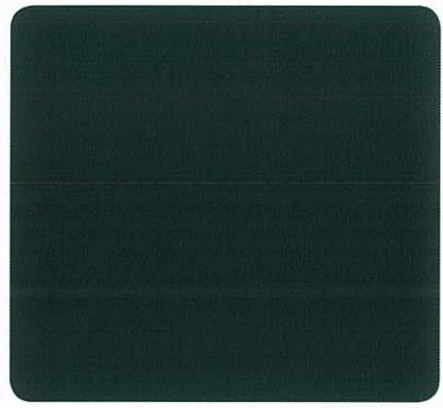
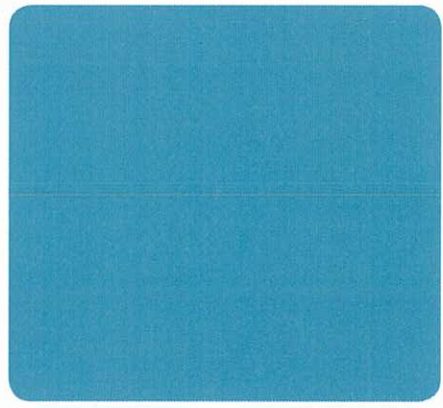
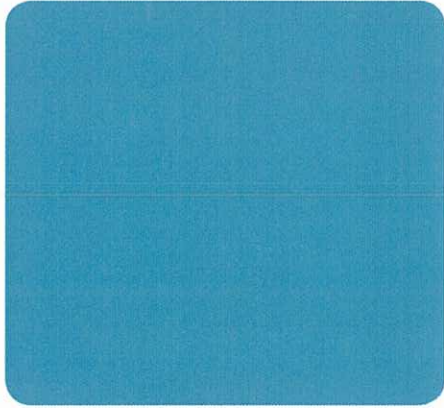
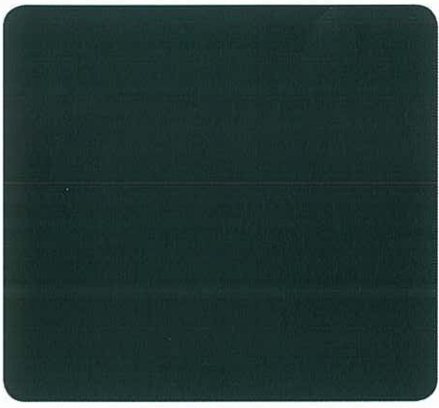


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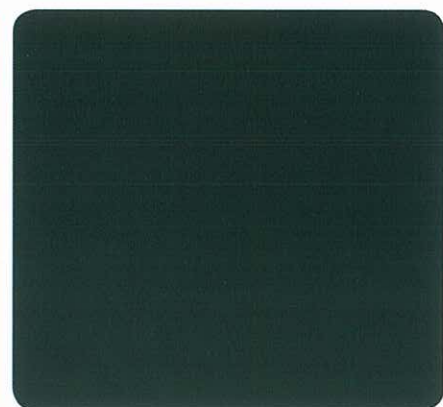
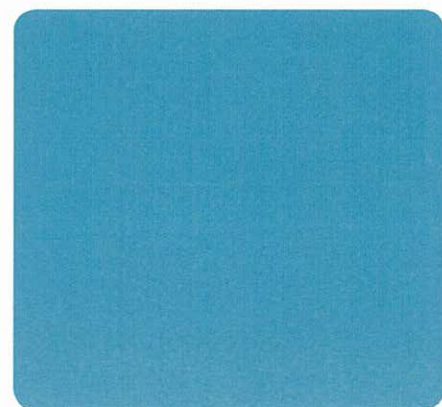
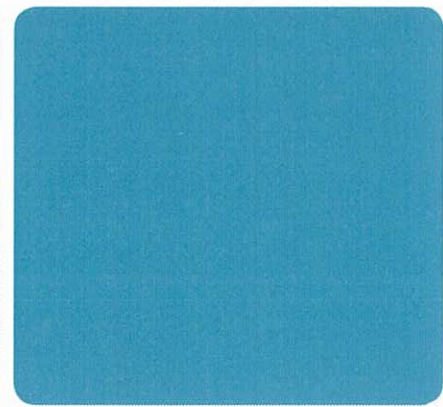
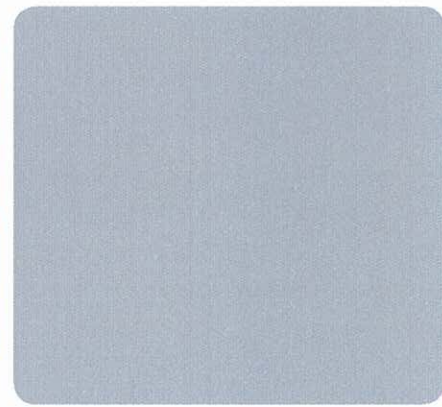
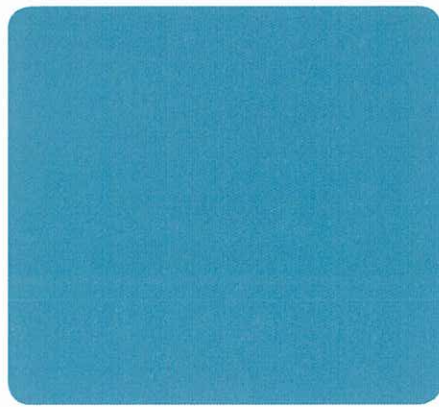
and City of Port Adelaide Enfield

McLaren Wharf and Cruickshank's Corner Precincts Master Plan



Strategic Framework

REPORT



DECEMBER 2010

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1. INTRODUCTION

The South Australian Government's Land Management Corporation (LMC) and the City of Port Adelaide Enfield has commissioned a team of consultants including GHD, Tract, Village Well, PKF and Rider Levett Bucknall to prepare a Master Plan for the McLaren Wharf and Cruickshank's Corner Precincts in historic Port Adelaide. The project has been led by LMC in close collaboration with the City of Port Adelaide Enfield with a strong focus on effective community consultation.

The development of a Master Plan for the Port Adelaide precincts needs to be visionary and deliverable, based on strong participation of key stakeholders and community representatives, and present an opportunity to rejuvenate and strengthen the image and liveability of the Port area. The aims of the project were to:

- Build on the objectives of the Port Centre Vision and Framework Document;
- Review densities prescribed by the City of Port Adelaide Enfield Development Plan to achieve increases in daytime workforce, residents and visitors;
- Improve connections with the Port Centre and across the Port River to Cruickshank's Corner;
- Investigate the feasibility of a Maritime Heritage Precinct and Dolphin Interpretive Centre;
- Recognise the culture and heritage of Port Adelaide;
- Review transport linkages and access.

Integral to the project were the political, economic, social and environmental factors that would guide future development of the McLaren Wharf and Cruickshank's Corner Precincts. These parameters, presented in the Figure 1, were clearly communicated and understood during the life of the project and considered during deliberations regarding the Master Plan.

This Strategic Framework report provides a summary of the project outcomes resulting in the preparation of a Preferred Master Plan Framework, which sets the direction for the further development of the Master Plan.

The report is broken into two parts: Part 1: Strategic Framework, which outlines the key Master Plan objectives developed through consultation and investigations, and Part 2: Place Making Process, which summarises the findings of the investigations and extensive consultation supporting the Strategic Framework.

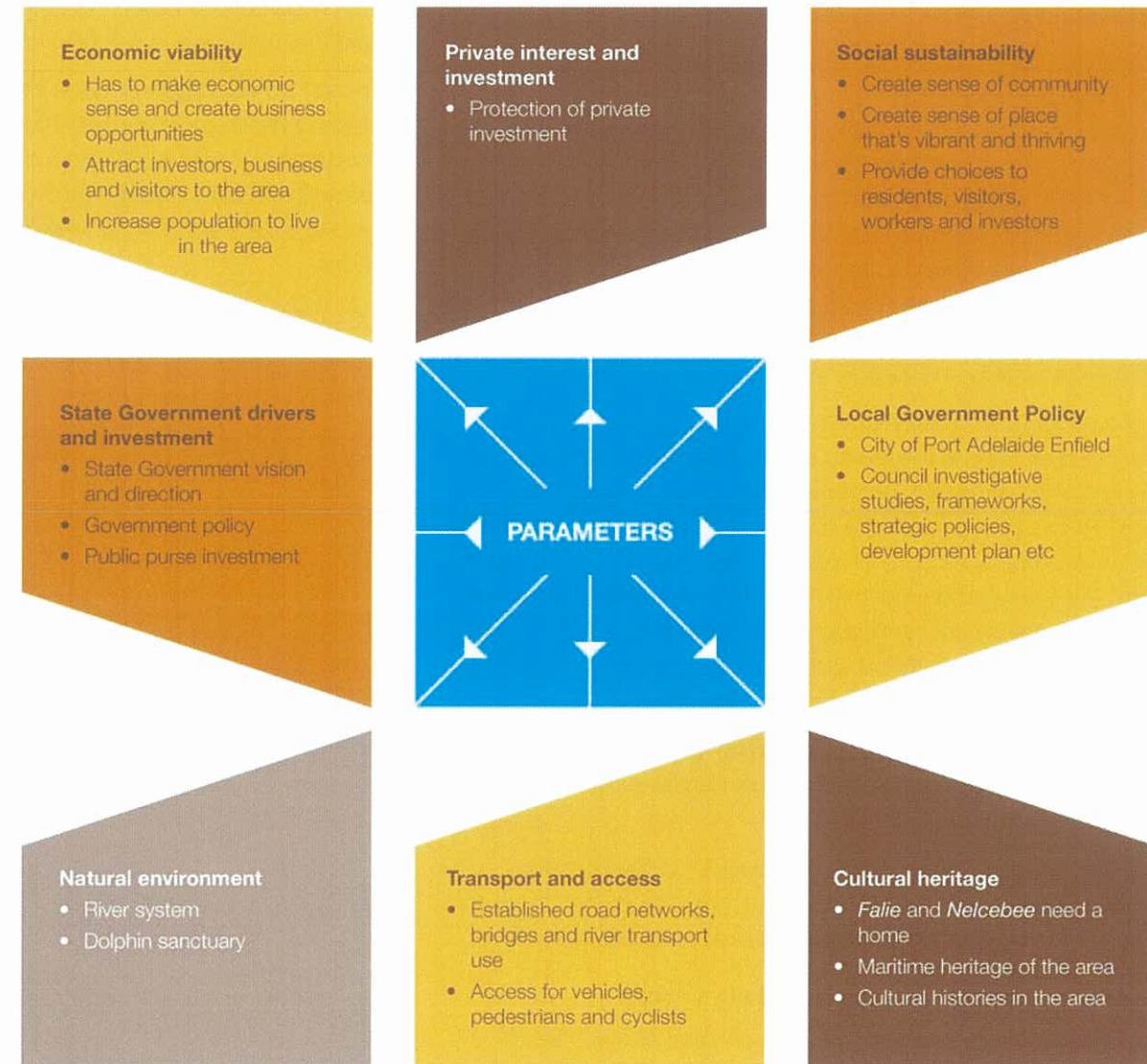


Figure 1 McLaren Wharf and Cruickshank's Corner Precincts Master Plan Parameters

1.1 Background

Like many waterside dock areas within contemporary Australian cities, the Port Adelaide River and docks area is under pressure to evolve from former shipping and industrial uses into contemporary urban areas that include mixed residential, retail and community uses. The area is currently at a critical point, where renewal has been flagged, proposed, and commenced. However neighbourhood integration and knitting together the social fabric of the old and the new still remain a challenge. As an area where significant cultural and social heritage has been retained and the people are justly proud of it, the challenge for development of the area is to build upon the existing urban fabric in a sustainable and liveable way rather than sanitising it.

The urban renewal and revitalisation of the Port Adelaide inner harbour is part of an international trend in the re-use and revitalisation of old industrial and shipping waterfront sites through partnerships between public and private bodies. The harbour area itself is an enormous area with both sides of the Port River incorporating an array of existing, and derelict dock and local industrial uses. The heritage fabric of the area is evident in both the existing buildings, but also in the stories and experiences of the Port Adelaide locals. Within this setting, the McLaren Wharf and Cruickshank's Corner Precincts present opportunities for exciting new urban developments.

The McLaren Wharf precinct provides opportunities for a medium/high density mix of uses including residential, commercial, office, visitor accommodation and retail developments.

On the north side of the Port River, the Cruickshank's Corner precinct provides opportunities for a mixture of non-residential uses creating an iconic public waterfront area celebrating the Port's maritime and cultural heritage.

1.1.1 The Port Adelaide Regional Activity Centre

Port Adelaide is located approximately 12km north-west of the Adelaide CBD. The Planning Strategy for Metropolitan Adelaide designates Port Adelaide as a Regional Activity Centre, although Port Adelaide does not function as a regional centre for the surrounding community. Port Adelaide

also has a range of cultural, recreational and tourism facilities focussed around the maritime and shipping history of the Port.

Although Port Adelaide was once the major thriving industrial port for South Australia, it has largely been abandoned for Outer Harbour. The relocation of Port activities, as well as the proximity of other regional centres such as West Lakes and Arndale (offering a greater range of retail facilities and services), has led to a decline in the Port Adelaide Regional Centre over recent decades.

1.1.2 McLaren Wharf Precinct

The McLaren Wharf Precinct is located between the Port River to the north and Nile Street and McLaren Parade to the south. It includes the privately

owned Customs House within the State Heritage Policy Area together with a number of other key strategic sites in fragmented ownership (including the Fishermen's Wharf markets, the car parking area and the TAFE complex). Opportunities exist for improved connections between the waterfront and the Port Adelaide Centre, and to the adjoining Port Adelaide Waterfront Redevelopment (PAWR) precincts.

While previous planning studies in relation to the Port (including transport, heritage, building design and land use considerations) and the Port Adelaide Enfield (City) Development Plan provide development guidance to the area, it provides a useful starting point for the masterplanning process to 'think outside the square' in identifying options for the future development of the McLaren Wharf Precinct.



Figure 2 Port Adelaide Lighthouse and Fishermen's Wharf Markets

Potential master plan options for the precinct considered a combination of:

- Medium and high density mixed-use development;
- Facilities for tourism activities;
- Overwater development with a waterfront focus and a strong connectivity to adjoining areas;
- Progressive development that provides for integration and active re-use of significant heritage character elements;
- Strengthening the arrival point at the northern end of Commercial Road and activation around Black Diamond Square;
- High quality promenades, squares and active streets, including public art and water art; and
- Enhancing the relationship and connection between land and water.



Figure 3 The 'Fearless' Tug on Cruickshank's Corner

1.1.3 Cruickshank's Corner Precinct

The Cruickshank's Corner Precinct is located on the north side of the Port River. The land is predominantly in LMC ownership and includes the Birkenhead Tavern, a landlocked parcel, a landscaped portion of land, administrative and industrial buildings and some private properties.

The existing 'desired character statement' for Cruickshank's Corner Policy Area 35 provides limited future land use direction but does emphasise the need to respect adjoining land uses and the Birkenhead Tavern heritage place. It also identifies the need for strong pedestrian and open space linkages along the waterfront and into adjoining areas.

The master planning study provides an opportunity to provide a co-ordinated approach to the future development of the Cruickshank's Corner precinct and its relationship to adjoining areas. The prominence of the land also provides an opportunity to recognise the local heritage and cultural aspects of "the Port".

Potential Master Plan options for the precinct may include a combination of:

- A commercial tourism focus celebrating maritime heritage and cultural and environmental aspects (including the local Kaurna heritage, a dolphin interpretative centre, and a potential home for the 'Falie', the 'Nelcebee' and potentially the 'City of Adelaide');
- An iconic public waterfront area including a high quality public realm, public art and water art, a high quality built form and a mix of uses (encouraging day and night activity);
- Visual and functional connectivity with the Port Centre, including water connections and improvements to the Birkenhead Bridge;
- The development of an active and public water edge, encouraging water activities;
- Opportunities for the re-use of existing buildings and infrastructure; and
- Consideration of the impact of nearby industry and freight movement.



Figure 4 Birkenhead Bridge (in its present form) linking McLaren Wharf and Cruickshank's Corner Precincts



Figure 5 Fishermen's Wharf Markets on McLaren Wharf Precinct

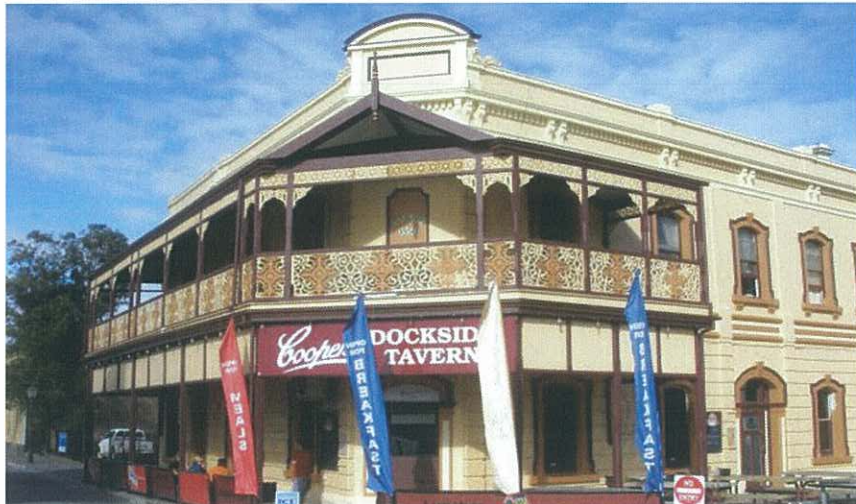


Figure 6 Dockside Tavern



Figure 8 Heritage streetscape (Nile Street) in Port Adelaide



Figure 10 Pedestrian access to Black Diamond Square



Figure 7 Dolphin tour boat at McLaren Wharf Precinct



Figure 9 Birkenhead Tavern on Cruickshank's Corner Precinct

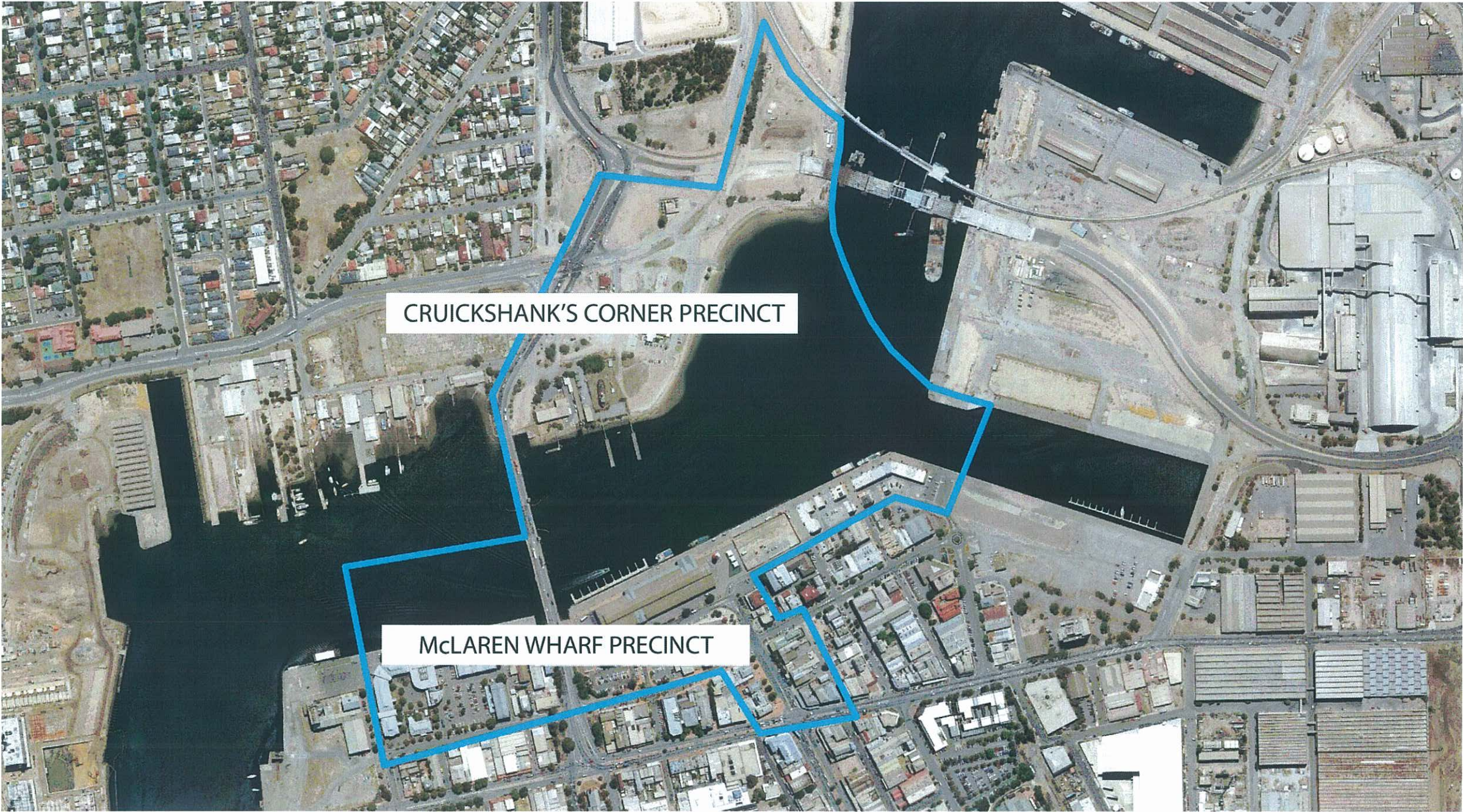


Figure 11 The Study Area

1.1.4 Tourism

Tourism for Port Adelaide is a key component for business development and the vitality and amenity of the respective precincts. Existing tourist and visitor attractions at Port Adelaide include:

- The South Australian Maritime Museum
- The National Railway Museum
- The Aviation Museum
- Dolphin boat tours on the Port Adelaide River
- The lighthouse and Black Diamond Square
- The cafes, tea rooms and taverns in the State Heritage Precinct
- Fishermen's Wharf Markets on Sundays

In order to attract more tourism activity at Port Adelaide, a Dolphin Interpretive Centre has been proposed providing an educational focus for visitors to learn about the dolphins in the Port Adelaide River.

