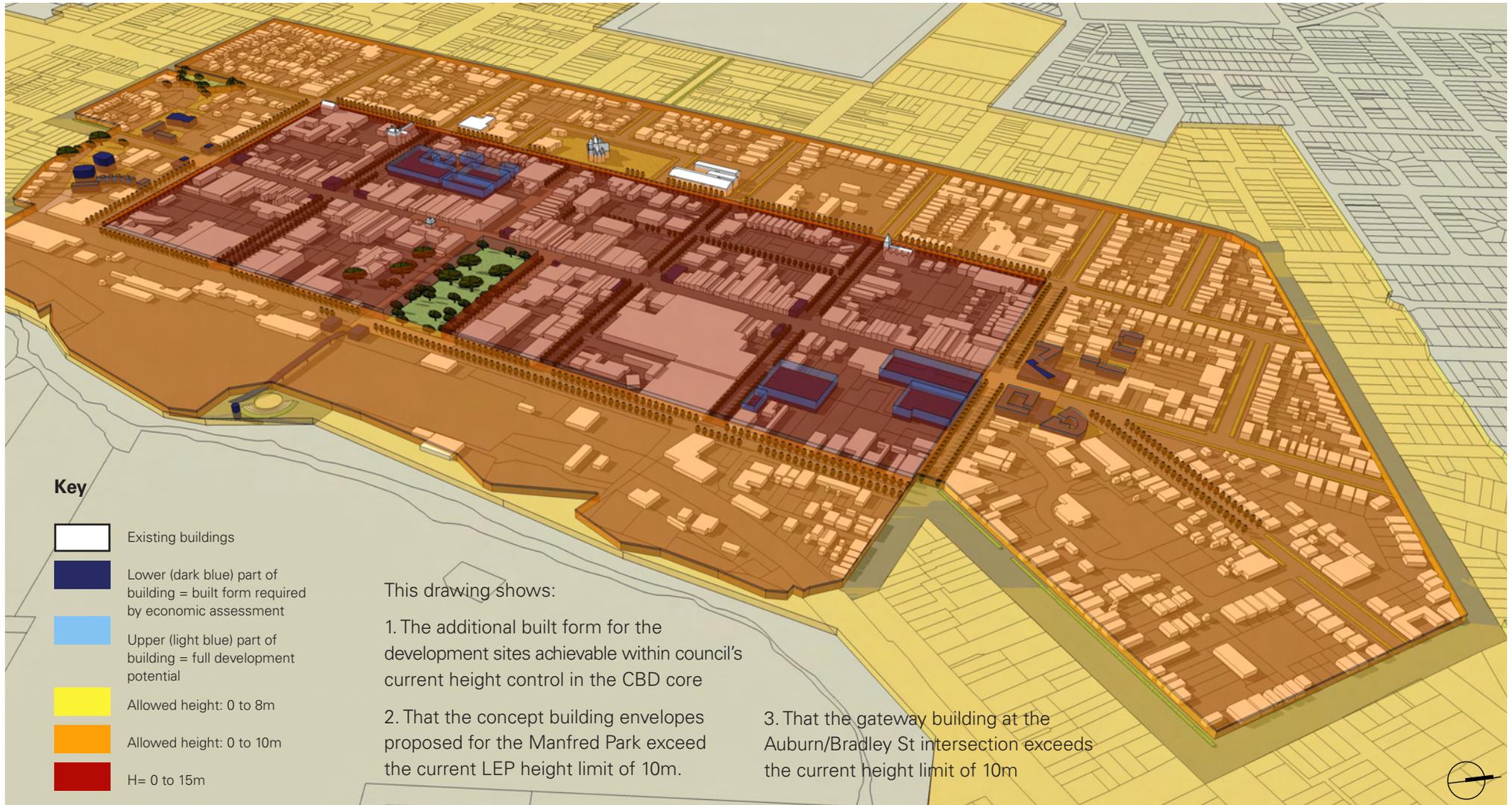


Site 6:  
Full development potential in compliance with height limit

## 1.2 LEP 2008 Height Limit Planes and Key Site Concept Building Envelopes

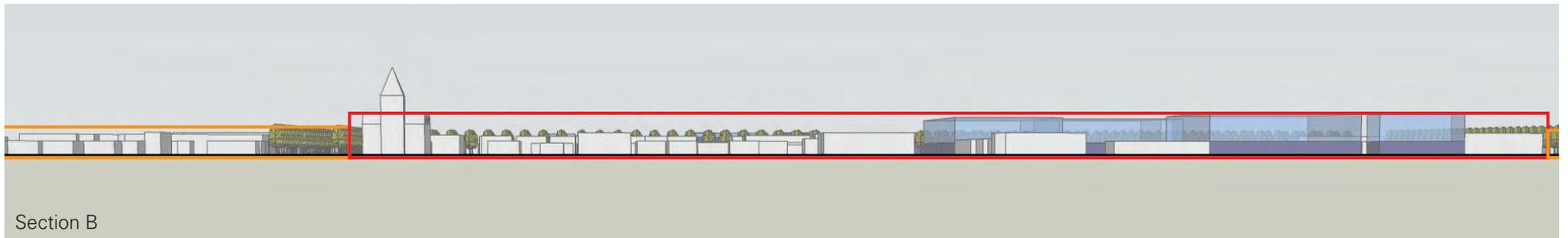


### 1.3 LEP 2008 Height Planes and Full Potential Development Building Envelopes



## Section Study

This Study shows the relationship between development scenarios A and B in terms of their relevant building heights compared to the existing built form of the CBD including heritage landmarks such as Churches.



### Key

-  Existing buildings
-  Lower (dark blue) part of building = built form required by economic assessment
-  Upper (light blue) part of building = full development potential
-  Allowed height: 0 to 8m
-  Allowed height: 0 to 10m
-  H= 0 to 15m

- New buildings
- Existing Buildings
- Laneway access



Commercial on CBD side of Bradley St.  
 Mixed retail/residential north-east of Bradley St.  
 Formal avenue on Lagoon St approach to CBD  
 Street realignment and new low density residential subdivisions to Fenwick Crescent (1/2 storeys)

Section C



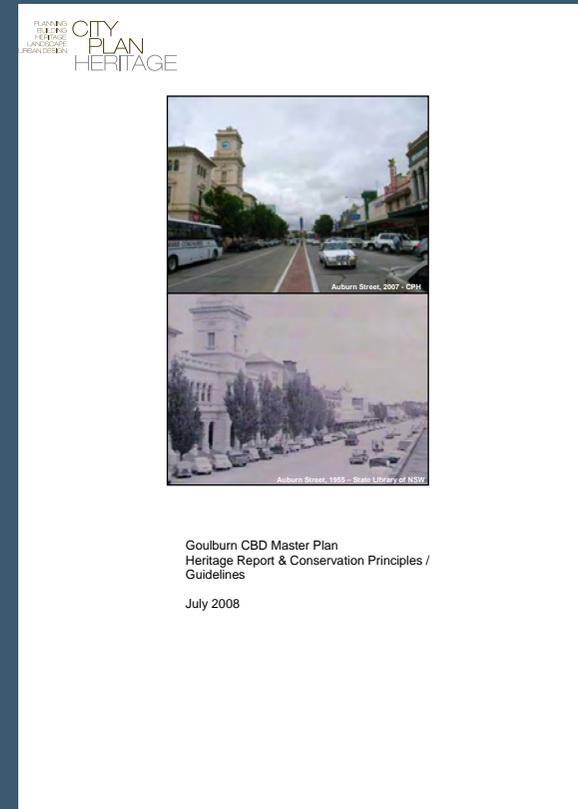
