**DRAFT FORT QUEENSCLIFF TOURISM PRECINCT MASTER PLAN**

**FEEDBACK FORM**

**Submitted by PLCA**

**CORE PRINCIPLES** The following Core Principles have emerged out of research and community consultation undertaken during the preparation of the draft Master Plan.

1) Remembering and respecting our history;

2) Opening up the Fort to the community;

3) Preserving the Fort’s significant assets;

4) Building a vibrant local economy through tourism.

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| *The Item 4 is an oft -repeated phrase that identifies a council aspiration for development within the Borough but needs unpacking so that all understand what it means.* *Items 1,2 and 3 must be carried out in a way that compliments Tourism Development in Queenscliff, rather than development at the expense of the intrinsic social and historical value of 1,2and 3* |

**VISION** The draft Master Plan identifies a vision and an associated set of sixteen proposed creative opportunities and infrastructure improvements to enhance the site’s appeal to a wide range of potential visitors.

1. Panoramic Cliff top Walk

2. Walking the Wall

3. The Wall Lights Up

4. Understand, Respect, Remember (Visitor Interpretation)

5. Marine and Immigration Discovery at the Signal Station

6. The Living Fort – Military Museum and Tours

7. Events and Conferencing

8. Military Adventure Challenge

9. Food and Beverage

10. Retail and Commercial

11. Accommodation

12. Restoring Historic Buildings and Assets

13. Public Access and Entrance Improvements

14. Hesse Street Activation

15. Car Parking and Visitor Amenities

16. Marketing and Promotion

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| *In general we see a lack of a cohesive vision in the presentation of this draft “Master Plan”. The scope of the project is but one part of what should be a larger piece of work integrating all elements of all studies currently underway so that they form a big picture, whole of Borough development plan with future planning directions.* *We believe that the numbered points 1,2,4,5,6,7,12, 13 and 15, are appropriate for moving forward.* *Item3 would only make sense when it was a part of some greater vision for Fort Tourism rather than a stand -alone project.* *Items 8 may in some well- identified form compliment other development.* *Items 9,10,11, should not be considered appropriate for this precinct while existing businesses struggle to maintain a market share across the year.* *Item14 does not fit within the scope of the current project and is possibly part of the Queenscliff Lighthouse and Recreation Park projects. Detail proposals for both these areas should still be subject to public consultation.* *Item16 Marketing could well be handled as part of the current Borough or regional promotion as the Fort is under valued in existing programs and may well form a key element of a destination strategy.**The points presented as representing the Vision suggest that the consultant, or the initial Brief, missed the point of tourism development, which we believed was the underpinning focus for this project.**In a sense the cart is before the horse and until we collectively have a shared understanding of what tourism development looks like or will look like or needs to be, any projects will have minimal impact and may lack the traction to make an impact either short or long term.* |

**FORT ACTIVATION PROJECTS**

**What is being proposed?** It is recommended that the proposed seven Fort Activation Projects are progressed in a priority order that reflects the capacity to implement the project while minimising the impact on the current operations of the Fort. Projects 1 to 3 can be implemented with no impact on the Fort’s existing functions. Projects 4 to 7 can be implemented with consideration to how the projects can be accommodated given due regard to Department of Defence operational requirements.

1) Fort Wall Walk

2) Fort Wall Lighting & Image Projections

3) Hesse Street South Activation

4) Public Access and Entrance Improvements

5) Panoramic Clifftop Walk

6) Visitor Interpretation

7) Marketing and Promotion

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| *As noted above the Items 1,4,5,and 6 are acceptable as appropriate at this time.* *Item2 is only practical in the context of a more imaginative project for possibly evening events and only on special selected occasions that compliment other festival activities. Research could be undertaken to determine the value and impact of light projection installations in COGG over recent months and one wonders about their impact when other similar projects operate within close proximity.**Item 3 we see as outside this project (and possibly included in the hope of accessing funding separately from the Lighthouse Reserves project). Item7 see above.* |

**GOVERNANCE How will the Fort Activation Projects be managed responsibly and cooperatively?**

The Fort Queenscliff site is owned by the Commonwealth government and managed by the Department of Defence. It is suggested that there are two realistic options for the post-Defence governance of Fort Queenscliff.

1) Establish the Fort Queenscliff Trust to manage the site;

2) As an interim arrangement pending establishment of the Fort Queenscliff Trust, prepare and execute a Memorandum of Understanding between all three levels of government to facilitate the delivery of the seven Fort Activation initial projects;

These arrangements should give due consideration to securing infrastructure and service or product development funding as well as project and asset management responsibilities associated with capital works and the renewal and maintenance of existing Fort Queenscliff assets.

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| *We see this as a separate issue to the Master Plan process and possibly not part of the initial consultants brief in establishing possible management models for the Fort, which listed the limited access considered at that time. We do note the reference to “ ....there are two realistic options for the POST-DEFENCE governance of Fort Queenscliff”, which we find concerning.**We see OPTION 2 as the only acceptable pathway at this stage, not as an “interim” move but as a pathway to explore options other than those suggested.* *Critical in any consideration is worthwhile maintenance and development of the significant heritage value of this site.* *The agreement MUST include more than the three levels of Government, and specifically include participation by local interest groups and individuals. Local input must be broader than a nominated group of business and tourism operators so that resident’s views are also considered, single council selected representative group is not the answer to garner community buy in.* *OPTION 1: Establish the Fort Q Trust...should not be given serious consideration at this stage until a reasonable working model is established.* *The other issue with the governance model is the need to prioritise maintenance of the fabric of the total site, rather than “....securing infrastructure and service or product development funding as well as.....associated with capital works..etc “.* *This project is of such significant national heritage importance that it should be elevated above the level of barter that typifies grant seeking in the current political arena. Time spent shaping a working model and strong business case would be well spent and ensure the integrity of this project.* |

**GENERAL FEEDBACK**

**Do you have any further feedback?**

The following section is provided for you to share your ideas and feedback about Fort Queenscliff with Council.

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| *Additional comment is as per the attached documentation and generally reflects previous submissions to the Borough and consultants on this matter. We have received no response from either party to these submissions, and see no recognition or analysis of the content in the current DRAFT document.* *We trust that our comment is of interest and look forward to your response.**PLCA remain interested to participate in the ongoing development of this project as it is a significant Australian Heritage precinct, in the Queenscliff/Point Lonsdale area, that is in fact the Borough of Queenscliff. These issues remain a reason, if not the only reason, for the Boroughs’ existence, and the governance of our heritage is of great importance to many in the local community.* |

If you require further information or have questions please contact:

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**Please complete the above feedback form and return to Council by no later than 20 May 2015.**