Cruickshank's Corner presents potential for the future development of a Maritime Precinct that integrates the Dolphin Interpretive Centre, a Kaurna Interpretive component, and provides a long term solution to locating the Falie and Nelcebee.



Figure 12 -- Port Adelaide Lighthouse at Black Diamond Square



Figure 14 -- Fishermen's Wharf Markets, McLaren Wharf Precinct



Figure 13 -- Dolphin in the Port River



Figure 15 -- South Australian Maritime Museum, Lipson Street, Port Adelaide

2. STRATEGIC FRAMEWORK

2.1 Introduction

The Strategic Framework for the McLaren Wharf and Cruickshank's Corner Precincts Master Plan has been developed through the Place Making process described in Chapter 3 of this report.

The first element of the Strategic Framework is the Place Essence, which is a vision statement of what the area aspires to be. The Place Essence statements are a distillation of the views of local community and key stakeholders.

The second element of the Strategic Framework is the Place Principles, which are a set of guiding principles for the development of a Master Plan. The Place Principles are derived from a number of sources including:

- Project Parameters – as provided by the client;
- Global Trends – as determined by the benchmarking exercise undertaken;
- Story of the Land – which included a Strategic Document Review (investigations relating to the broader area) and a Site Analysis;
- Opportunities and Constraints and associated frameworks; and
- Community Values – as discovered through stakeholder engagement and community consultation.

2.2 Place Essence for McLaren Wharf, Cruickshank's Corner Precincts and their surrounds

The 'Place Essence' statements are based on a shared vision and were developed over an extensive consultation process involving a range of stakeholders including the broader community, and have been tested with and endorsed by participants of the consultation process.

2.2.1 The Big Picture Story

'Our home'

*When you come from the Port, you are always part of the Port, this is home no matter where you are. The strength and spirit of this land and water connects past, present and future.*¹

2.2.2 McLaren Wharf Precinct Place Essence

'Our heart'

*McLaren Wharf is breathtaking, proud, authentic and inclusive, a pivotal and iconic arrival point. Worldly and diverse, it has a charismatic and energetic pulling power that is reflective of the spirit of the Port.*²

2.2.3 Cruickshank's Corner Precinct Place Essence

'Our place for play and stories'

*Accessible and dynamic, actively educational and interpretive, it evokes the spirit and stories of the Port histories and dolphins. A place to eat, drink and engage with the water, recreational activities, and green open spaces attract tourists and families alike.*³

2.3 Place Principles

The 'Place Principles' evolved from collective discussion as to how the Place Essence statements could be implemented in the physical, social, cultural, economic and natural landscapes of Port Adelaide.

2.3.1 Spirit and stories

The Spirit and Stories principle explores the possibilities of sharing the spirit and stories of Port Adelaide, educating and inspiring the people who live, work and visit the area. To achieve this, the Master Plan will:

- Encourage the retention of quality heritage buildings, and appropriate development of buildings that suit both the scale and form of their heritage counterparts;
- Identify new successful, long-term homes for the Falie and Nelcebee;
- Provide opportunities for the utilisation of other historic maritime vessels including the Fearless, Yelta, Archie Bednock and potentially the City of Adelaide;
- Showcase and celebrate maritime, Aboriginal, environmental, port and other histories and cultural attractions;
- Promote the conservation of heritage buildings and the historic townscape, retaining the Port's unique character; and
- Provide a dolphin interpretive centre (not necessarily independent).

2.3.2 Activation

The Activation principle focuses on creating activity in the Port with events, people, density, history, education, business, retail, commercial, hospitality, recreation, the arts and culture, with an aim to revitalise the Port Adelaide Centre and surrounds. To achieve this, the master plan will:

- Create public realm including spaces that link destinations;
- Encourage all hours activation as a promotion for liveability within the precinct;
- Create iconic institutions or centres of excellence;
- Provide spaces for activity e.g. impromptu buskers, small and large theatre and performance events;
- Promote a mix and variety of people and activities - something for everyone;
- Activate the McLaren Wharf Precinct with people, new development and tourism;
- Activate the Cruickshank's Corner Precinct with people, new development and tourism;
- Provide sufficient density to enable activation; and
- Create tourism opportunities as a source of activation.

1 Risk & Opportunity Workshop - 4 March 2010

2 Risk & Opportunity Workshop - 4 March 2010

3 Risk & Opportunity Workshop - 4 March 2010

2.3.3 Engaging with the Water

The principle of Engaging with the Water explores the possibilities of touching and experiencing the water, and participating in water activities. To achieve this, the Master Plan will:

- Allow for public access to the water;
- Allow access, activation and engagement with the water at multiple levels and scales;
- Provide easy access to walk along and relax beside the waterfront;
- Enable and encourage small water-craft to use and enjoy the inner-harbour and river in conjunction with larger recreational and tourism vessels; and
- Transform the waterfront into desirable places to live, not just visit.

2.3.4 Connections

The Connections principle explores the opportunities to connect the two sides of the Port River, the Port Centre to the Port River, Semaphore to Cruickshank's Corner, and the Port to its surrounds through public transport, pedestrian networks, water connections and transport, and vehicular access. To achieve this, the Master Plan will:

- Connect the multiple 'destinations';
- Integrate various ways to access the Master Plan area, and minimise car movements;
- Connect the southern river bank and the northern river bank for easy pedestrian connections;
- Increase populations near transport hubs and links;
- Improve access from Commercial Road and St Vincent Street through to the waterfront;
- Provide transport connectivity to the waterfront; and
- Connect the McLaren Wharf Precinct to the Port Centre.

2.3.5 A Quality Public Realm and Heart

Creating a quality public realm that acts as an anchor, is integral to attracting development and investment that results in comfortable, safe and enjoyable built forms and environments that provide a heart, a meeting place and focal point for Port Adelaide residents, workers and visitors. To achieve this, the Master Plan will:

- Allow new buildings to encourage activation and public interfaces;
- Create multiple 'destinations' at various scales;
- Create a 'heart' (or many 'hearts') for the area;
- Provide diversity in housing types;
- Provide clearly nominated public spaces for community gatherings; and
- Create Port Adelaide as a tourist destination and specific places for people to visit from the local and wider community.

2.3.6 Protecting our Natural Assets

Protecting natural assets is an important principle to ensure the sustainability of this place, its flora and fauna, and provide a healthy place. To achieve this, the Master Plan will:

- Create 'green' space at Cruickshank's Corner;
- Celebrate the river and create a place where people can easily interact and play with the Port River;
- Provide a place to celebrate the dolphins in the Port River;
- Provide opportunity to incorporate environmental and sustainability design principles; and
- Provide opportunity to re-establish natural vegetation/beach system along the Cruickshank's Corner river edge.



Figure 16 Public Spaces

2.3.7 Governance and Management

It is imperative to find avenues and opportunities to work together, create the small wins, and develop partnerships and a 'can-do' approach, to sell the story of Port Adelaide to the broader community. To achieve this, the Master Plan will:

- Obtain an appropriate balance of car parking - enough to encourage visitors but not to allow car parks to dominate the landscape;
 - Offer a long term vision, with short and medium term priorities;
 - Provide mixed use developments along and close to the waterfront including affordable and eclectic retail offerings and mixed cost residential areas;
 - Nominate appropriate building height and scale;
 - Give appropriate consideration to existing properties/business on Cruickshank's Corner;
 - Support a substantial increase in population;
 - Create opportunity to plan 'staged developments', as most successful developments occur in stages; and
 - Provide an investment framework for State, Local Government and the private sector.
- Improve the quality of public transport networks in Port Adelaide and the way they interface with the waterfront;
 - Provide sufficient population and workforce to support local retail;
 - Encourage greater diversity of retail, hospitality and business operations to open within the McLaren Wharf Precinct;
 - Improve public and private infrastructure.

2.3.8 Investment

At all levels from State and Local Government to property owners to local traders and the broader community, it is necessary to have investment that is not just about funding but voluntary time and passion to keep the momentum. To achieve this, the Master Plan will:

- Promote private investment;
- Promote public investment;
- Build on the success of current businesses, attracting the wider community;
- Encourage investment in the public realm;

3. PLACE MAKING PROCESS

The strong desire for community engagement led to the adoption of a Placing Making process in this project. The process investigated the global trends, community values and story of the land, combining them to form the 'Place Essence' and 'Place Principles' that became the basis of the Strategic Framework summarised in Chapter 2 of this report.

3.1 Place Making

'Place Making' is an approach to the development and revitalisation of communities and the public realm that responds to the effects of global trends on the local in a way that reflects the needs and aspirations of the public and the unique story of a particular location.

3.2 Creating Great Places

Integral to the master planning exercise was the robust engagement of stakeholders and the broader community (including business and government) to share and discuss ideas and concerns regarding the development of the study area. This allowed for local and broader community needs and future aspirations to be aired and explored and key themes developed and agreed to.

This collaborative approach enabled stakeholders to decide on a shared vision to activate the broader place essence principles of 'People', 'Place', 'Product', 'Program', and 'Planet' guiding the future evolution of the McLaren Wharf and Cruickshank's Corner Precincts, and the inner harbour that connects them. (Refer Figure 18)

Supporting the consultative process was an extensive review of strategic policies, studies and frameworks relevant to the study area to ascertain the desired future direction of development.

Collectively, the document review and stakeholder engagement activities informed the 'Place Making' process, with an aim to investigate solutions to the social, economic and environmental challenges of the study area.



Figure 17 Place Making Model

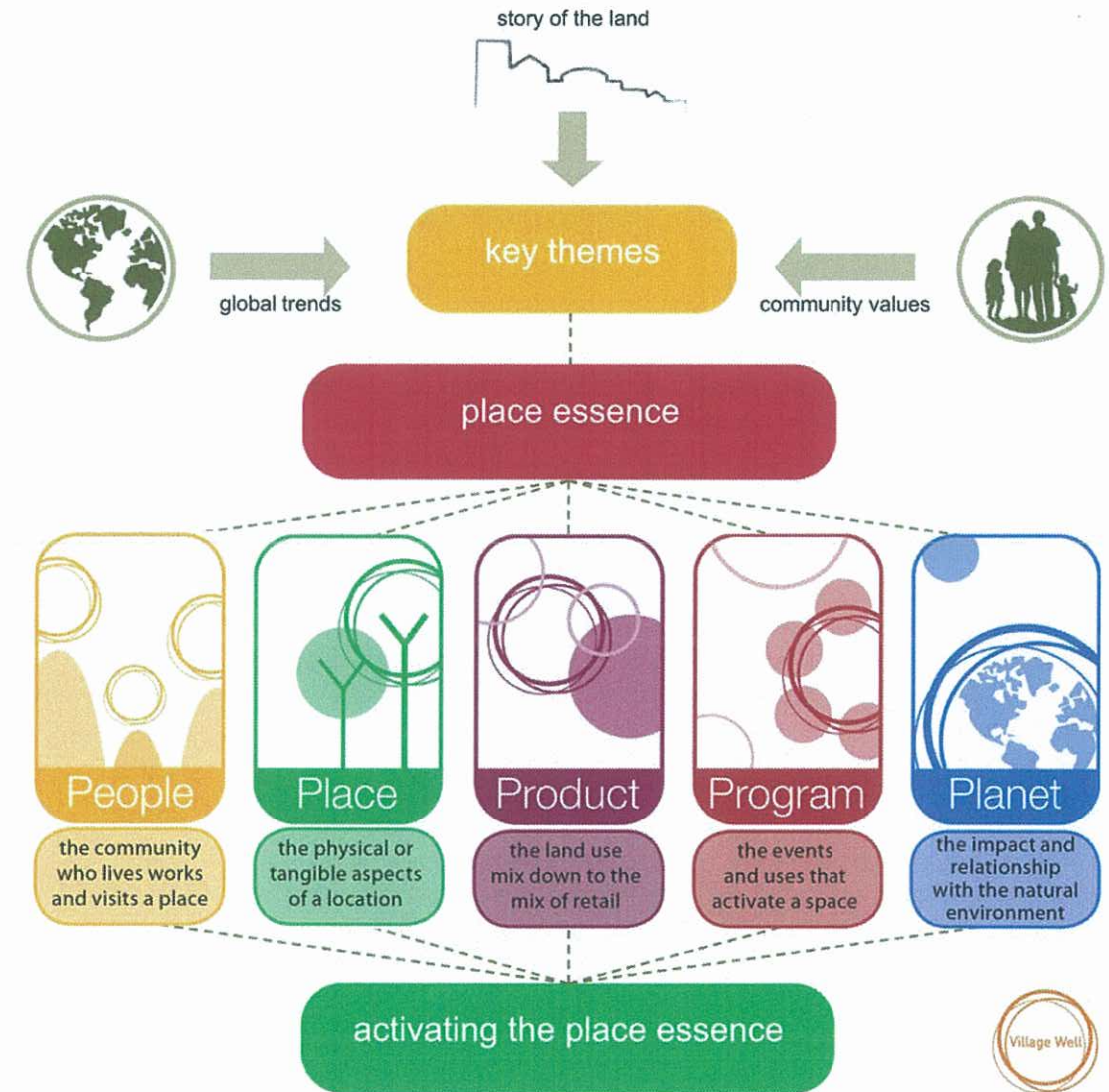


Figure 18 Creating Great Places

The Place Essence Principles comprising the Place Making process, are more fully described as follows:

3.2.1 People

Involving the community in decision making, ongoing management and activation of a place is important. Creating authentic, transparent and collaborative relationships with all stakeholders is essential to the Place Making process.

3.2.2 Place

In its most simple form, describes the physical aspects of a space. At its most complex it reveals and encourages a relationship between people and their environment, both built and natural. This is the hard infrastructure. It informs the way we see ourselves and the world. At best it unleashes the creative capacity of our community.

3.2.3 Product

In Place Making, product is more than simply what is on offer for sale. It is also the range and mix of retail and how it relates to the needs of the community. Great places are made up of more than a retail experience; they include civic, cultural, office and residential components, the provision of community services and basic facilities such as bathrooms and children's play areas.

3.2.4 Program

The marketing, events and activity in a place is a two way street. As place managers we get to express what is unique and attractive about our place through place branding and marketing strategies while various stakeholders express, interact and respond to the place through events, public art and other activities.

3.2.5 Planet

Planet is the relationship between the local place and global environmental issues. It is the grounding concept that reminds us of our interconnected relationship with the earth that sustains us. Everything around us from the built form, to the food that nourishes our bodies comes from nature.

3.3 What Makes a Great Place

The following are universal qualities that make great villages and communities around the world:

• Sense of connectedness/sense of place	• Visibility of its daily workings
• Geographical boundary (start and finish)	• Mixed-use (live, work and play)
• Sense of safety, intimacy, security	• Street activity, markets, culture
• Diversity of stories through; <ul style="list-style-type: none"> – Cultural context – Creative and artistic expression – Heritage/ history of built form 	<ul style="list-style-type: none"> • A central meeting place • Spaces for public events and happenings • Sitting and resting spaces • Place space
• Sense of longevity and continuity	• Community eating places
• Sense of vitality	• Ease of access
• Child, woman, elderly and family friendly	• Mixed levels
• Sunlight	• Interesting and varied shops

3.4 Principles for Creating Great Places

- Wisdom and creativity lie in the untapped community potential
- Collaborative partnerships are essential for renewal to take place
- Visions and plans are only meaningful if owned by the community
- Businesses can be a force for positive change
- Sustainable communities and good urban form is created by integrated processes owned by the community
- Great leaders are ambassadors for the common good

- Building up local sustainability, resilience and capacity are essential in creating authentic communities
- Constructive dialogue between the differently-minded is very possible and makes for a richer win-win outcome
- Celebration and ritual is essential in affirming the journey and process
- Small wins that can catalyse renewal, confidence and ownership in the success of the project

3.5 Who (and what) are Place Makers

- The community – the people who inhabit a place
- Place managers
- Local Council
- Build form professionals
- The developer
- Community development workers, artists
- The physical environment
- History
- Global trends

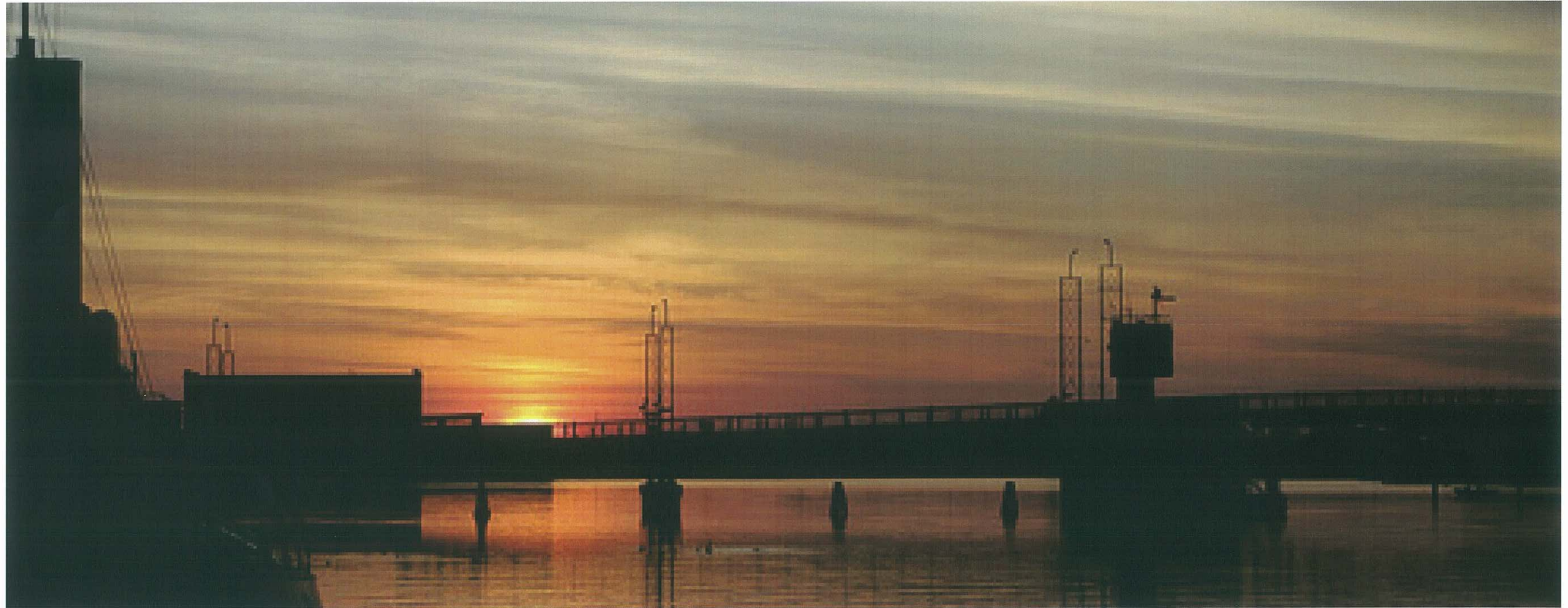


Figure 19 Sunset over Port River, Port Adelaide

4. GLOBAL TRENDS - BENCHMARKING

4.1 Introduction

There are numerous national and international exemplars to reference and benchmark the McLaren Wharf and Cruickshank's Corner Precincts Master Plan project against. Some examples are successful in knitting together old and new in a coherent urban grain, some fail to acknowledge cultural, social and spatial values of the existing within the proposed 'revitalisation'. It is a central part of the McLaren Wharf and Cruickshank's Corner Precincts master planning project to review successful and unsuccessful models of waterfront revitalisation and to learn lessons from these examples, particularly where significant cultural and built heritage is involved.

It is not the intention of the project team to simply emulate the 'latest' waterfront development idea or model. The project methodology ensures a specific, tailored approach to set in place the strategic Master Plan through a project culture of consultation and collaboration (including a highly integrated team approach).

The benchmarking of national and international waterfront projects informs the global trends as part of the place making process (refer to Figure 18 in Chapter 3). The place making process has enabled the development of the Strategic Framework.

Benchmarking creates an opportunity to learn from both positive and negative processes and outcomes from other projects in Australia and around the world, in order to best inform this project with best-practice and adaptive design locally, nationally and internationally. Benchmarking may be a one-off event, but is often treated as a continuous process in which organisations continually seek to challenge their practices.

A number of key themes, recognised internationally from successful waterfront regeneration projects and processes (source PPS, USA), can be used as a framework to make assessments of the assembled benchmarking case studies. This will also begin to formulate a set of 'site and location responsive' principles for the Port Adelaide waterfront, and specifically the McLaren Wharf and Cruickshank's Corner Precincts.



Figure 20 Walsh Bay, Sydney

4.2 Case Studies

The national and international benchmark examples used to inform this master planning exercise included:

- Fremantle Waterfront, WA
- Newcastle Quayside, UK
- Walsh Bay, Sydney
- Duisberg Inner Harbour, Germany
- Coin Street Precinct, London, UK
- Malmo Waterfront Precinct, Sweden
- Dublin Docklands, Ireland
- Bunbury Waterfront Masterplan, WA
- Sullivans Cove, Hobart

4.3 Key Themes and Principles

Key themes and principles identified from the benchmarking examples include:

1. Ensure community desires and objectives are at the heart of the regeneration.
2. Create shared vision for the waterfront and precinct that is 'owned' by the community.
3. Create multiple 'destinations' at various scales.
4. Connect the multiple 'destinations'.
5. Optimise public permeability and access.
6. Create and encourage all hours activation.
7. Create parks that connect destinations and not as destinations in themselves.
8. Design buildings to encourage public space and public interfaces.
9. Integrate and feature multi-modal access into the waterfront precinct, and minimise car movements.
10. Design around local and seasonal activities.