## Comparison

Key Site	Landuse	GFA economic study (sqm)	Proposed GFA (sqm)	GFA ~ max height (sqm)
1	Residential		2949	4269
	Commercial		2732	2732
	<b>Total</b>		<b>5681</b>	<b>7001</b>
2	Residential		1085.3	2170.6
	Commercial		3283.1	3283.1
	<b>Total</b>		<b>4368.4</b>	<b>5453.7</b>
3	Commercial (small retail)	3700		4500
	Commercial (bulky goods)			55274.8
	Commercial (supermarket)	1500 to 3000		3599.9
	<b>Total</b>	<b>11000</b>		<b>63374.7</b>
4	Commercial (small retail)	2000 to 3000	5276.4	26382
	Commercial (supermarket)	2000 to 3000	4280	17120
	<b>Total</b>	<b>3000 to 5000</b>	<b>9556.4</b>	<b>43502</b>
5	Residential		3725	4425
	<b>Total</b>		<b>3725</b>	<b>4425</b>
6	Residential		6870	4980
	<b>Total</b>		<b>6870</b>	<b>4980</b>
<b>1 to 6</b>	<b>Total</b>		<b>42218.7</b>	<b>128736.4</b>



# Appendix 2

Heritage Study – ‘Goulburn CBD Masterplan Heritage Report + Conservation Principles/Guidelines’  
July 2008 by City Plan Heritage Consultants





# Appendix 3

Traffic Study – 'Goulburn CBD Plan Masterplan  
Development Assessment Traffic, Transport and Parking'  
25 August 2008 by GTA Consultants