Figure 21 Fremantle Waterfront, Victoria Quay, Fremantle



Figure 23 Malmo Waterfront, Sweden

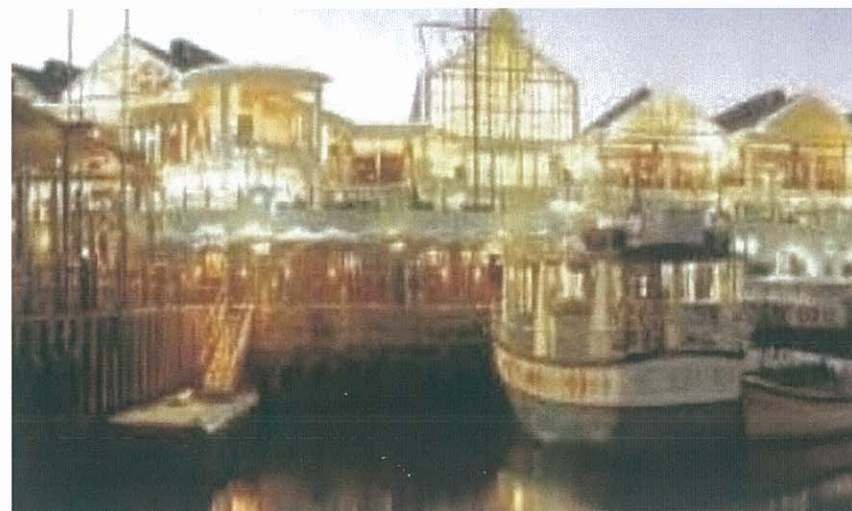


Figure 22 Victoria and Alfred Waterfront, Capetown



Figure 24 Newcastle Quayside, UK

4.4 What have we learnt?

- That nothing will happen overnight, regeneration is a long process;
- Regenerations that develop too quickly risk a loss of the sense of community;
- Any 'master plan' strategy must be flexible, adaptable and respond to the local context not a 'formula';
- If the local people love the outcomes, it will be successful;
- A series of small, local interventions or projects work more effectively than one big 'wow' or landmark project;
- There is a critical mass of housing and office density that is needed to 'kick off' these renewed communities; and
- Positive community engagement is at the heart of the process.

4.5 Common Elements of Good Waterfronts

While the case studies used for the benchmarking process incorporate varied and unique urban environments, there are a few common factors or 'themes' that can be identified:

1. A long term *vision* is required, with short term and medium term priorities and catalyst projects (small wins!);
2. There needs to be substantial levels of *government involvement*, investment and intervention;
3. Development and renewal should be based around *transit links and public transport* (not cars and carparking);
4. Significant *density of people* living and working in the area as a critical mass to rejuvenate the waterfront precinct is necessary;
5. Investment in the *public realm* – places and spaces for people – as a catalyst for private investment and development, is a must;
6. *Iconic institutions* or 'centres of excellence' to attract people;
7. *Marketing and promotion* – a 'place marketing' team to 'sell' the place.

4.6 What does this mean for Port Adelaide?

- The benchmarking process is an ongoing 'study and learn' process that will run throughout this Master Plan project and beyond.
- The project will continue to learn, update, test and respond to other successful examples and case studies.
- Each element or theme needs to be tested rigorously for the Port Adelaide context – some are applicable, some are less relevant.
- The themes and elements that emerge for Port Adelaide will be 'drivers' for not only the McLaren Wharf and Cruickshank's Corner Precincts Master Plan but also for the waterfront regeneration of Port Adelaide.



Figure 26 Duisburg, Germany – Inner Harbour



Figure 25 Malmo Waterfront Precinct, Sweden

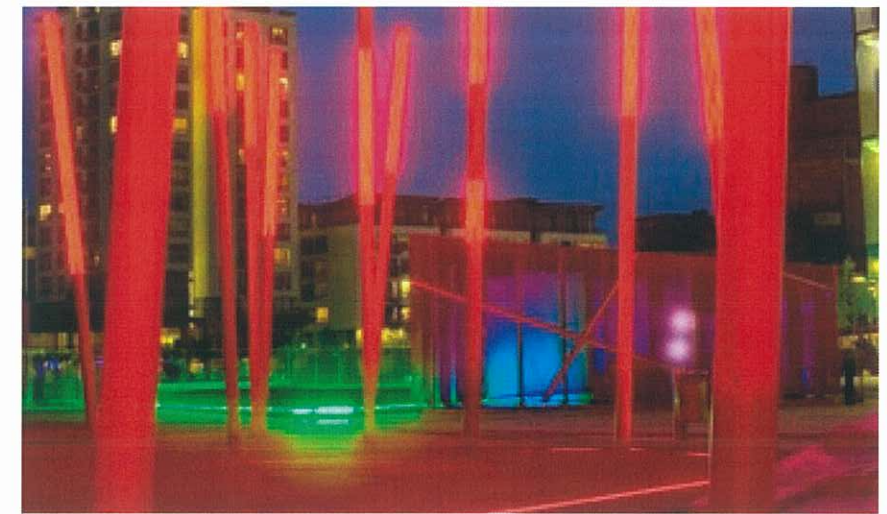


Figure 27 Dublin Docklands, Dublin

5. STORY OF THE LAND

5.1 Context

"Each city, suburb, region or state has its own stories to tell, its own particular weaving of theme, people and place..." Australian Heritage Commission, Preamble to Project Report, 1995.

The above statement reflects the importance of understanding our landscape, the meaning we give to places and the way we translate those sentiments to enable a sense of belonging and community.

Several tasks were undertaken to gain an intimate understanding of the 'Story of the Land' to inform the placemaking process, in particular to the sites of McLaren Wharf and Cruickshank's Corner. A strategic review of relevant documentation and policy was necessary to ascertain future development direction; a walk around the site over a number of days connecting with community and business people allowed observations to be made; and a site analysis drilled down into the fabric of Port Adelaide revealing the many layers of the Ports maritime and cultural history, and how the region evolved and functions today.

5.2 Strategic Review

A number of documents relevant to the McLaren Wharf and Cruickshank's Corner Precincts Master Plan project were reviewed to inform the development of the Master Plan. Some of the documents reviewed, including local and state-wide planning policies and aspirations, are listed as follows:

- Port Adelaide Centre Vision and Framework, Hassell, July 2006;
- St Vincent Street and Commercial Road Concept Plan, Jensen Planning & Design, Oxigen, GHD and City of Port Adelaide Enfield, 2007;
- SA Strategic Plan, 2007;
- Planning Strategy for Metropolitan Adelaide (December 2007);
- Strategic Infrastructure Plan for South Australia 2005/6 – 2014/15;
- Directions for creating a new plan for Greater Adelaide, 2008;
- LMC Sustainability Strategy;
- City of Port Adelaide Enfield Development Plan – Consolidated 26 February 2009 ;
- Port Adelaide Centre Car Parking Fund, 2008;
- Port Adelaide Enfield Open Space Plan Urban Design Guidelines, Hassell, December 2006;
- City of Port Adelaide Enfield Integrated Strategic Tourism Plan, KBR, June 2006;
- Port Adelaide Centre Car Parking Study, 2005;
- Port Adelaide Waterfront Redevelopment Project Newport Quays and Land Management Corporation Marina Joint Venture, 2004;
- Port Waterfront Public Art Framework, Brecknock Consulting, June 2007;
- The Port Revitalisation Guidelines, Cox, February 2004;
- Kaurua Cultural Heritage Survey, GHD, Vivienne Wood, Hemisphere Design, 2007;
- AK Falie Options – Preliminary Cost Estimates, Department for Transport, Energy and Infrastructure (DTEI), 2009;
- City of Adelaide Cruickshank Corner Seaport Museum Marketing Plan, Preservation Trust, 2009;
- City of Adelaide Laser Scan Survey, Preservation Trust, 2009;
- Management of Commercial Vessel Operations at Queen's Wharf/ McLaren Wharf, Kellogg Brown & Root Pty Ltd, March 2006;
- Adelaide Dolphin Sanctuary Act 2005;
- Preliminary Soil and Groundwater Investigations – Parcels 10 & 10 A, Maunsell McIntyre Pty Ltd for Land Management Corporation, 2000;
- Preserving Nelcebee Paper, Department for Transport, Energy and Infrastructure (DTEI), 2009;
- Services Review Precinct 4 – Cruickshank Corner, Wallbridge & Gilbert Consulting Engineers for Land Management Corporation, 2004;
- McLaren Wharf and Cruickshank's Corner Precinct Cultural Heritage Survey, Australian Cultural Heritage Management Unit (ACHM) for Land Management Corporation, January 2010; and
- Cultural Strategic Plan, City of Port Adelaide Enfield, August 2003.

While each of the abovementioned documents was reviewed, not all were summarised in this report as not all were considered to inform the McLaren Wharf and Cruickshank's Corner Precincts Master Plan. A brief summation of the more relevant documents outlining key points relating to the subject site is provided in Appendix A.

5.3 Site Analysis

In order to inform the 'story of the land' (as part of the place making process), a site analysis was undertaken with respect to a number of key planning considerations including:

- **Aboriginal Heritage** – The Kurna people of the Port Adelaide Enfield region have close association with the land, river and coast. While Aboriginal heritage is hidden or lost, the Kurna people maintain the importance of translating and celebrating the connection Aboriginal people have with the Port area;
- **Government Policy and Vision** – Local and State Government planning policies and various other studies and investigations provide planning guidelines for the future development of the sites of McLaren Wharf and Cruickshank's Corner. Pertinent to the master-planning process will be recommendations for future development, which may trigger the Development Plan Amendment process, and investment by the various levels of Government to ensure future development can be supported and activated;
- **Social Sustainability** – Recreating the Port to increase the number of residents, visitors and employment base is a challenge faced by industrial ports. Agreement on a vision and cooperation between landholders, all levels of Government and private investors is necessary to reinvent McLaren Wharf and Cruickshank's Corner into economically, environmentally, socially and culturally sustainable Precincts for the future;
- **Historical Land Use** – Port Adelaide presents a unique landscape rich with heritage buildings, maritime activity and infrastructure, and an industrial focus surrounding a river that supports a dolphin population. The opportunities to incorporate the existing histories and themes into the hard and soft built form, open spaces, landscaping treatments, access routes around and across the Port River, will be determined by the vision and investment;
- **Maritime Heritage** – Port Adelaide is home to several heritage vessels and infrastructure, as well as other histories relating to trains, planes and military. The Port provides an opportunity for a Maritime Precinct to build on existing economic and recreational activity and further enhance the attraction of the Port to residents and visitors alike ;
- **Open Space-Public Realm** – The public realm includes hard and soft built form, promenades and view corridors, access to and activity in the water, connections between, through and around public and private buildings, and any space/place where communities, workers, residents and visitors feel a sense of place and belonging. McLaren Wharf and Cruickshank's Corner provide challenges but opportunity for creative design solutions to create places and spaces that entice people to engage with the activities provided at those locations and across the Port River;

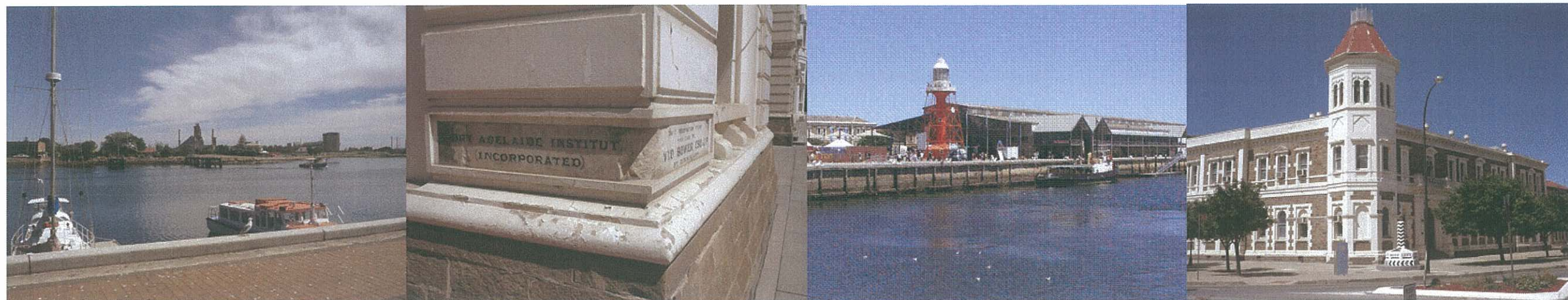


Figure 28 Views of Historic Port Adelaide

McLaren Wharf and Cruickshank's Corner Precincts Master Plan

- Pedestrian Access – Access to pedestrians and cyclists is limited to the road networks, existing promenade and two bridges crossing over the Port River. Making them safe, attractive and accessible to the waterfront and waterfront activity is necessary to attract more people into the public realm;
- Significant Employment – A critical mass is imperative to support a thriving community. While a threshold population exists on Le Fevre Peninsula and future development is earmarked with the Newport Quays and Defence developments in the locality, the success of reinvigorating McLaren Wharf and Cruickshank's Corner Precincts will depend primarily on the investment and mix of land use developed there;
- Tourism – The Port is home to existing tourist attractions including several museums and galleries, the Black Diamond Square lighthouse, the Port River and river boat cruises, and the dolphins. Capitalising on these themes and histories through tourism will further improve the economic base and create an iconic destination for tourists and locals alike in South Australia;
- Transport – Existing public and private transport networks can be improved to create safer routes for vehicular and pedestrian travel, improve and encourage greater interaction in the public realm along major shopping/business precincts by reducing amounts of traffic and heavy vehicles, and create better linkages between the waterfront and the McLaren Wharf and Cruickshank's Corner Precincts. Future development may bring other forms of transport into the Port area to further improve accessibility and service to the area;
- Sight Lines – The existing sight lines from Commercial Road at McLaren Wharf across the Port River to Cruickshank's Corner provides an opportunity to create many destination points connecting one side of the river to the other through built form, water transport, activity, art and sculpture and other forms of treatment to development along and on the waterfront;
- Industry and Freight – Industry is a significant land use in the Port and an important contributor to the States economic base. Reconciling future development on McLaren Wharf and Cruickshank's Corner with industrial activity and freight movement in the area requires careful consideration of legislative environmental and planning objectives.

The analysis of these elements has been illustrated in Figures 29 – 40. An analysis of existing view corridors was also undertaken and the results provided in Figures 41 - 45.

Transport and Access

Public Transport

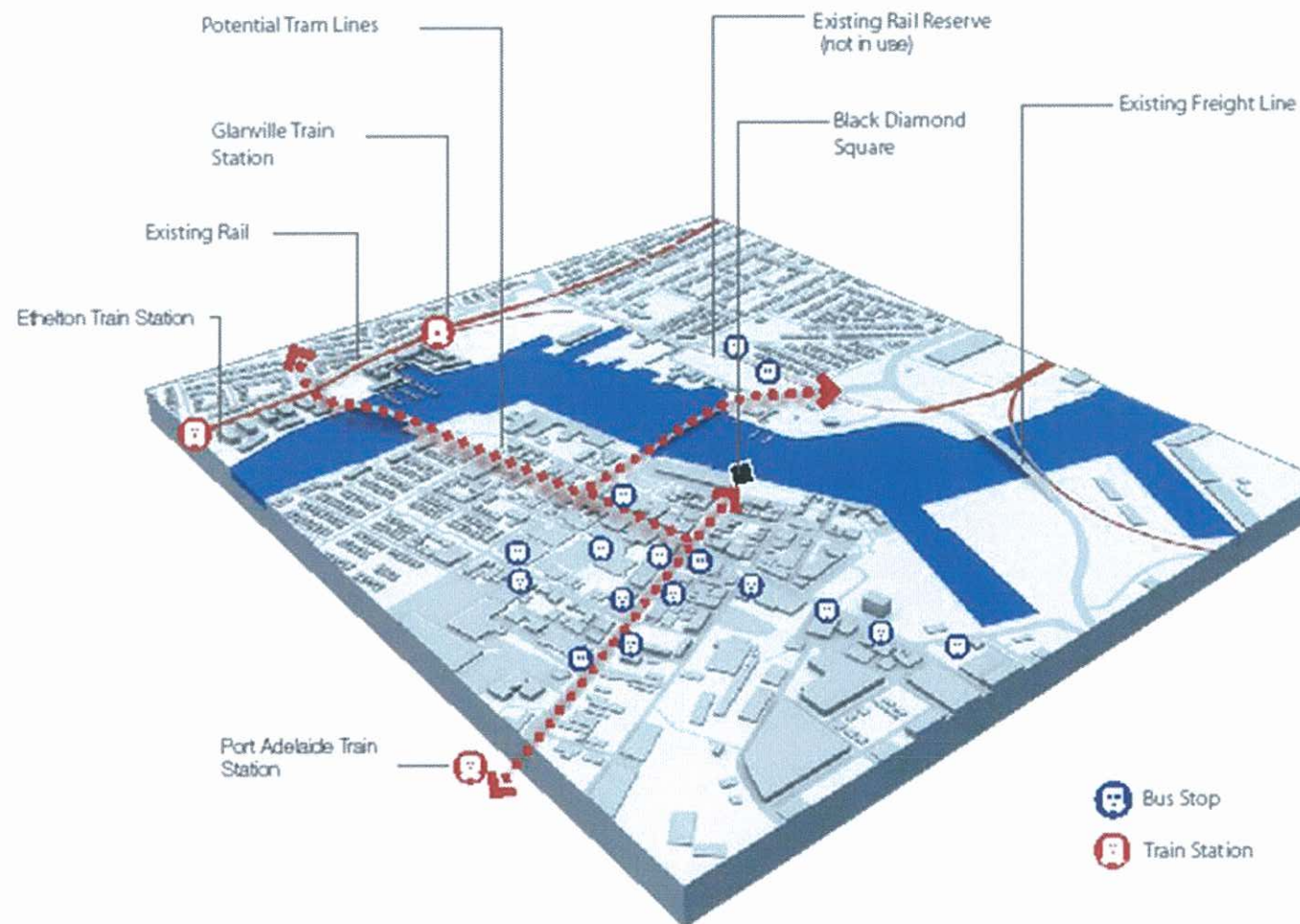
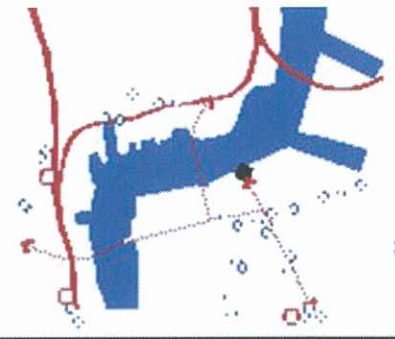


Figure 29 Transport and Access – Public Transport

Transport and Access Pedestrians and Cyclists

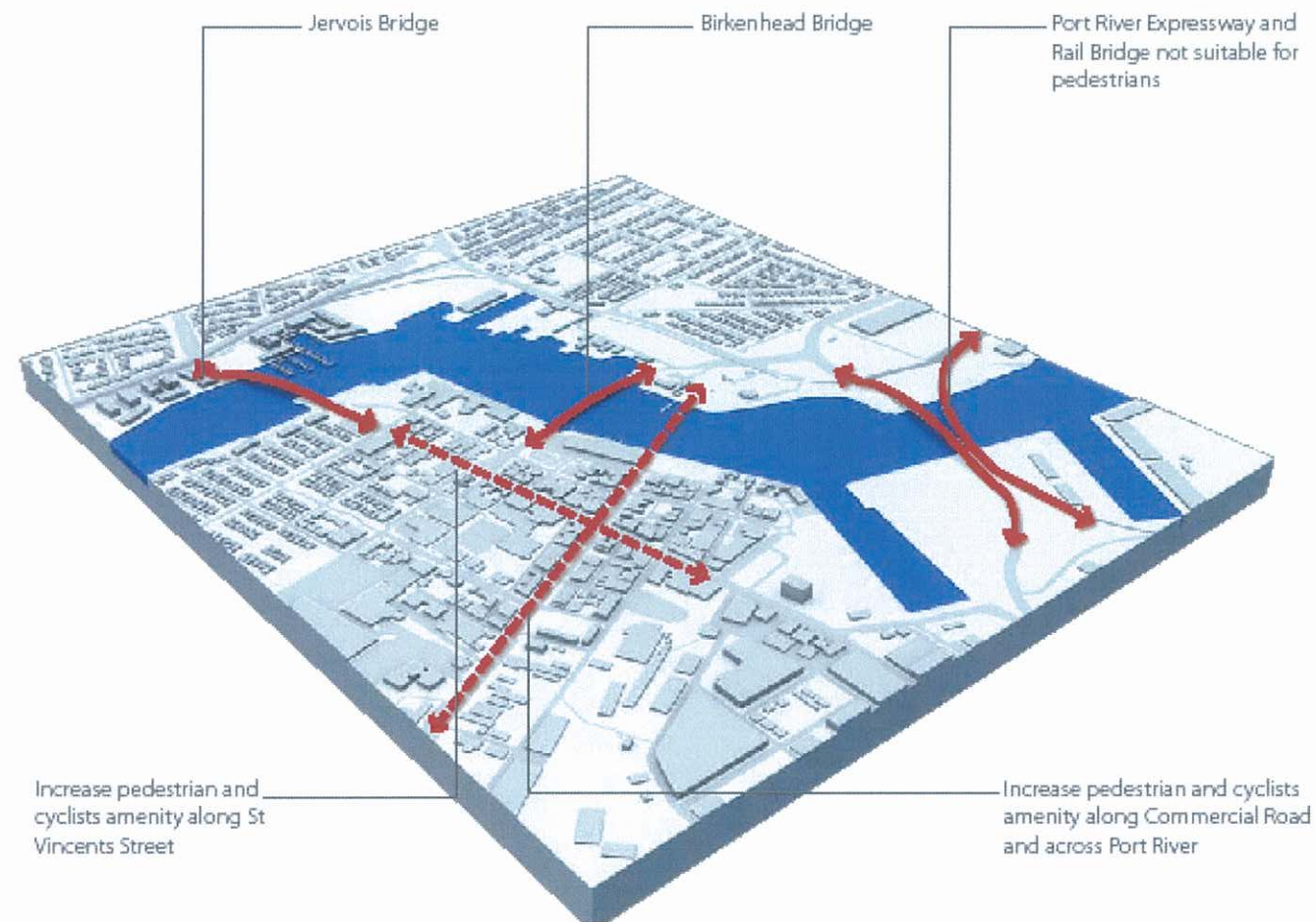
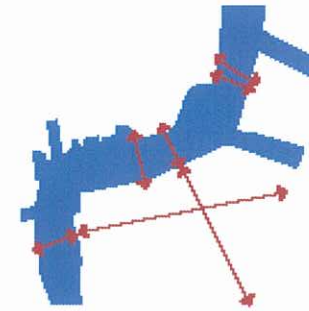


Figure 30 Transport and Access – Pedestrians and Cyclists

Transport and Access

Traffic

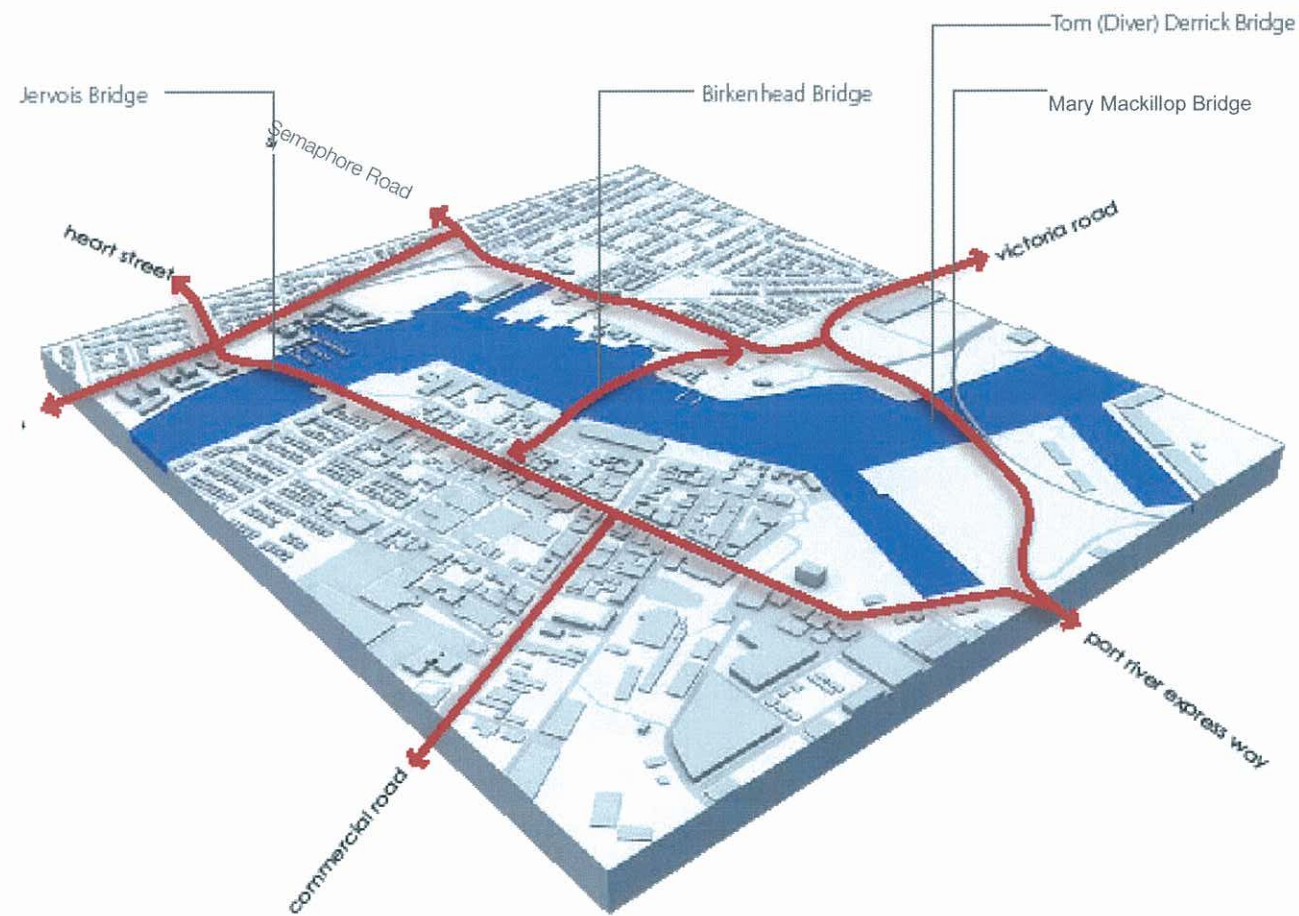
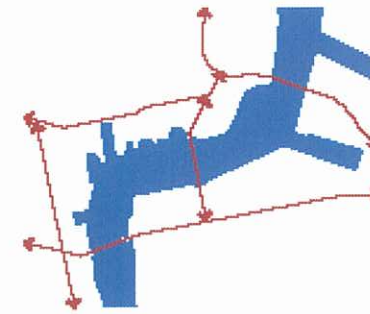


Figure 31 Transport and Access - Traffic

Local Government Policy Policy, Frameworks, Studies

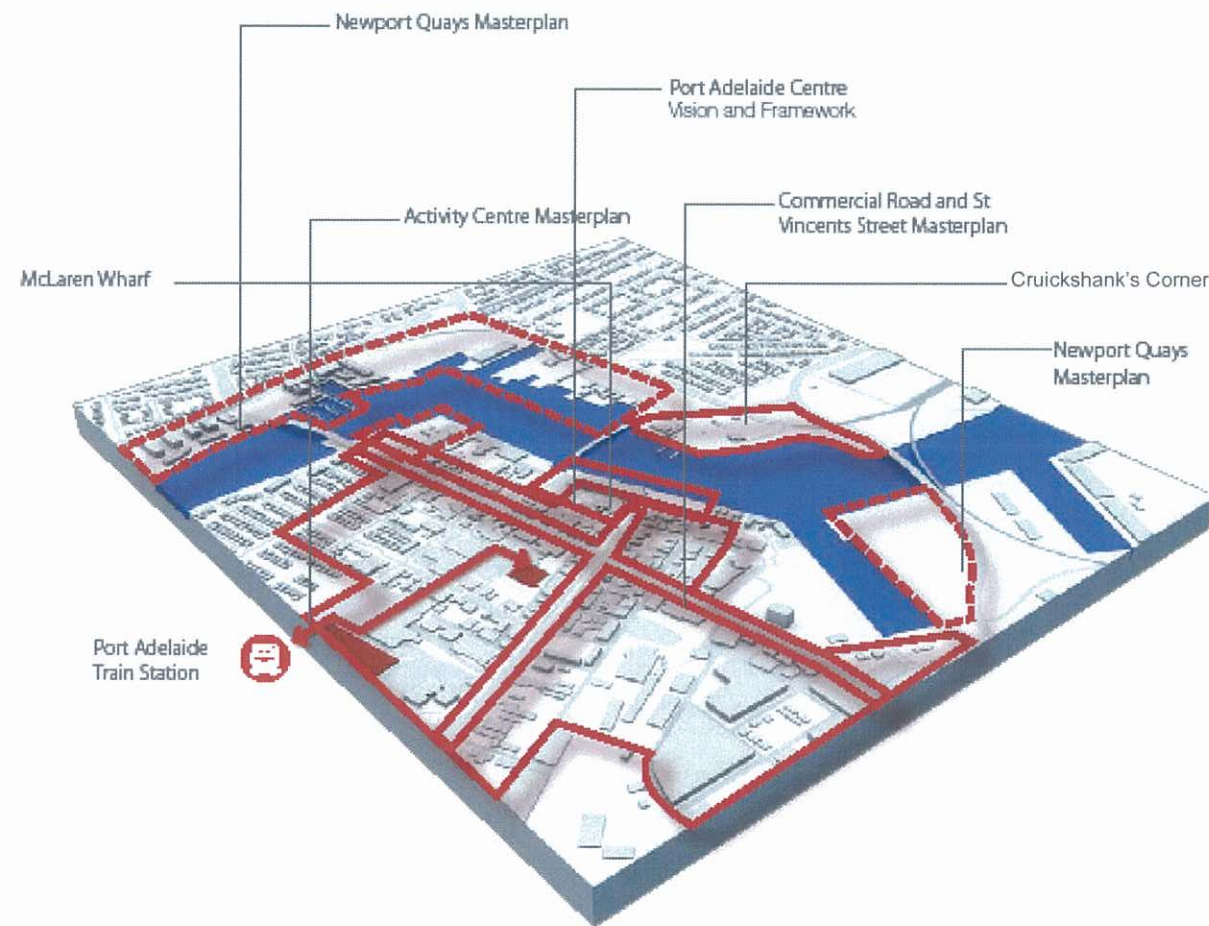
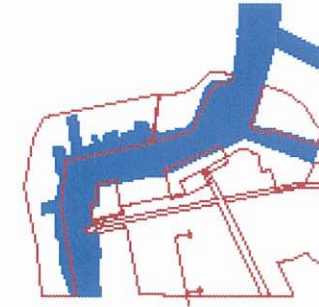


Figure 32 Local Government Policy – Policy, Frameworks, Studies

Cultural Heritage

Maritime

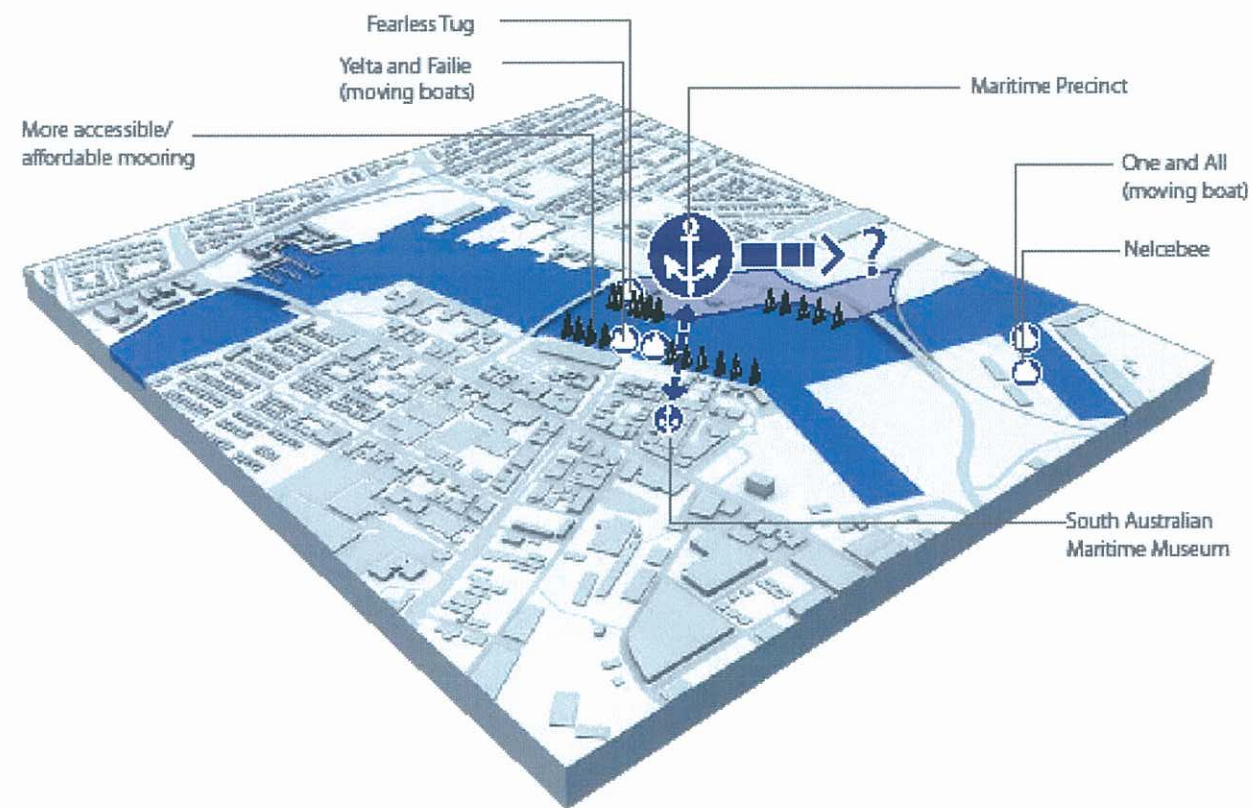
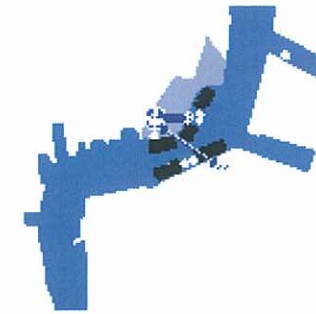


Figure 33 Cultural Heritage - Maritime

Cultural Heritage Indigenous History

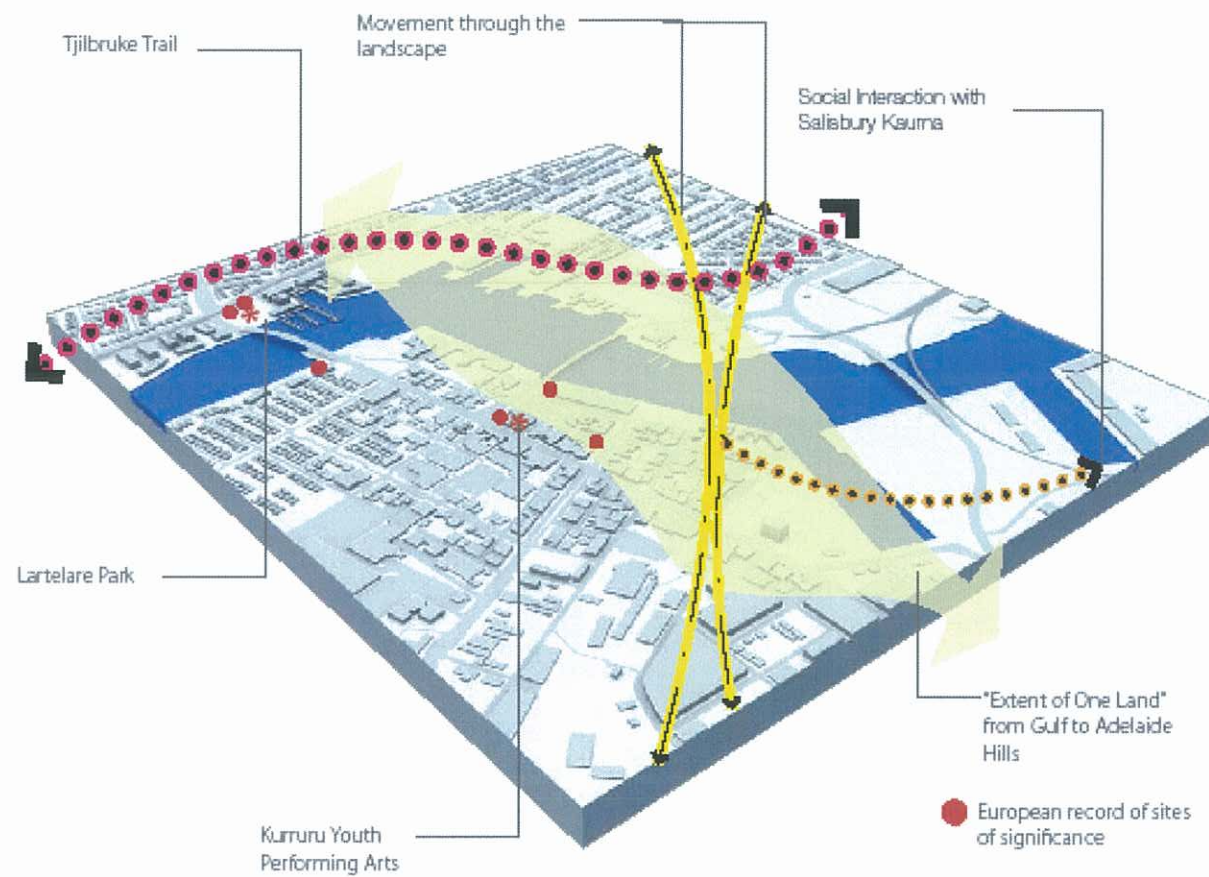
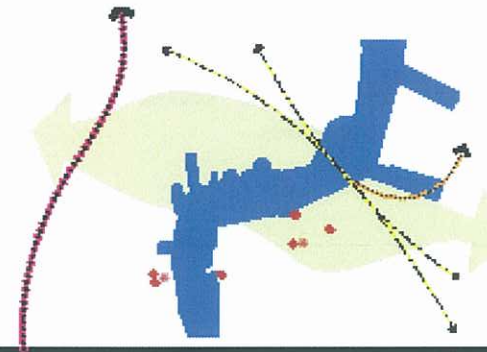


Figure 34 Cultural Heritage – Indigenous History

Cultural Heritage and Social Sustainability Destinations and Densities

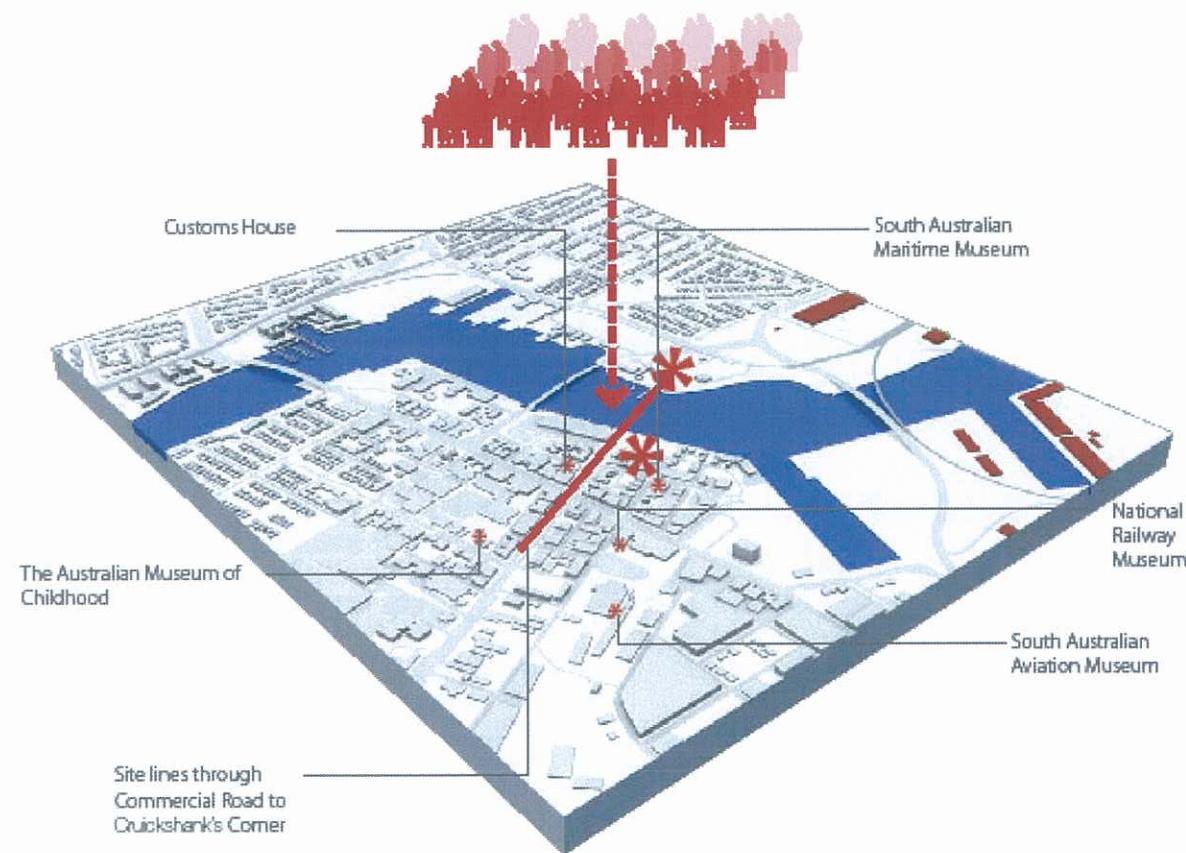
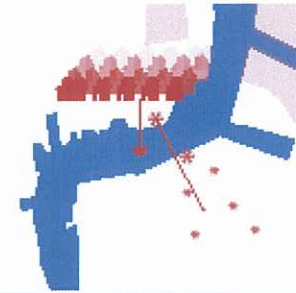


Figure 35 Cultural Heritage and Social Sustainability – Destinations and Densities

Natural Environment Dolphins and Port River

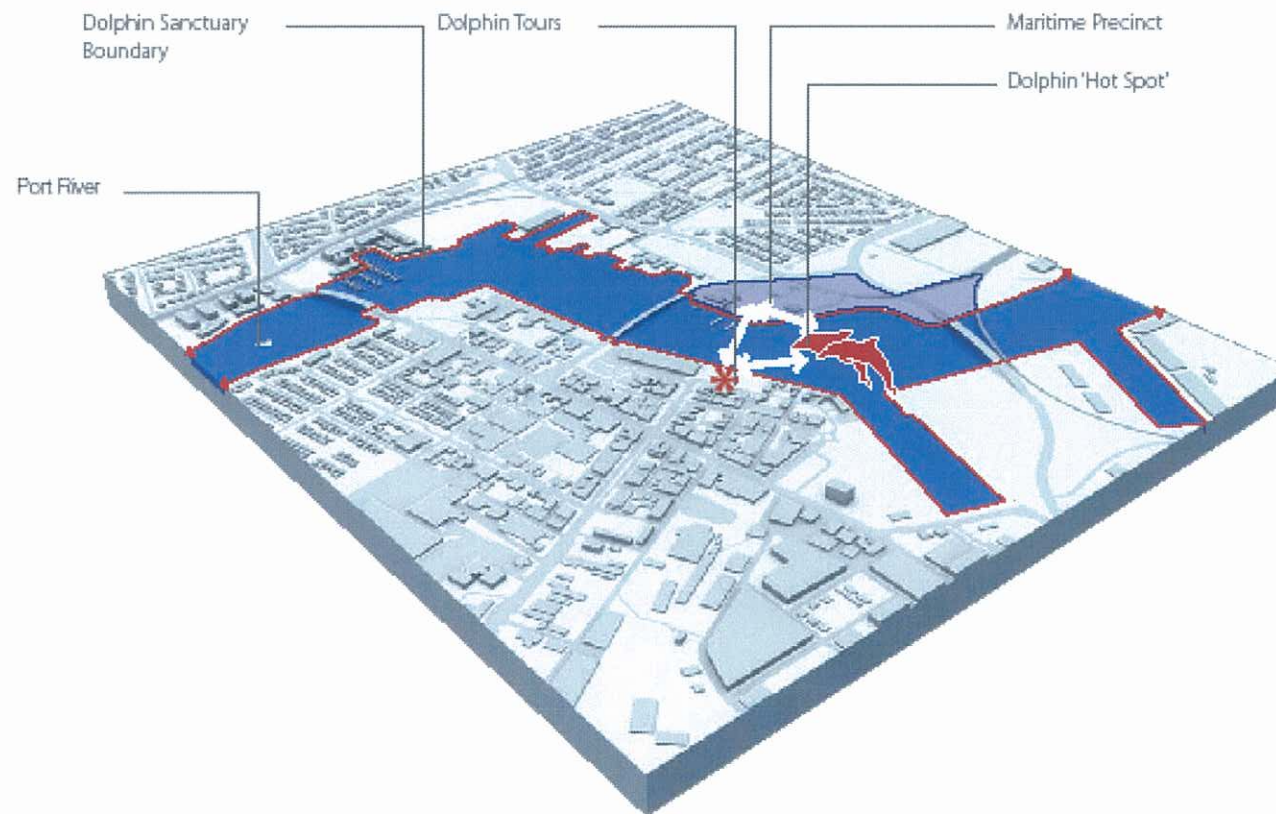
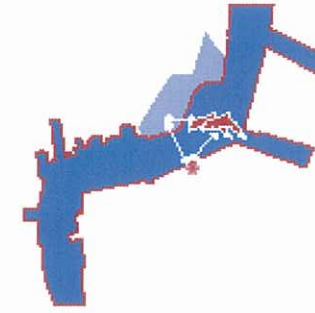


Figure 36 Natural Environment – Dolphins and Port River

State Government Drivers and Investment

State Government Vision and Directions



Figure 37 State Government Drivers and Investment – State Government Vision and Directions

Social Sustainability Place and Community

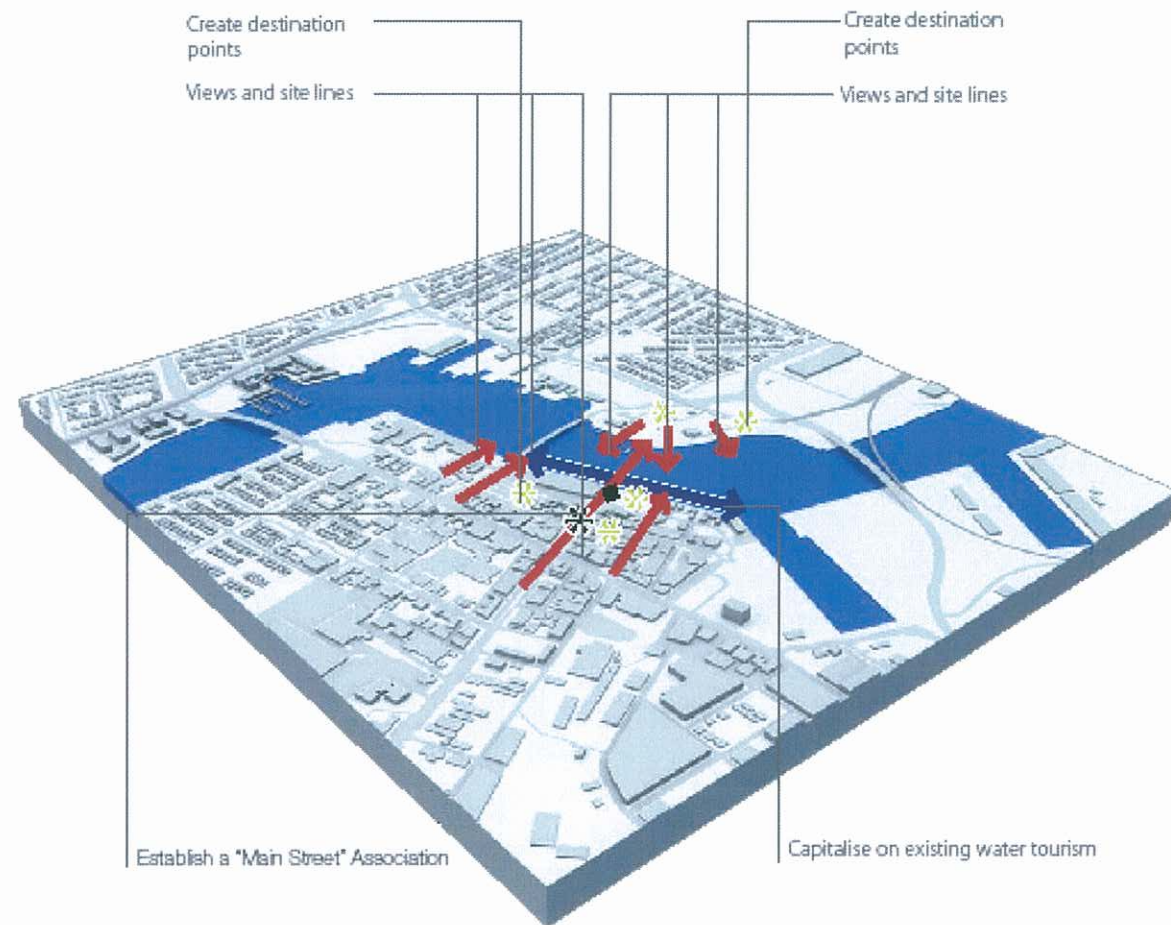
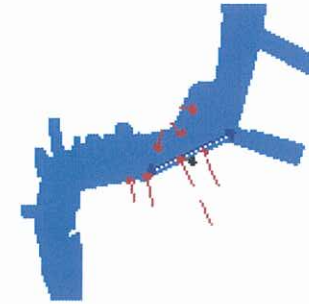


Figure 38 Social Sustainability – Place and Community

Social Sustainability
Existing Histories and Themes

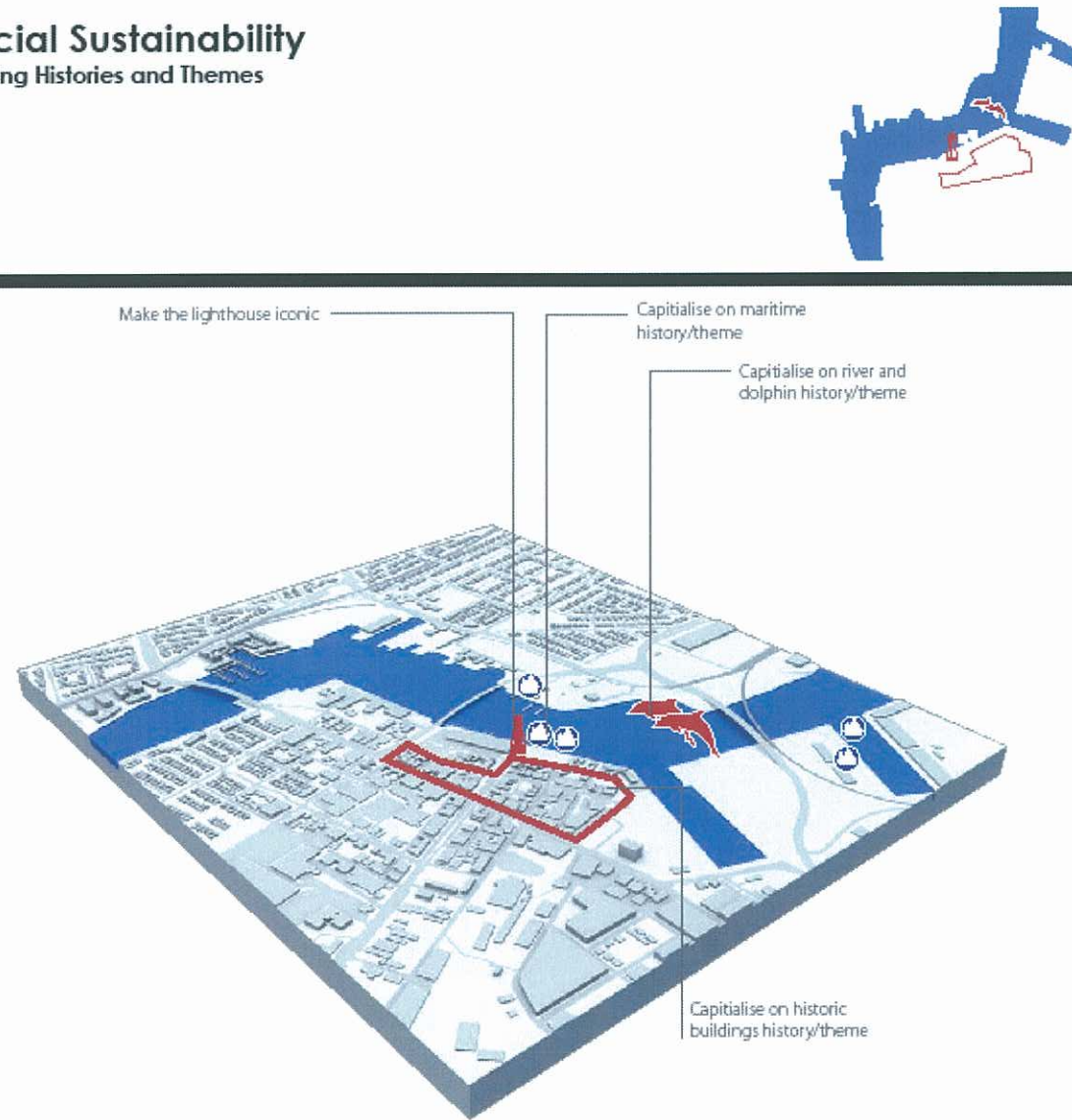


Figure 39 Social Sustainability – Existing Histories and Themes

Social Sustainability
Built Form and Density

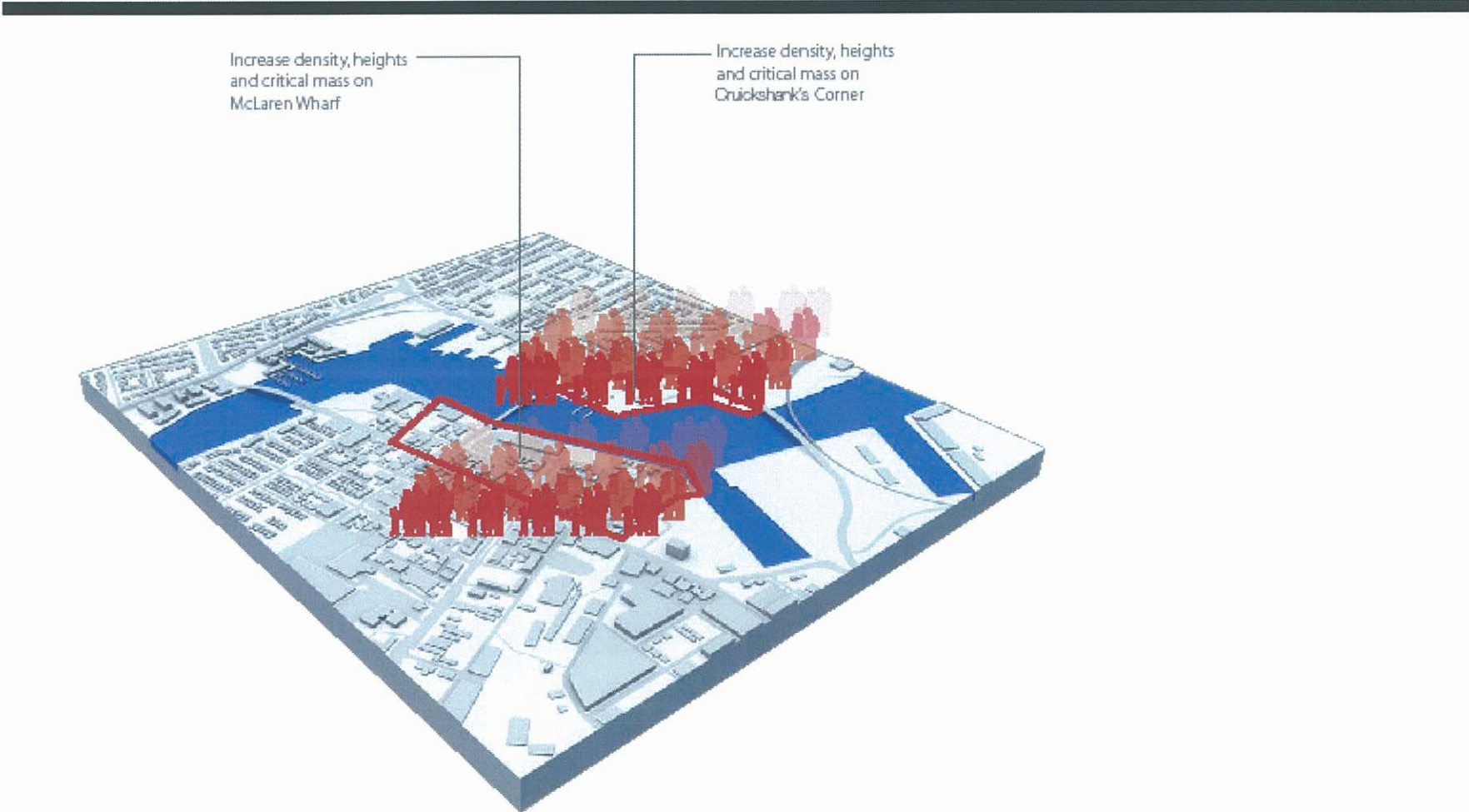
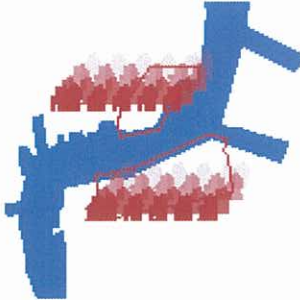


Figure 40 Social Sustainability – Built Form and Density



View from southern side of St Vincent Street looking north down Commercial Road towards Black Diamond Square



View from St Vincent Street and Commercial Road intersection looking north-west.



View from St Vincent Street and Commercial Road intersection looking north towards Black Diamond Square.

Commercial Road View Corridor

Figure 41 Commercial Road View Corridors



View of Customs House, Lighthouse and Black Diamond Square looking north down Commercial Road



View of Fisherman's Wharf Market, Lighthouse and Black Diamond Square looking north down Commercial Road

Commercial Road View Corridor

Figure 42 Commercial Road View Corridors



View looking north down Lipson Street towards the Wharf



View at the end of Lipson Street looking north towards the Wharf

Lipson Street View Corridor

Figure 43 Lipson Street View Corridors



View looking west down McLaren Wharf



View looking east down McLaren Wharf

McLaren Wharf View Corridors

Figure 44 McLaren Wharf View Corridors



View of Birkenhead Bridge looking north.



View from Cruickshank's Corner looking south-east towards McLaren Wharf



View from Cruickshank's Corner looking south towards McLaren Wharf

Birkenhead Bridge and Cruickshank's Corner View Corridors

Figure 45 Birkenhead Bridge and Cruickshank's Corner View Corridors

6. COMMUNITY VALUES - CONSULTATION

6.1 Introduction

Adopting a 'Place Making' approach for the development of the McLaren Wharf and Cruickshank's Corner Precincts Master Plan Strategic Framework included an extensive consultation process involving key stakeholders with interest and investment in the study area, as well as community groups and the broader community. This process enabled participants an opportunity to contribute to the project decision-making process.

Consultation activities included the following:

- Numerous meetings with individual and key stakeholder groups;
- State Government Agency meeting;
- Council Staff workshop;
- An LMC Community Forum workshop;
- Stakeholder – Risks and Opportunities Workshop;
- 'Walk the Beat' and Place Audit;
- Stakeholder – Place Making Workshop;
- Stakeholder and general public – Design Charrette

6.2 Stakeholder Meetings, LMC Community Forum Workshop and Port Adelaide Enfield Council Staff Workshop

During February 2010, meetings and workshops were attended by special interest groups, business and recreational groups, developers, transport, boating and tourism groups, State and Local Government representatives, private property owners and the general community.

The key objective of such an undertaking was to ascertain opportunities and constraints for the future development of the study area. The following Agencies, interest groups and individuals contributed to the consultative process:

- Landowner – 5 Wilson Street, Semaphore Road, Cruickshank's Corner;
- Landowner – 308 Semaphore Road, Cruickshank's Corner;
- Barreau Group, Birkenhead Hotel, Cruickshank's Corner;
- Landowners – McLaren Parade;
- Landowner – Fishermen's Market and Customs House;
- Newport Quays;
- Adelaide Brighton Cement;
- South Australian Freight Council;
- LMC Community Forum Members;
- Cultural Mapping Steering Committee Members;
- Port Adelaide Rowing Club;
- Boating Industry Association of South Australia Inc.;
- Tour Boat Operators;
- City of Adelaide Preservation Trust;
- South Australian Maritime Museum;
- Whale and Dolphin Conservation Society;
- Falie/Nelcebee Taskforce representatives;
- History Trust;
- Arts SA;
- State Government Agencies including:
 - Department of Planning and Local Government;
 - Department of Environment and Heritage;
 - Department of Further Education, Employment, Science and Technology (TAFE);
 - Department of Transport, Energy and Infrastructure – Transport and Maritime;
 - Department of the Premier and Cabinet; and
 - Tourism SA;
- Port Adelaide Enfield Council.

The opportunities and constraints identified during the stakeholder meetings were aligned with the parameters of the project to attune the various key stakeholders and the State Government to the same vision and purpose of the project. A number of key issues emerged from these meeting and are listed below.

6.2.1 What Emerged? – Meeting, Forum, Staff Workshop

- Pedestrian, cycling, public transport and vehicular access needs to improve;
- Numerous studies and investigations have been undertaken in regards to potential development in Port Adelaide – they need to be reconciled to provide a clear direction for future development potential;
- Destination points are required to create many 'hearts' in Port Adelaide;
- Maritime, Aboriginal, dolphin and other histories and activities are important in the Port and have tourism, educational and celebratory possibilities;
- Land ownership and governance needs to be investigated and partnerships explored;
- Tourism infrastructure and activities need improving;
- Car parking and heavy traffic issues need to be addressed;
- The views of the local community are imperative in the future development of Port Adelaide;
- Key constraints revolve around relationships between existing and proposed land uses, and impacts on the natural environment;
- Proposed development needs to think outside the square if a critical mass supporting 24/7 activation creating economic drivers is to be achieved in Port Adelaide; and
- Land use should include a mix of residential, commercial, business, tourism, educational, recreational.

6.3 Risks and Opportunities Workshop

A 'Risks and Opportunities' Workshop was conducted on 4 March 2010 at the Town Hall of the City of Port Adelaide Enfield, bringing together the various key stakeholders already interviewed separately, to enable a collaborative investigation of the key issues and opportunities posed by and available to the redevelopment and revitalisation of the McLaren Wharf and Cruickshank's Corner Precincts.

The workshop revealed that the project could potentially have impact on a broader community and a range of stakeholders not involved in the workshop, such as the greater Adelaide population, international visitors and school tours, to name a few.

For that reason, it was decided that key stakeholders would act as Master Plan "champions" and provide advice and direction on the future development possibilities for the McLaren Wharf and Cruickshank's Corner Precincts.

The workshop participants identified and discussed key opportunities and challenges associated with the site and agreed on a 'vision' for making the McLaren Wharf and Cruickshank's Corner Precincts a great place and space for present and future generations of residents, workers, investors and visitors.

6.3.1 What emerged – Risk and Opportunities Workshop?

McLaren Wharf Precinct

- **Activating** McLaren Wharf with *people, new development, tourism, events* and *celebration*;
- **Accessing** and *activating the water*;
- Encouraging a *greater diversity* in *retail, hospitality* and *business*;
- **Connecting** McLaren Wharf Precinct to the Port Centre and Cruickshank's Corner Precinct;
- **Improving** infrastructure, built form and quality of the public realm to *create a heart* and *attractive destination*;

- Retaining and *celebrating the unique character of Port Adelaide*;
- **Attracting investment** and funding to redevelop the Port in a balanced and staged approach;
- Working with the many land owners to *create governance structures* and *partnerships*.

Cruickshank's Corner Precinct

- **Connecting** Cruickshank's Corner Precinct with McLaren Wharf Precinct and the Port Centre;
- **Connecting** Cruickshank's Corner Precinct by *vehicle, public transport, water, foot* and *bicycle* without compromising existing land uses in the area;
- **Retaining open space** for recreational purposes on Cruickshank's Corner Precinct;
- **Building** on *momentum* of Birkenhead Tavern to create more attraction, activity for tourists, families and the broader community;
- **Creating** an *active* water recreation space with access to the water;
- **Sharing** the *maritime, Aboriginal, dolphin* and other histories at the Cruickshank's Corner Precinct through *interpretation, education* and *interactive* museum attractions;
- Attracting *development* and *creative operators* and *funding* to support the activation of Cruickshank's Corner Precinct;
- **Protecting** and *improving* the management of *the natural environment* at Cruickshank's Corner Precinct;
- **Managing** the *attractions and events* at Cruickshank's Corner Precinct as an ongoing *community development* process; and
- **Capitalising on the views** from Cruickshank's Corner Precinct across the Port River.



Figure 46 Risks and Opportunities Workshop

6.3.2 'Place Essence and Principles'

The 'Place Essence' and 'Place Principle' model was used to create a shared vision as to how the McLaren Wharf and Cruickshank's Corner Precincts could develop and evolve over time in a physically, socially, culturally, economically and environmentally sustainable manner.

Based on the 5 P's of Place Making – 'Place', 'People', 'Product', 'Program' and 'Planet' – a number of guiding principles relevant to McLaren Wharf and Cruickshank's Corner Precincts were agreed to and put forward by the champions as a framework that future development should address and aim to achieve.

The agreed principles listed below are indicative of the commitment by the workshop participants to be respectful of existing histories, land uses, cultures, activities and environments while excited by the potential reinvigoration future development could bring to the Port.

- *Spirit and Stories*

Sharing the spirit and stories of the Port creates opportunity to educate and inspire locals, workers, investors and visitors alike.

- *Activation*

Activating the area with events, people, density, history, education, business, retail, commercial, hospitality, recreation, arts and culture brings a critical mass into the area.

- *Engaging with the water*

Touching, experiencing and participating in water activities provides opportunity unique to Port Adelaide.

- *Connections*

Creating connection across the Port River from the Port Centre across and between McLaren Wharf and Cruickshank's Corner Precincts, over to Semaphore through transport/pedestrian/water connections, soft and hard form treatments, land and water activity, can further build on and celebrate existing land uses and histories.

- *A quality public realm and heart*

Creating a quality public realm as an anchor for development with built form that provides a comfortable, safe and enjoyable environment and creates a heart (or many hearts), a meeting place and focal point for Port Adelaide.

- *Protecting our natural assets*

Ensuring the sustainability of the Port, its flora and fauna, and providing a healthy place to work, live and play is essential to the natural as well as man-made environment.

- *Governance and Management*

Finding opportunities to work collaboratively, explore the 'small wins' and partnerships, develop a 'can-do' approach to sell the Port story.

- *Investment*

Exploring investment and funding opportunities at all levels of Government to property owners to local traders and the broader community to keep the momentum going.

- *Economic sustainability/viability*

Creating economic sustainability and viability to support existing and future investors and businesses that make McLaren Wharf and Cruickshank's Corner a vibrant place to live, work and play.

6.4 Walk the Beat Observations

Gilbert Rochecouste from Village Well walked the site at McLaren Wharf and at Cruickshank's Corner to observe and connect with people in their place. This intuitive exercise resulted in a feel for the place, the community and where they are currently placed. The outcomes are summarised as strengths, weaknesses, opportunities and recommendations as follows, and a visual representation is provided in Figure 47.

It is noted that the summary below reflects Gilbert's impressions based on feedback from those consulted on a particular day. The recommendations outlined below have not been tested having regard to the practicality of implementing the suggested strategies.

6.4.1 Strengths

- The Port Adelaide precinct has great inspiration to draw upon from the Port heritage, the building stock and the gritty feel to the place.
- There are new young traders emerging and starting to establish themselves in the Port – they will be the key to bringing new life to the precinct.

6.4.2 Weaknesses

- Poor quality public amenity.
- Lack of compelling vision and authentic story that links the past to the present.
- The community feels it has not been engaged authentically, they need to hear the outcomes of their input, and need to see some action on the ground.
- Heavy vehicles in the main road make activation difficult.
- There is a perceived lack of support for business and traders.
- A lack of any 'Economic Development Unit' or dedicated resources to support small businesses and the economic viability of the place within Council.
- New residential development is viewed not to have delivered the quality development that was promised.

6.4.3 Opportunities

- Port Adelaide has a great opportunity for catalysts through a creative arts based renewal process – art/community blitz for McLaren Wharf and Cruickshank's Corner Precincts.
- Create opportunity for creative arts community to activate the area with informed events, exhibition with support from Local and State Government.
- Great opportunity to activate side streets/laneways, connect the river as a cluster for quirky cafes and creative offers that are themed - there could be scope for a Laneway Activation Strategy particularly in the area behind McLaren Wharf towards the eastern end.
- LMC and Council could support the development of a town centre precinct business and marketing plan.
- Create a place story and brand that integrates the town centre and McLaren Wharf and develop a place activation strategy.
- Quality office accommodation for industry and shipping businesses.

6.4.4 Recommendations

Potential considerations for Port Adelaide (not just the Master Plan area) include:

- The Port Adelaide development cannot be separate from the traditional town centre in its experience, branding and positioning.
- Commercial Road holds the spine and the gateway entry into the heart of the Port Adelaide precinct.
- The mainstreet feel should extend into the development site, especially the ground plane treatments.
- Traders and property owners want the removal of large vehicle traffic from Divett St.
- Bring the traders together for a Business Inspiration Evening around the future positioning of the Town Centre and brainstorm activation ideas - this would lead to the framework for a Business Marketing Plan.
- Create a Town Centre Business Marketing Plan that will support the

renewal by delivering: a town centre brand and positioning that includes the development sites; future mix; precinct plan strategy eg. laneways; creating a retail heart; and delivering the experience.

- There is opportunity to position the civic precinct into an arts/cultural cluster. Actions include the creation of an arts/creative industries workshop - create option for usage and activation - model the Renew Newcastle framework for arts renewal.
- Developer/Building Owners Workshop (as above) to catalyse confidence to invest.

McLaren Wharf and Cruickshank's Corner Precincts Master Plan

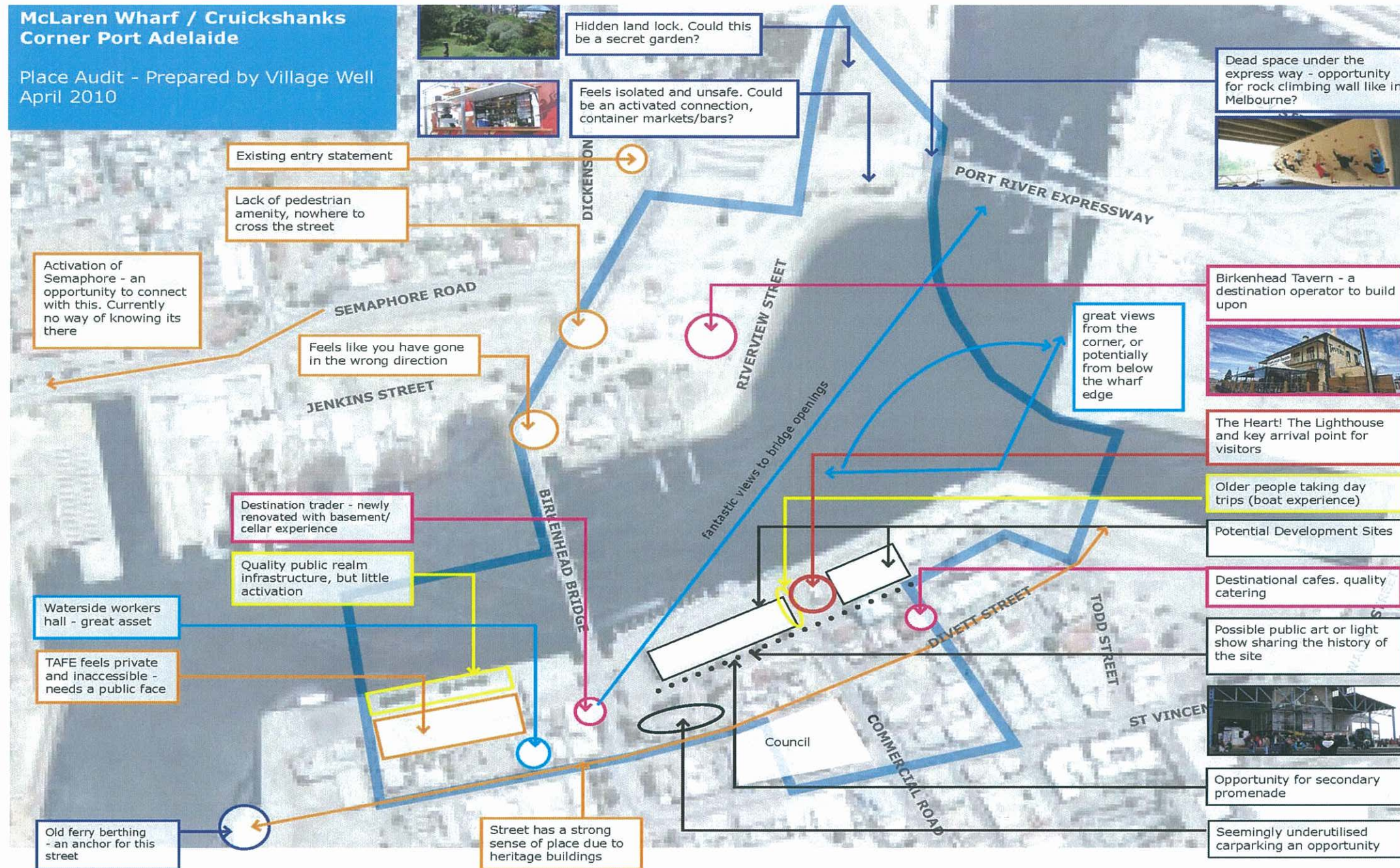


Figure 47 McLaren Wharf and Cruickshank's Corner Place Audit

6.5 Place Making Workshop

A 'Place Making' Workshop was conducted on 10 April 2010 at the Waterside Workers Hall, Port Adelaide, again bringing together the various key stakeholders (champions) who participated in the individual interviews and workshops. The objectives of this workshop included:

- Confirming the outcomes of the consultative process to date;
- Agreement on the visions for the site to form a 'big picture' and 'local picture' perspective;
- Identification of the 'small wins', discussion and agreement on short, medium and long term strategies and actions that will support the development of a number of scenarios to be tested and developed in more detail with design/visualisation support.

The morning session took on a practical approach with participants visualising and mapping ideas for different factors needing consideration in future development of the study area. The various factors included:

- Activation/Densities
- Cultural Heritage/Governance and Leadership
- Environment
- Heritage
- Traffic and Access
- Urban Design/Engaging with the Water

The afternoon session required participants to visualise and map connections between the three components of the site – McLaren Wharf Precinct, Cruickshank's Corner Precinct and the inner harbour. Consideration was also given to the relationships between the study area and the interface with the abutting areas of Semaphore, Le Fevre Peninsula, the Port Centre, the Newport Quays developments, and the industrial land uses to the north.

6.5.1 What Emerged – Place Making Workshop?

Morning Session - Factors influencing place making

- **Activation/Densities**

In general it was agreed that a greater critical mass is necessary to increase social, cultural and economic activity necessary to create sustainable precincts at McLaren Wharf and Cruickshank's Corner, with many ideas explored and put forward as a means to achieving this objective.

An issue raised in regards to creating density, was that whatever future development is agreed to, should consider the locals who call the Port 'home' and should not occur just for the sake of creating density or tourist activity.

- **Urban Design/Engaging with the water**

Designing innovative and showcasing existing urban form to create connection between, through and around built structures to the waters edge and connecting McLaren Wharf Precinct across the Port River to Cruickshank's Corner Precinct, was considered imperative in creating a sense of place. Ideas included lighting up existing bridges, improving social infrastructure and the public realm, improving pathways for pedestrian and vehicular traffic, creating tourist/recreation destinations, increasing accommodation for residents and visitors, and incorporating well-designed spaces for parking.

- **Environment**

The impact of future development on the river environment and in particular, on the dolphins, is an important issue considering the potential development that could occur on McLaren Wharf and Cruickshank's Corner Precincts. Environmental protection, monitoring and regulating land and river activity, and better controls of airborne pollution/dust, were all regarded necessary measures to ensure a balance is struck between the man-made and natural environments.

- **Heritage**

The European heritage of Port Adelaide is very important not only to locals and visitors but is also significant to the history of South Australia. Aboriginal cultural ties to the Port are also well documented as being a highly sensitive and important part of the landscape.

While it is acknowledged and accepted new development in the McLaren Wharf and Cruickshank's Corner Precincts is necessary to revitalise the Port, it was agreed that the heritage fabric of the Port should be conserved, protected, celebrated and reinstated to give legibility to the historic landscape of Port Adelaide.

Legislative requirements and planning policies relevant to heritage will to a great extent determine what can and cannot be developed in heritage zones and near heritage buildings, although changes can be brought about through policy amendments and further community consultation.

- **Cultural Heritage/Governance and Leadership**

The myriad of histories and cultural richness found in the Port can and should be showcased and celebrated through various means at McLaren Wharf and Cruickshank's Corner Precincts, and imperative to achieving this objective is a business/implementation model/plan developed by a leadership group comprised of Local and State Government, private investors, land owners, business owners and representatives of other interest groups.



Figure 48 Place Making Workshop

McLaren Wharf and Cruickshank's Corner Precincts Master Plan

- Traffic and Access**

Traffic and access issues play a significant role in whether a place feels safe and welcoming. Strategies to address these issues included improving the quality, types and service of public transport; increasing densities of development around transport nodes; improving the infrastructure supporting traffic networks; creating water access from McLaren Wharf Precinct to Cruickshank's Corner Precinct; reducing the amount of freight traffic travelling through the main streets of Port Adelaide by directing it around the centre of the Port; providing more parking facilities (easily accessed by residents, workers and visitors alike), encouraging more walking through safer pathways for pedestrians; and improving access for people of all ability and disposition.

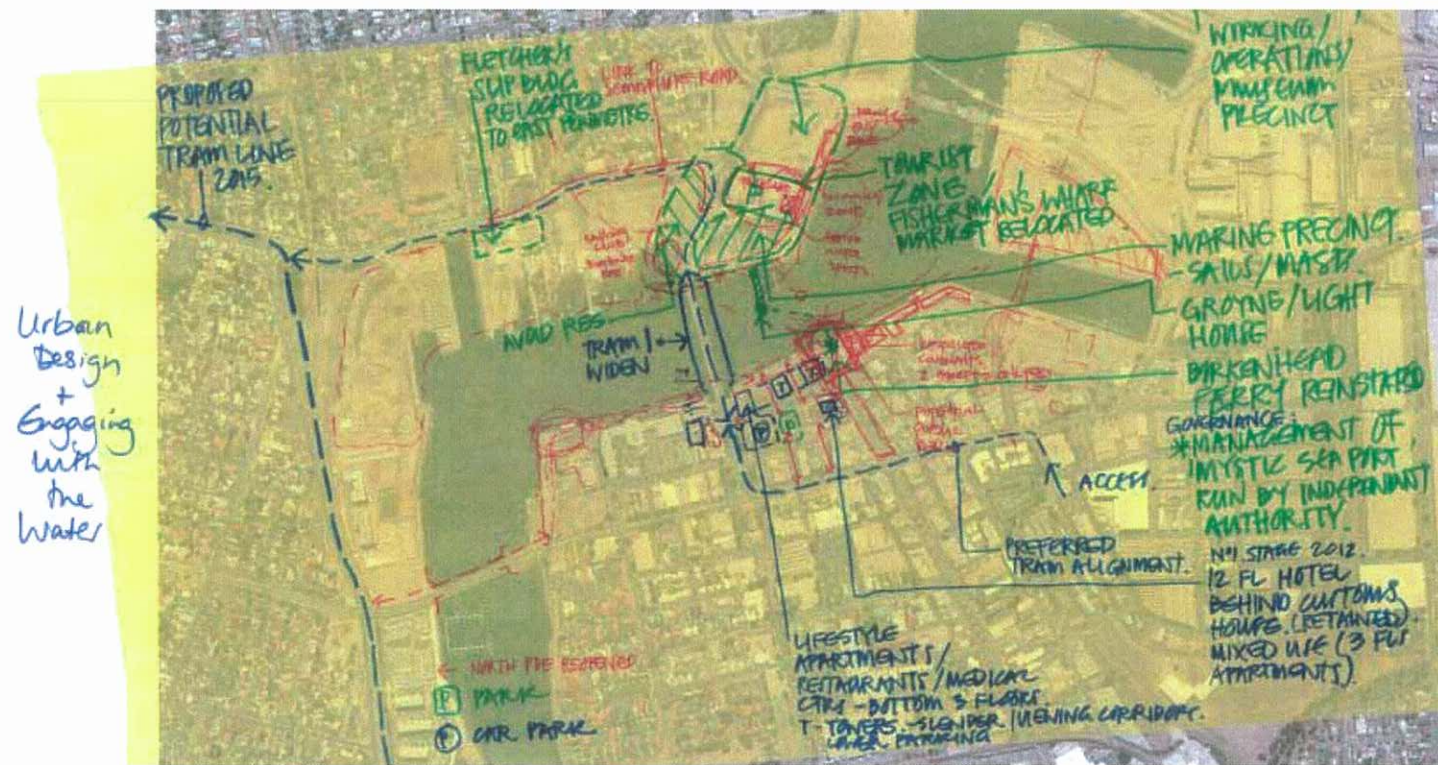


Figure 49 Place Making Workshop – Urban Design/Engaging with the Water

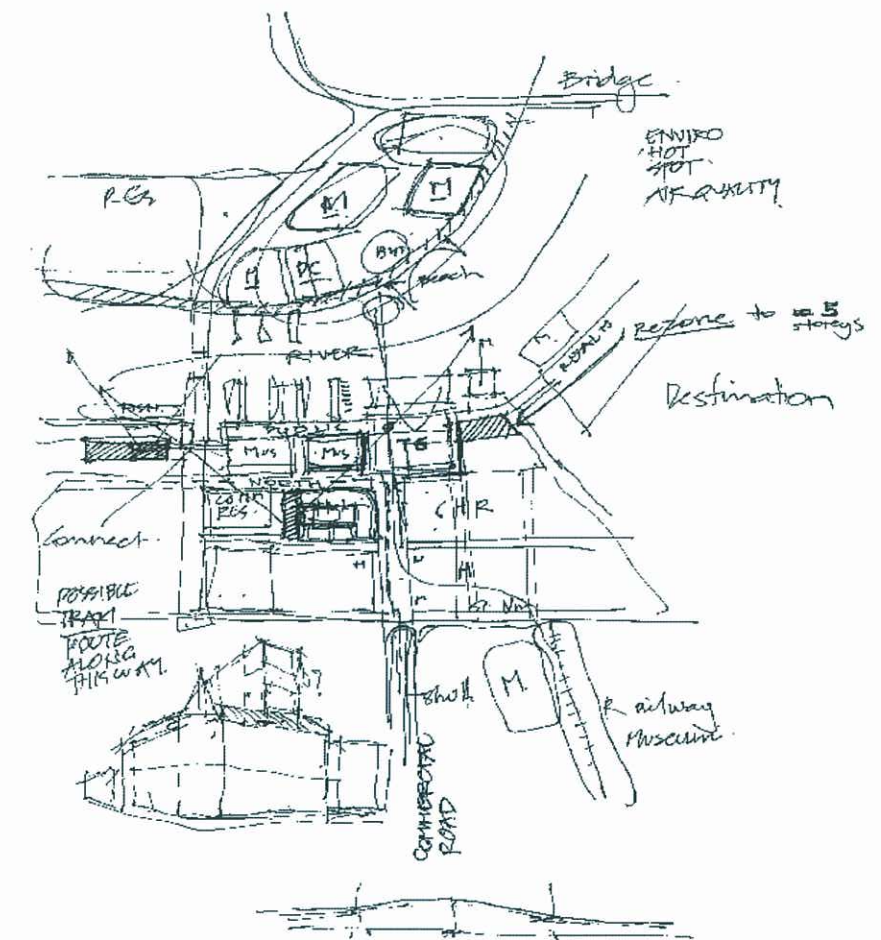


Figure 50 Place Making Workshop – Heritage

Afternoon Session – Creating connection between McLaren Wharf and Cruickshank's Corner across the Port River

Cruickshank's Corner Precinct

Workshop participants agreed that while the transformation of Cruickshank's Corner Precinct required enormous investment, the relative emptiness of the site provided opportunity to integrate the right mix of educational, recreational, short-term residential, tourist and commercial ventures. Suggested redevelopment included:

- Creating safer, attractive, interesting access, connections and gateways to Cruickshank's Corner Precinct across the Birkenhead Bridge, the Port River (from McLaren Wharf Precinct), the Prexy Bridge, and from surrounding suburbs;
- Establish an Interpretive Centre to include themes reflecting maritime, Aboriginal, dolphin and other histories;
- Increasing day and night activation with more short-term accommodation, restaurants, cafes, recreational public space for families/youth, markets, mooring facilities, water sports activity, regattas;
- Increasing the amount of car parking to support future development;
- Re-establishing original natural mangrove ecosystems along part of the Cruickshank's Corner waterline and improving the aesthetics by replanting with indigenous plants.

Inner Harbour

The inner harbour could be viewed as an impediment to creating connection across the study site. The visualisation exercise forced participants to treat the site as a whole and get creative with how the water body could be used to connect McLaren Wharf and Cruickshank's Corner Precincts. The ideas included:

- Creating new attractions and destinations on Cruickshank's Corner Precinct to provide impetus for innovative modes of transport connection particularly from McLaren Wharf;

- Improving amenities and facilities on both McLaren Wharf and Cruickshank's Corner may encourage investment in water transport across the inner harbour;
- Improving the permeability around the inner harbour by making bridge access safer, more attractive by day and night;

- Daring to be creative with how the river is used to connect McLaren Wharf and Cruickshank's Corner Precincts eg with floating pontoons, staging platform at the end of Black Diamond Square, moving the lighthouse into the harbour, mooring heritage vessels between the two sites, building finger wharfs reaching out across to both sides;
- Increasing the amount of day and night activity in the Port to attract business that provides water type transport/activity.



Figure 51 Inner Harbour Stakeholder Visioning Exercise

McLaren Wharf and Cruickshank's Corner Precincts Master Plan

- **McLaren Wharf Precinct**

Visualizing how to develop McLaren Wharf proved an interesting exercise particularly as this exercise brought together land owners, planning authorities, representatives from community interest groups, heritage advisors, industry and freight representatives, environmental enthusiasts and other key stakeholders, all of whom had particular ideas as to what McLaren Wharf could look like in the future.

It was agreed that McLaren Wharf presented a great opportunity to increase the critical mass necessary to attract and support investment, redevelopment and reinvigoration. However, it was also acknowledged a determining and perhaps limiting factor is the number of land owners and the inevitable fragmented approach that might result towards future development of key sites located in this part of the study area. Suggestions included:

- Increasing residential development and densities for short, medium and long term residents on McLaren Wharf and along St Vincent Street;
- Incorporating the heritage fabric of the Port in redevelopment;
- Creating engaging and appealing streetscapes that encourage and attract day and night activity on the street – this will in turn attract more business, investment and activity in the area;
- Increasing the number and improving access between car parking facilities and destinations within the study area;
- Improving the quality and permeability of the public realm and create connection and attractors between the built form and the water to encourage people (permanent and visitors) to come to the area;
- Providing more temporary accommodation by including an international hotel in the redevelopment;
- Incorporating the lighthouse in Black Diamond Square in a Maritime Precinct by relocating it to the inner harbour near Cruickshank's Corner;
- Improving access between McLaren Wharf and the Port Centre and across to Cruickshank's Corner Precinct – seen as imperative if the Port is to be revitalised and sustainable in the future;

- Creating opportunity to engage with the water – build floating pontoon and finger wharfs from McLaren Wharf particularly in the vicinity of Black Diamond Square to make it a 'heart', a core destination;
- Learning from the past – redevelopment needs to be economically viable for investors, which may require changes to planning guidelines if future development is to revitalise the Port.

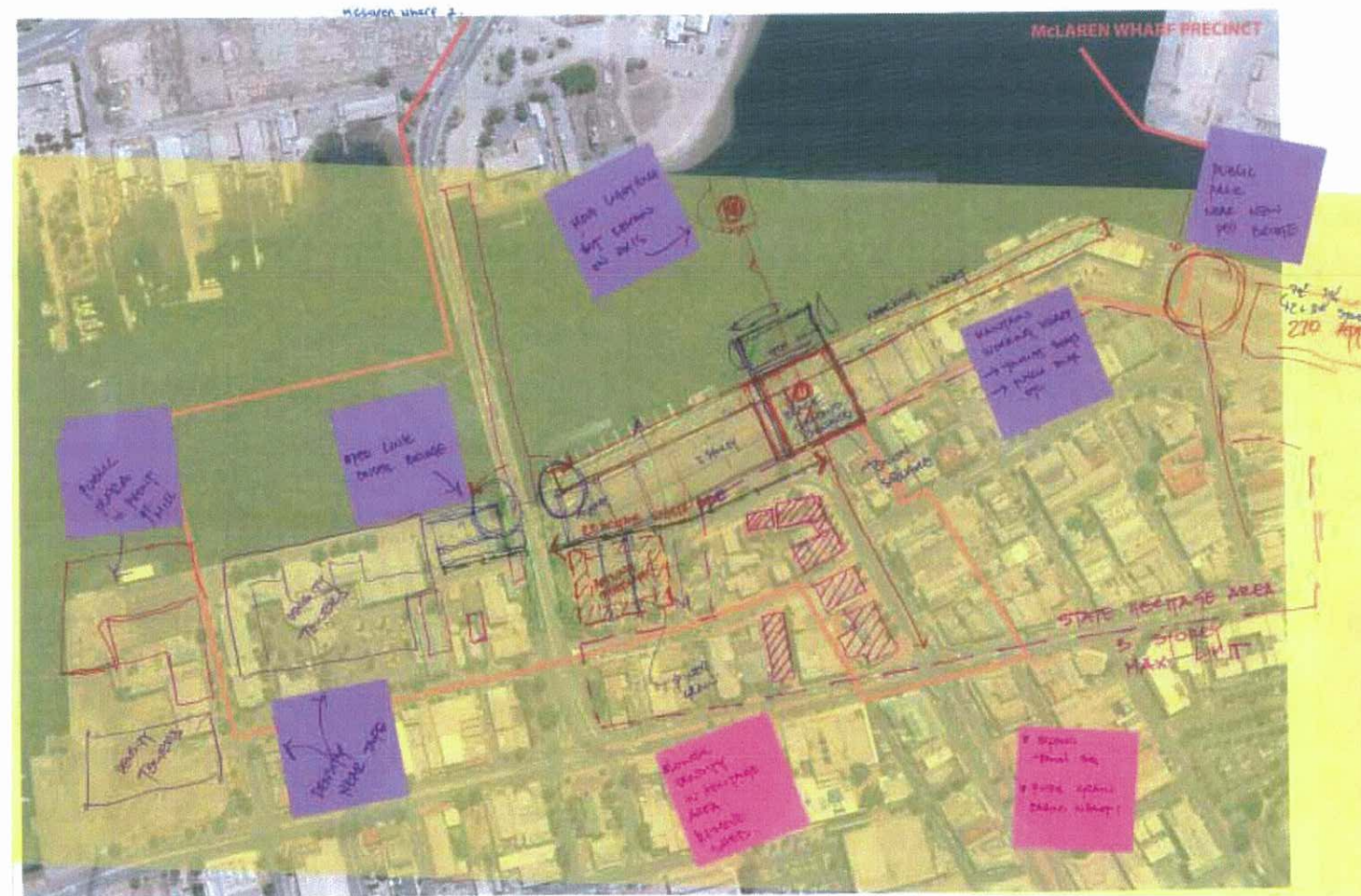


Figure 52 McLaren Wharf Stakeholder Visioning Exercise

6.6 Design Charrette

A 'Design Charrette' was conducted on 26 and 27 May 2010 at the Portside Christian School, Ethelton, bringing together some 100 key stakeholders and community members over four (4) workshops to disseminate and discuss potential masterplanning scenarios of the study area.

Two nationally renowned urban design peer reviewers were also invited to the 2-day charrette, representing the LMC and PAEC, to provide a further level of rigor to the design process. During the course of the workshops, the design peer reviewers presented on design character and commercial considerations to participants to prompt more detailed discussion and thought around proposed future development.

6.6.1 26 May 2010 – Workshop Outcomes

On 26 May 2010, the first session involved key stakeholders (the 'champions') assessing and providing comment and suggestions on three (3) preliminary scenarios each varying in the level of activation intensity (Refer to Figures 58 - 60). The participants were reminded of the project parameters (Chapter 1), the Place Essence/Big Picture/Local Picture Vision Statements (Chapter 2), the guiding themes from benchmarking examples (Chapter 4), the Key Themes and Challenges to development (Chapter 6) and finally the Place Making Framework and guiding Place Principles (Chapter 6).

In the context of all previous investigations, undertakings and agreements, the champions tested the three (3) scenarios for their viability and intent against the Place Making Principles of:

- *Spirit and Stories*
- *Activation*
- *Engaging with the water*
- *Connections*
- *A quality public realm and heart*
- *Protecting our natural assets*
- *Governance and Management*
- *Investment*
- *Economic sustainability/viability*

An internal workshop of the design team was undertaken to collate the outcomes of the champions workshop. It was determined that Scenario 1, which complied with the current City of Port Adelaide Enfield Development Plan, did not support the Place Making Principles and therefore, it was not progressed. Scenarios 2 and 3 better fulfilled the principles and were progressed further during the design charrette process.

The evening session provided an opportunity for the broader community to present comment and suggestions on the three (3) preliminary scenarios. The outcomes were crosschecked against and found to be similar to the outcomes from the key stakeholder morning session.

As a result, the scenarios were reduced to two (2), and included permutations and combinations of various elements of design to address the Place Making Principles.



Figure 53 Design Charrette Discussion

6.6.2 27 May 2010 – Workshop Outcomes

On 27 May 2010, the key stakeholders (champions) and broader community were invited back to provide further comment on the two (2) new scenarios. At this point, the peer reviewers presented to the group on benchmarking, height and massing typologies to bring greater depth to discussions around density, heritage, character, connectivity, aesthetic amenity and the like.

Consideration was also given to the 'hot spot' issues such as reconciling proposed land mix with existing land uses; embracing contemporary design while maintaining and protecting the historic built form; achieving economic viability and sustainability by reinventing the Port without losing sight of the significance of its histories, to name a few.

An internal workshop of the design team collated the preferred outcomes presented by workshop participants, to inform one (1) preferred Scenario.

The evening session involved key stakeholders and community members and representatives. The final preferred Scenario was presented for final input. This was followed by a brainstorming exercise to determine the 'small wins', prioritising how they can be achieved as well as discussing the mechanisms for achieving 'small wins' for and by the Port community.

By the end of the 2-day charrette process, a Preferred Scenario was agreed to and is presented in Figure 61. This Preferred Scenario became the Preferred Master Plan Framework as provided in Figure 62.

6.6.3 Conclusion

This concluded an extensive investigative and consultative process resulting in a Preferred Master Plan Framework to continue informing the masterplanning process, which will include an assessment of costs for the commerciality and feasibility of proposed development and a staging strategy.



Figure 54 Design Charrette – Community Discussion



Figure 55 Design Charrette – Community Discussion



Scenario 1
 Port Adelaide, South Australia

McLaren Wharf and Cruickshank's Corner Precincts

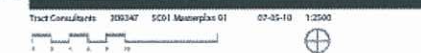


Figure 56 Design Charrette – Scenario 1 - Low Intensification

McLaren Wharf and Cruickshank's Corner Precincts Master Plan



Scenario 2
 Port Adelaide, South Australia McLaren Wharf and Cruickshank's Corner Precincts

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Figure 57 Design Charrette – Scenario 2 - Medium Intensification



Scenario 3
Port Adelaide, South Australia McLaren Wharf and Cruickshank's Corner Precincts



Figure 58 Design Charrette – Scenario 3 - High Intensification



Figure 59 Design Charrette – Preferred Scenario

McLaren Wharf and Cruickshank's Corner Precincts Master Plan



Figure 60 Preferred Master Plan Framework

Appendix A - Strategic Review

5.2.1 Port Adelaide Centre Vision and Framework, Hassell, July 2006

The vision and framework for the Port Adelaide Centre acknowledges the working harbour and heritage that was Port Adelaide of the past and the necessary transformation and reinvigoration into a recreational space connected to residences, offices, commercial and cultural activities if it is to enjoy a new economy and become one of the prime attractive locations in South Australia. The McLaren Wharf and Cruickshank's Corner Precincts Master Plan embraces the vision for the Port Centre and aims to build on the framework objectives and recommendations.

The Port Adelaide Centre Vision and Framework prepared in 2006 established the following Urban Design Principles:

- Celebrate the Waterfront;
- Enhance City Streets;
- Support a Diverse Community;
- Promote the Port's History;
- Provide a Welcome for Visitors;
- Facilitate Coming and Going; and
- Ensure a City for People.

The above principles translated into a City Master Plan and Policy Area Plans for the majority of the Port Centre (including the State Heritage Policy Area). However, these principles did not extend to a policy framework for the waterfront areas.

The Port Adelaide Centre Vision and Framework did include initial concept planning for key strategic locations including St. Vincent Street, Commercial Road and Black Diamond Square.

The subsequent St. Vincent Street and Commercial Road Urban Design Framework (commissioned by the City of Port Adelaide Enfield) followed on from the work contained within the Port Adelaide Centre Vision and Framework. The St. Vincent Street and Commercial Road Urban Design Framework included more detailed concept planning for Commercial Road north and St. Vincent Street.

This report was developed to provide the vision and tools to facilitate the ongoing development of the centre whilst protecting the Port's valuable heritage.

Early feedback indicated that many in the community felt over-consulted, but their issues were not being listened to. The consultation process for the Hassell study was therefore developed to be as inclusive as possible and to actively demonstrate that community views were being heard and considered. The Project Team sought to achieve this by ensuring that members of the community:

- Were aware of the study through newspaper advertisements and articles aimed at the broader community, direct mail to key community groups and ongoing updates on Council's website;
- Had opportunities to express their views by completing a Response Sheet and participating in two community forums;
- Felt confident that their views were accurately recorded by reporting back to participants and the broader community; and
- Could see how community views have been used to inform the study outcomes in determining a Vision and UDF for the Port Adelaide Centre.

The community of Port Adelaide had been engaged in extensive consultation programs in recent years. Given this, it was agreed of the outset of Port Adelaide Centre Vision and Framework project to build on consultation and supplement it with targeted discussions with key community groups and individuals.

A review was undertaken of the community consultation report for the Port Adelaide Waterfront Redevelopment (2002). Key issues identified raised in this report included:

- Need for more public open space and recreation areas (especially along the riverside and in the Port Centre shopping area);
- Parks and recreation areas have a visible tribute to the Indigenous people and heritage of the region. Such areas should be linked through signage and other design concepts (i.e. story boards depicting information about the Kaurana and other Aboriginal people of the area);

- Support for environmental initiatives (particularly the re-greening of the Port Centre);
- Ensuring that the character of the Port is preserved, particularly the maritime heritage and existing built form;
- Addressing traffic and parking problems;
- Ensuring adequate low-cost accommodation for those people coming in from outside the area to visit friends and relatives and for Port Adelaide youth who no longer live at home (e.g.: hostel accommodation, backpacker style accommodation);
- Development of recreational and community space that would include facilities such as a convention centre, swimming pool, sports facilities, public meeting places; and
- Throughout the consultation processes, similar messages or directions were communicated around the following themes:
 - Protect and celebrate the history of the Port;
 - Remove heavy traffic;
 - Revitalise the main streets;
 - Improve the appearance of the Centre;
 - Make it easier to get to and around the Port Centre;
 - Provide greater variety of shopping and entertainment activities;
 - Recognise the Indigenous heritage of the area;
 - Make housing more affordable;
 - Be more welcoming of tourists; and
 - Improve the quality of the environment.

5.2.2 St Vincent Street and Commercial Road Concept Plan, Jensen Planning & Design, Oxigen, GHD and City of Port Adelaide Enfield, 2007

This document provides an urban design and landscaping framework for St Vincent Street and Commercial Road, Port Adelaide. The vision for St. Vincent Street and Commercial Road can be summarised as:

- To create an active regional centre based around the St. Vincent Street/ Commercial Road intersection that is vibrant and diverse, and an appealing destination for locals and visitors that is easily accessible for pedestrians and well connected to surrounding facilities and attractions.
- The centre should reflect the unique qualities of the Port and its heritage while providing a quality, contemporary and functional streetscape environment.

It is suggested that a commitment from the State Government is required to actively promote the use of alternative routes while discouraging the use of St. Vincent Street and Commercial Road as a thoroughfare between north and south.

The resolution of public transport is critical to the success of not only St. Vincent Street and Commercial Road, but the Port Adelaide Centre as an active and economically viable Regional Centre. It is recommended that rerouting of buses is investigated further.

Off street car parking policy needs to be addressed to ensure there is adequate parking provided in and around the centre, taking into account potential future residential and tourism development and activities within the Port.

Streetscape redevelopment should not necessarily be driven by maximising on-street car parking. A balance of objectives needs to be taken into consideration and a broader strategy for car parking needs to be investigated.

It will be critical to develop a Business Development Strategy for the Port Centre, including a particular focus on the main streets of Commercial

Road and St. Vincent Street. The development of this Strategy is beyond the scope of this project but will be an important recommendation for the ongoing implementation.

There are various management models that can be investigated to suit the Port Adelaide Centre context, and there are various income raising models to ensure that sufficient funds are available to promote and manage the Centre on a sustainable basis.

Finally, one of the key issues to be addressed will be the attraction of new businesses to the Port Centre, uses that reflect the "new" Port, that are sustainable and bring new life to the area.

5.2.3 SA Strategic Plan 2007

The SA Strategic Plan 2007 (SASP) outlines six (6) objectives intended to guide future development of the State over the medium to long-term. The following sections identify those initiatives earmarked to achieve these objectives with particular reference to the future development of McLaren Wharf and Cruickshank's Corner Precincts, Port Adelaide:

- Growing Prosperity;
- Improving Wellbeing;
- Attaining Sustainability;
- Fostering Creativity and Innovation;
- Building Communities; and
- Expanding Opportunity.

Objective 1: Growing Prosperity

Initiatives to improve prosperity include:

- Ongoing investment in education and skills development of South Australians;
- Support for industry and employment growth;
- Reducing the gap between Aboriginal and non-Aboriginal unemployment rates;
- Investment in key economic and social infrastructure; and

- Increasing the State's population (to 2 million people by 2050), in part through encouraging immigration.

The redevelopment of McLaren Wharf and Cruickshank's Corner Precincts may assist in the attainment of this objective through the anticipated increase in population, particularly on the McLaren Wharf side of the Port River, and the need to invest in physical and social infrastructure. Given the existing socio-economic profile of residents in and around the subject site it will be important to support the delivery of education and skills development services to enhance the capacity of residents to participate in the economic development of both the local area and the State as a whole. It will also be important to continue to support productive industrial and commercial operations in and around the McLaren Wharf and Cruickshank's Corner Precincts area as these provide significant employment opportunities for local residents.

Objective 2: Improving Wellbeing

Key initiatives to improve wellbeing include:

- Investment in community programs and infrastructure to provide communities with accessible services;
- Improving psychological wellbeing by creating opportunity for work-life balance;
- Improve the capacity of older people to live independently;
- Enhance public safety; and
- Improve the quality of life of all South Australians.

The targeted initiatives have relevance to the redevelopment of McLaren Wharf and Cruickshank's Corner Precincts in that they encourage innovative design solutions to address access to services, facilities, accommodation, and public/private spaces, which result in safe and healthy environments and improve the quality of life of both residents and visitors to the area.

Objective 3: Attaining Sustainability

Initiatives to attain sustainability include:

- Promote innovative renewable and reusable energy solutions;
- Promote biodiversity corridors;
- Increase public transport use;
- Reduce the ecological footprint; and
- Resolve access and management of Aboriginal land.

The redevelopment of McLaren Wharf and Cruickshank's Corner Precincts provides opportunities for innovative solutions to environmental, social, cultural, economic and infrastructural management and sustainability. Reducing ecological footprints, promoting and rewarding energy efficiency within the development are to be encouraged (also offering a level of protection to the natural ecosystems within the Port River system and its environs). Designing accessible and safe pedestrian/cyclist use of streets and spaces will generate use of the public realm and transport systems.

Objective 4: Fostering Creativity and Innovation

Initiatives to foster creativity and innovation include:

- Promote innovation and investment in business expenditure through alliances between government, private landowners, industry and the retail sector;
- Promote arts and engagement in cultural activities; and
- Understand Aboriginal culture within the public realm.

Investigate a commitment to potential partnering opportunities in the redevelopment of McLaren Wharf and Cruickshank's Corner Precincts. Incorporate knowledge about Aboriginal culture within education and culture based activities, and further develop community-based activities that will assist in revitalising the area.

Objective 5: Building Communities

Initiatives to build strong and diverse communities include:

- Afford young people a voice in local Council decisions and involve young people in organising community events;
- Assist school students to learn life-skills and better cope with life challenges;
- Recognise multicultural character as an economic and social strength;
- Increase the percentage of South Australians who accept cultural diversity as a positive influence in the community; and
- Support and establish community programs to increase participation of Indigenous groups.

One of the greatest assets of the area is its diverse community and cultural heritage, be it maritime, Aboriginal, multiculturalism or other. These are potential drivers for the revitalisation of McLaren Wharf and Cruickshank's Corner Precincts. Increasing the participation of young, Aboriginal, and people of other cultures and ages in government-driven and community-based activities and programs may also present positive benefits from the rejuvenation of the area.

Objective 6: Expanding Opportunity

Initiatives to expand opportunity include:

- Increase the number of 15-19 year olds engaged full time in school, work or further education/training (or combination thereof); and
- Improve the overall wellbeing of the Aboriginal community to increase employment opportunities and improved engagement in education programs.

Improving access to education programs and increasing the opportunities for employment and engagement in community-based activities through shared funding arrangements between State Government, non-Government and privately owned service providers, should be encouraged and supported.

5.2.4 Planning Strategy for Metropolitan Adelaide (December 2007)

The Planning Strategy for Metropolitan Adelaide (December 2007) is intended to provide the spatial framework to achieve the targets outlined in the SASP and the physical development of the metropolitan Adelaide region for the next 10 – 15 years.

The Strategy is underpinned by Ecologically Sustainable Development (ESD) principles that aim to enhance individual and community wellbeing while protecting ecological and environmental systems and encourage economic development for future generations.

The redevelopment of McLaren Wharf and Cruickshank's Corner Precincts provides an opportunity to encapsulate the following Strategy objectives:

- Central City Activity Centre;
- Key tourism;
- Revitalise and restore historic port character;
- Promote transit-oriented development and employment uses in a band of activity from the Central City Activity Centre to Port Adelaide to maximise accessibility to, and make use of, that corridor's existing transport infrastructure and services;
- Regenerate Port Adelaide to strengthen its regional administrative role and develop its unique living and tourism areas;
- Encourage potential 'coastal growth areas' identified on the Adelaide Metropolitan Spatial;
- Framework to be developed at low-to-medium densities, with special focus on the Port Adelaide Waterfront and Glenelg for high density housing;
- Reinforce Port Adelaide as a centre for maritime heritage by encouraging a dynamic mix of water-based, environmental, retail and cultural heritage tourism experiences;
- Support the revitalisation of Port Adelaide, North Terrace and the Central Market as 'special places', while retaining their authentic character;

McLaren Wharf and Cruickshank's Corner Master Plan

- Promote the development of strategically located eco-tourism opportunities such as at Port; and
- Adelaide (Adelaide dolphin sanctuary) and St Kilda (mangroves) with links to the open space framework and the Adelaide Hills.

5.2.5 Strategic Infrastructure Plan for South Australia 2005/6 – 2014/15

The SASP recognised the need for the effective and efficient provision of infrastructure across the state and to that end, the Strategic Infrastructure Plan for South Australia was developed. It identifies a number of opportunities for infrastructure development within a strategic approach to prioritising and implementing infrastructure decisions.

This is seen as a shared responsibility between Federal, State and Local Government along with the private sector. The State Government has identified a number of projects to invest in over the next 5 – 10 years.

The Plan sets broad and specific priorities for the upgrade, maintenance, repair and replacement of infrastructure including the states roads and rail, the hospitals, schools and sports fields, the ports and parks, and the water and waste management systems, all considered necessary systems to support the state's economic, social and natural systems.

Pertinent to the redevelopment of the McLaren Wharf and Cruickshank's Corner Precincts are the following infrastructure priorities:

- Investment in transport infrastructure including improvement to infrastructure at the Port of Adelaide, developing and maintaining regional freight networks, improving the north-south corridor, and increasing the use of public transport.
- Investing in advanced technologies by building precincts for innovation and research.
- Managing our built assets including efficient use of all public built assets and investing in their maintenance.
- Matching health and social services to community needs including addressing social disadvantage.

- Ensuring energy, water and land supplies are sustainable where water resources are better managed, affordable and reliable energy is supplied, energy efficiency is promoted and greenhouse gas emissions reduced, and our land and coastlines/river banks are cared for and protected.

5.2.6 Directions for Creating a new plan for Greater Adelaide, 2008

This document outlines the vision for Greater Adelaide focusing on creating:

- A city which will undergo urban regeneration and revitalisation in many existing areas (while sensibly protecting valued heritage and character), with vibrant new higher density neighbourhoods created in and near the CBD and along designated transit corridors to the west, north and south.
- A city that embraces well-planned fringe growth with new population centre's closely connected to transport infrastructure and employment opportunities.
- A city that encourages the sustainable growth of near country towns and townships, while protecting our most valuable environmental, agricultural and tourism assets.
- A city that will see the provision of high speed mass transport linked to the growth in residential housing and jobs. The government will spend nearly \$2billion over the next 10 years to modernise our public transport system.

Global and local trends that will affect Greater Adelaide include:

- Managing growth;
- Population;
- SA's population is currently experiencing its highest rate of population growth and net migration for more than 20 years and Greater Adelaide's population could grow by more than 500,000 people to 2036;
- Affordable housing; and
- Climate change, water security and natural resource base CSIRO predictions suggest that SA will become hotter and drier, with rain tending to fall in more intense and shorter periods with SA being the driest state in the driest continent.

Directions for the new plan for Greater Adelaide are:

1. Concentrating growth in transit corridors, Transit Oriented Developments and growth investigation areas.
 - Port Adelaide has been identified as a TOD.
 - The report outlines TODs as vibrant and safe new local neighbourhoods offering a mix of medium-high-density, high-quality housing located with employment, mass transit connections, and services and recreational/entertainment activities.
2. Housing for sustainable growth.
3. Facilitating economic growth and employment.
4. Climate change, resilience and sustainability.
5. Preserving our natural resources and productive capacities.
6. Planning and integrating infrastructure.
7. Efficient planning systems to support the Plan for Greater Adelaide.

5.2.7 LMC Sustainability Strategy

Land Management Corporation defines sustainability as:

"The integration of economic, social and environmental elements within its decision making process in delivering sustainable outcomes for the benefit of South Australians, now and in the future."

Key outcomes will be:

- Economic growth and employment.
- Increased development industry capacity and informed market.
- Conservation of energy and natural resources.
- Pollution prevention, minimisation and reduction.
- Affordable community and commercial outcomes.
- Quality of life and community well being, both now and in the future.
- High quality public and private realm.
- Management of risks and causes associated with Climate Change.

- Strategic and eco-efficient infrastructure provision.
- Stakeholder and community satisfaction.
- Educated, informed and active communities.
- A socially responsible corporation.

The McLaren Wharf and Cruickshank's Corner Precincts Master Plan will be reviewed against the LMC's Sustainability Strategy.

5.2.8 City of Port Adelaide Enfield Development Plan – Consolidated 26 February 2009

The Structure Plan contained in Map PadE/1 (Overlay 1) Enlargement A of the Port Adelaide Enfield (City) Development Plan ('The Development Plan') provides key spatial development guidance for the entire Port Adelaide Centre area. In relation to the subject land, it specifically provides for and promotes:

- Waterfront activities including tourism along the southern side of the Port River;
- Tourist facility development and town square/park development in select locations along the waterfront;
- Principal pedestrian links in a north-south direction between the Port River and the Port Adelaide Centre;
- Pedestrian links along both sides of the waterfront;
- A principal pedestrian link between the Cruickshank's Corner land and the Port River Expressway;
- Office and commercial development over part of the Cruickshank's Corner policy area; and
- Office and commercial development between the waterfront precinct and St Vincent Street on the southern side of the Port River.

This general spatial development guidance for the area is re-emphasised in further detail in the following figures:

- 'Traffic and Transport' Figure PAC/1, which additionally identifies:
 - the potential for light rail in an east-west direction generally along

- Nile Street and extending outside the subject land to the south;
- car parking area within the Cruickshank's Corner precinct; and
- potential deck car parking areas within the McLaren Wharf precinct.

- 'Heritage and Townscape' Figure PAC/2, which additionally identifies:
 - areas designated for townscape conservation;
 - areas requiring townscape improvement; and
 - the general location of buildings and items of architectural and historical significance.
- 'Building Key Visual Elements' Figure PAC/3, which additionally identifies:
 - existing landmark buildings;
 - street frontages where development should incorporate facades not less than 2 storeys in height;
 - view corridors; and
 - major gateways.
- 'McLaren Wharf Concept Plan' Figure PAC/9, which additionally identifies:
 - maximum building heights (storeys) within the precinct;
 - marina and public access locations;
 - public car parking areas; and
 - public reserve areas.
- 'Cruickshank's Corner Concept Plan' Figure PAC/20, which additionally identifies:
 - pedestrian and cycle links across the Port River; and
 - the existing lighthouse to be maintained.

The subject land is wholly contained within the Port Adelaide Centre Zone and is also overlaid by the following Policy Areas:

- Policy Area 27: McLaren Wharf (incorporating the majority of the subject land to the south of the Port River);

- Policy Area 22: Port Adelaide State Heritage Area (incorporating a portion of the subject land located to the south of the Port River and generally between St Vincent Street to the south and McLaren Parade to the north); and
 - Policy Area 35: Cruickshank's Corner (incorporating that part of the subject land located to the north of the Port River).
- The Desired Future Character for the Port Adelaide Centre Zone provides the following key vision for development in the area:
- A sustainable future based on a vision that celebrates the area's history and embraces new ideas, innovation and development.
 - The area's heritage will be valued in its revitalisation, focusing on active main streets, waterfront promenades and the Port Adelaide River.
 - Investment in commercial and residential development will provide an attractive opportunity to live, work and play in a unique environment.
 - The centre will be a collection of pedestrian friendly and inspirational spaces to explore, savor and enjoy, allowing locals and visitors to soak up the unique atmosphere, a melting pot of historic quality and new found confidence.
 - A strategic approach will energise the area and facilitate iconic development on key sites that support economic and residential growth.

Relevant zone objectives and principles of development control provide additional key guidance, summarised as follows:

- The accommodation of a range of uses;
- A substantial increase in the number of dwellings and services for a wide range of people and household types (including affordable housing);
- A more intense optimal use of vacant and under utilised land;
- Promotion of the zone as a major State tourism destination and the further development of tourism, cultural and recreation facilities related to Port Adelaide's unique maritime and commercial heritage and character;
- The conservation and enhancement of the area's heritage (with development respecting, but not mimicking, existing 19th century

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building forms and townscapes of significance whilst achieving high standards of contemporary architectural design);

- The establishment of a safe and convenient pedestrian movement network including pedestrianised streets, safe road crossings, malls, arcades, squares, waterfront promenades and paths and increased public access to the waterfront and appropriate links to adjoining areas;
- The rationalisation of roads and management of vehicular movement to reduce through traffic;
- The provision of public open space in a variety of forms including a publicly accessible waterfront promenade, public reserves and public plazas (with solar access maximized and incorporating public art and clearly defined nodal points relating to existing site features and contemporary features and interpretative elements);
- The need to protect development from flooding, increases in sea level, wave effects and land subsidence; and
- The need to respect the proximity of alternative uses.

5.2.9 Port Adelaide Centre Car Parking Fund, 2008

The future development of McLaren Wharf and Cruickshank's Corner Precincts will require investment by Government and private investors. A carparking fund has already been established in the Port Adelaide Enfield Council for designated areas within the Port Adelaide Centre Zone, which includes McLaren Wharf. The fund will enable development proposals to contribute to the revitalisation of the Port Adelaide Centre by making financial contributions in lieu of the provision of car parking spaces on site. Money accumulated within the fund will be used to assist with the provision of car parking within the designated areas:

- Policy Area 22 Port Adelaide State Heritage Area Policy Area.
- Policy Area 23 Core Policy Area.
- Policy Area 24 East End Policy Area
- Policy Area 26 Port Centre Mainstreets Historic (Conservation) Policy Area.
- Policy Area 27 McLaren's Wharf Policy Area.

The contribution in lieu of a car parking space is currently \$7200 per car parking space which is subject to annual review.

5.2.10 Port Adelaide Enfield Open Space Plan - 2006 - 2010, Hassell, December 2006

The City of Port Adelaide Enfield's Urban Landscape Guidelines have been developed to guide the design, development and management of public urban spaces within the City. Open Spaces and Urban Landscapes refer to land that is used by the public for amenity, recreation or has a conservation, aesthetic or cultural purpose.

The Guidelines are underpinned by five principles that are common to all successful urban realms. By following the recommendations of the guidelines and applying the principles, quality outcomes can be achieved:

1. Build on existing character.
2. Minimise clutter.
3. Use high quality materials.
4. Encourage design flexibility.
5. Develop consistency of materials.

5.2.11 City of Port Adelaide Enfield Integrated Strategic Tourism Plan, KBR, 2006

The Port Adelaide Enfield Integrated Strategic Tourism Plan sought to develop a vision for the future development of Port Adelaide Enfield as a desirable and "must see" tourism destination.

This Plan was developed through extensive desk top research and field work including site analysis, community and stakeholder consultation and testing with key stakeholder groups including Council Members.

The City of Port Adelaide Enfield has a vision to:

Reaffirm and significantly increase employment opportunities in our city by creating a flourishing, competitive and sustainable business and tourism environment that adds value to our community life.

The report also has the following themes (principles) to deliver the vision:

- Maritime history and heritage, the core theme on which to focus tourism strategy: planning, infrastructure, product development, branding and marketing.
- Coastal experience, under-rated assets on which to build a very competitive theme as part of the Adelaide experience.
- Natural discovery, a competitive theme for select market segments (being important in the long term) creating an internationally significant point of difference for a city environment.
- Portside bohemian, the new and emerging theme – building on the vibrancy, life, and spirit of the Port.
- Celebration, cultural diversity, Port and sea side celebration and celebration at Sunnybrae Farm and nearby facilities.
- The report identifies maritime heritage in the Plan as a key tourism attribute of State significance and its development is fundamental to the success of the Plan.
- Australian Tourism Plan 2003-2008 refers specifically to Port Adelaide.
- Establish Port Adelaide as an essential stopover for visitors with an interest in history by increasing its profile as a heritage centre with the largest cluster of museums outside of North Terrace.

During the consultative development phase of the Plan industry expressed a desire to strengthen active and cooperative engagement with Council in developing and promoting tourism. The Plan identified an opportunity to develop cooperative marketing with industry and facilitate the up take of industry accreditation and the development of products such as tour packages. The Plan also highlighted the importance of aligning tourism development with the community and ensuring that the community is informed and supportive of tourism developments.

No engagement was done with the broader community; however the following stakeholders were involved in workshops as part of the consultative process:

1. Port Adelaide Enfield Integrated Tourism Plan Steering Group.
2. City of Port Adelaide Enfield – various departments.
3. South Australian Tourism Commission – key departmental staff including Adelaide Tourism Marketing.
4. State Government Agencies – including Land Management Corporation, Heritage SA and National Parks & Wildlife.
5. Local Tourism Operators and businesses.
6. City of Port Adelaide Enfield Elected Members.

5.2.12 Port Adelaide Centre Car Parking Study, 2005

The Hassell parking study conducted for LMC in 2005 was a strategic review of car parking for the entire Port Adelaide centre. It did not include the area north of the Port Adelaide River including Cruickshank's Corner. The car parking spaces for the McLaren Wharf Precinct would not include the spaces south of St Vincent Street in the shopping centre and near the railway station.

The Hassell report made comparisons to Holdfast Bay and the Town of Gawler in the parking study, with regards to parking levies, developer contributions and other parking policies.

Principles 15, 16, 17 and 19 from the Port Adelaide Enfield Development Plan, regarding the provision of car parking for new developments, maintaining the heritage character and continuity of the built form, consolidation of the existing car parks, and parking to not detract from the architectural features and buildings in Port Adelaide, are still valid.

As of 2005, the car parking in the McLaren Wharf and heritage precinct of Port Adelaide was sufficient to cater to the demand, except during major festival events and when large ships dock at the McLaren Wharf Precinct.

The parking supply in the core retail area south of St Vincent St is generally adequate, except during Christmas and Easter periods. It is not typically used by visitors and tourists to the McLaren Wharf heritage site and Black Diamond Square, because it is provided mostly for shoppers. This area

has about 1,500 off-street car parks and 400 on-street car parks. This is considered adequate to service the local demand.

With the future improved public transport services from the train and bus network, the demand for car parking could be limited. However, with the new developments in the Port area north of St Vincent St, the demand for parking is likely to be exceeded.

Seven (7) parking options were considered in the Hassell study including limiting parking options to encourage use of public transport, decked car parks, a car parking fund, incorporating parking in private developments, shared car parking opportunities, a loop bus linking public transport and car parking time restrictions.

5.2.13 Port Adelaide Waterfront Redevelopment Project Newport Quays and Land Management Corporation Marina Joint Venture Master Plan, 2004

Newport Quays and the Land Management Corporation are parties to a Joint Venture Agreement to develop marina berths. This is to be undertaken as part of the Port Adelaide Waterfront Redevelopment project.

The Land Management Corporation and Newport Quays have prepared a Master Plan identifying the likely locations of marinas.

The following marinas are currently excluded from the approved master plan:

- The marinas proposed in Precinct 5 between the Birkenhead Bridge and Harts Mill along the southern waterfront in the McLaren Wharf Policy Area;
- The marina proposed in Precinct 7 between Harts Mill and the Jervois Bridge on the eastern waterfront in the Harts Mill Policy Area (not part of the master plan study area).

5.2.14 Port Waterfront Public Art Framework, Brecknock Consulting, June 2007

As part of the Port Waterfront Redevelopment Project Commitment Agreement between Council, the Land Management Corporation and Newport Quays P/L, a Public Art Fund will be established from which artworks will be funded in the Development Area. The intent of a framework document is to provide the high level thinking to inform future commissioning of individual artists and artworks within a conceptual approach that can stand the test of time.

Conceptual Framework

"The Port Waterfront Redevelopment Project will assist in the provision of a much needed revitalisation of urban community and lifestyle, and provide new forms of engagement with the river and its banks. Residents living in close proximity to the water and the city centre will appreciate their city from a new perspective.

The contemporary styled stages of the Port Waterfront development will contrast to the city centre of Port Adelaide with its strong heritage features and values. Accentuated by their situation on opposite sides of the river, there is a danger that the two areas may polarise into a simplistic old versus new binarism. Given the strong degree of difference in precinctual characters, it would initially seem logical to develop two distinctly different strategies for the integration of public art into the two areas. However, on closer examination, it is the deeply complementary nature of the two areas which creates an ultimate strength of character, layers of meaning and potential for community engagement for the city of Port Adelaide.

The new Port Waterfront development needs to be given memories of its past, while the city centre needs to imagine its future. This is in fact the same need, a place-making, story-telling, identity-seeking need for cultural and community expression, reaching beyond economic and infrastructural imperatives. The notion of living histories, explored and expressed through the memories of Port Adelaide's inhabitants, has been skillfully produced through the small but deeply significant publication." Port Waterfront: Public Art Framework, Brecknock Consulting, 2007.

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5.2.15 The Port Revitalisation Guidelines, Cox, February 2004

The objective of the Port Revitalisation Guidelines was to provide guidance on transforming the Port into a new community with connection and relationship to the water experience while weaving in the marine and heritage elements of its past.

Development was to be supported by accessible and legible road networks, public transport systems, open space and urban form open to pedestrians connecting them to waterfront and development precincts.

This study is relevant to the McLaren Wharf and Cruickshank's Corner Precincts Master Plan in that it proposes similar intentions to the master plan, as outlined in the objectives below:

- Encourage an appropriate diversity of uses that complement The Port and are a catalyst for its rebirth;
- Create diverse places for living, learning, working, shopping, entertainment and recreation in accordance with regional development priorities;
- Create a sustainable community; socially, culturally, environmentally and economically;
- Promote excellence in environmental management;
- Recognise the social, industrial, architectural, and maritime heritage significance of The Port;
- Create a strong, memorable, and distinctive public water edge with walkways and parks providing a high level of public accessibility;
- Improve access to The Port and its waterfront through improved linkages to surrounding neighbourhoods;
- Provide a mix of residential environments; and
- Adopt a remediation program that achieves industry best practice.

Guiding Principles

- Integration with surrounding neighbourhoods.
- Whilst The Port project will focus on developing a new diverse waterfront community, it will provide the catalyst to invigorate and integrate the surrounding neighbourhoods with the waterfront.
- The Port project will properly link and connect The Port precincts with each other and also with the surrounding areas and neighbourhoods. An open space strategy that will include protected interlocking pedestrian networks providing direct linkages to the waterfront to be developed.
- Pedestrian links from surrounding communities will be extended into the site as open spaces, walkways or pedestrian ways. This will provide improved levels of pedestrian access as well as visual connectivity with the harbour. A waterfront loop, waterways and interconnecting green spaces will provide positive pedestrian linkages to new and existing residents.

Amenity

- The diversity of places, spaces and facilities proposed will encourage community activities and provide facilities that draw people together.
- The communal use of public recreational spaces will encourage residents to get to know each other.
- Active recreation spaces, including both hard and soft surfaces, will be provided to allow for a range of activities.
- New links to existing recreation facilities and locations out of the precincts will be established to bring benefits to both residents from The Port and adjoining communities.
- Site context, access and linkages.

Land uses

Land uses have been structured to optimise opportunities on the site and to maximise amenity for residents and work. The land uses aim to:

- Meet the objectives of the LMC;
- Respond to site specific opportunities;
- Be commercially attractive; and
- Allow flexibility to meet both current and future market opportunities.

Public Domain Elements

The master plan is founded on a coherent hierarchical network of public accessible open space inspired by the needs of:

- Community wellbeing (social, mental, physical);
- Accessibility by all to a wide range of open space experiences;
- Integration at both a regional and local context to open space;
- Networks;
- Flexibility in catering for a variety of uses over different times for all who live, work and visit;
- Reinforce an appropriate sense of place and cultural identity;
- Value adding to development and built form;
- Design for safety;
- Heritage;
- The preservation of existing heritage items forms an important link to the past and enriches the character and identity of The Port project; and
- The site is rich and diverse in its maritime history both as a working port and an historic town centre.

Ecological Sustainable Development

A holistic ESD strategy is required for the site with a commitment to assessing ESD performance at each stage of the design and construction process to ensure optimal ESD performance on:

- Environmental heritage including the conservation and management of all significant heritage items and landscape elements;
- Adoption of water sensitive design principles to maintain water quality and control sediment;
- Provision for energy efficiency of buildings to minimise heating and cooling energy use; and
- Reduction in demand for potable water supply.

The following objectives are considered fundamental to the master plan:

- Image;
- Develop a clear and sustainable vision for the site;
- Accommodate a range of uses, mix and density scenarios;
- Create a distinctive urban form and image;
- Accommodate diversity of architectural expression;
- Create a memorable landscape form and resolution with a strong water focus;
- Change the perception of the site to a living port for people;
- Create identifiable and compatible mixed use residential precincts related to the Port;
- Create active communities and land uses which revitalise and compliment the existing Port of Adelaide;
- Realise commercial activities where appropriate to ensure a sustainable community;
- Built Form;
- Create the opportunity for a range of different heights and mixes;
- Create an appropriate scale relationship to the existing surrounding neighbourhoods;
- Identify opportunities for landmark buildings to add relief and contrast to the predominantly flat landscape;

- Sensitively integrate new built form with existing townscape and heritage;
- Create acoustic buffers through landscape to surrounding distributor roads and railway networks;
- Provide all built form with an open space interface;
- Public Domain;
- Provide safe and convenient connections to surrounding arterial roads;
- Provide safe and convenient local roads and street networks within each precinct;
- The street links are flexible and the structure allows the number and layout of streets to be adjusted over time;
- Respond to pedestrian desire lines within each precinct to ensure positive connections to the adjoining precincts and existing neighbourhoods;
- Provide permeability not thoroughfare;
- Create a mix of connected uses to the waterfront boardwalk;
- Create a range of activities and passive open spaces; and
- Create a hierarchy that encourages neighbourhoods, public transport, motor vehicle, cycle and pedestrian movement though and beyond the site without encouraging through traffic.

Precinct Character – McLaren Wharf

The report outlines the following with regards to the precinct character of McLaren Wharf:

“There is an opportunity for the LMC to review existing activities and stakeholders to determine their relationship with the McLaren Wharf from an economic, social, community and political perspective and to determine their fit within the new Port Adelaide Structure”.

An integrated transport strategy should be developed by the Government for this area that includes public and private transport. One possibility would be to introduce a tram or light rail down Commercial Street that terminates at Black Diamond Square. This would draw visitors into the heart of the Port

from the City of Adelaide. A car parking strategy is also required to ensure that sufficient convenient parking is available close to potential attractions.

The precinct will be developed with a mixture of tourism, recreational, residential, cultural, educational and maritime uses. Development of a diverse character is encouraged capitalizing on access to the waterfront. Redundant wharf sheds and facilities will be redeveloped and converted to more exciting, economic and compatible uses with the waterfront environment.

An effective visual and physical connection between the traditional centre of Port Adelaide and the waterfront will be achieved.

Development along the waterfront and abutting Nelson Street, North Street and Wells Street should incorporate building façades up to seven storeys high. Medium to higher density residential development is encouraged overlooking the Port Adelaide River.

In any development envisaged for the McLaren Wharf precinct, strong linkages should be established between the heritage and cultural amenities of the precincts at either end of the wharf area, as well as to the regenerated commercial sector of the Old Port business district. This is integral to the cohesiveness and the long-term, successful outcome of the project.

5.2.16 Kaurna Cultural Heritage Survey, GHD, Vivienne Wood, Hemisphere Design, 2007

The Kaurna Cultural Heritage Survey provides an account of Kaurna cultural heritage from both documented European historian knowledge and the cultural/spiritual/historical knowledge of local Kaurna people. The Kaurna Elders and descendants who participated in the 2006 Council project returned to Port Adelaide/Yertabulti because their spiritual relationships to ‘country’ and social interrelationships with extended family are an integral part of who they are.

They are hopeful for the future of Indigenous people in the Port Adelaide Enfield Council region. They envisage a future where Indigenous history and remnants of culture, language and ‘Dreaming’ stories are protected, revived and celebrated.

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While it is acknowledged that Port Adelaide is now a major focus for the land development industry, as supported by Government and private investment, it is hoped that the histories of the past, including Indigenous history, are reconciled with the aspirations of the present and the future so that all communities and people who call 'the Port' home, feel 'at home'

5.2.17 AK Falie Options – Preliminary Cost Estimates, DTEI, 2009

Greatest cost option would be to return the Falie to sea-going activity. Other options were also costed looking at 10 year projections including restoration with no public access and restoration with public access.

- The state of deterioration is due to significant corrosion of the primary hull structure.
- The majority of the internal structure is salvageable but there are significant areas requiring replacement.
- The Falie requires major structural repairs to bring her back to an acceptable condition to enable certification and resume operations in a safe condition as a commercial passenger carrying vessel. However, this option is not recommended.

5.2.18 City of Adelaide Cruickshank Corner Seaport Museum Marketing Plan, Preservation Trust, 2009

- Outlines heritage significance of the ship.
- Outlines what a 'seaport museum' could encompass.
- Outlines benefits and vision of such a museum.
- Outlines relevant strategic plans that promote such activity and/or which such activity aligns with.

5.2.19 City of Adelaide Laser Scan Survey, Preservation Trust, 2009

The objectives of the survey were to:

- Provide an accurate 3-dimensional archaeological record prior to the implementation of any works affecting the structure or fabric of the vessel;

- Provide an accurate 3-dimensional record to inform any proposed engineering strategy prior to the implementation of any works affecting the structure or fabric of the vessel, proposed deconstruction (sectioning), or removal from the current slip;
- Provide accurate data for any proposed archaeological interpretation and hull; and
- Analysis, the production of models, or the construction of a replica vessel at any point in the future.

5.2.20 Management of Commercial Vessel Operations at Queen's Wharf/McLaren Wharf

This document investigated the existing servicing operations for the loading and unloading of passengers, provisions and sullage removal at Queen's Wharf and McLaren Wharf, as well as vehicle movement and management.

Observations

- Current vessel operations are normal and practices for provisioning and servicing vehicles are in accordance with Australian Standards.
- Current berthing practices are in accordance with Regulations.
- Present methodology for handling dry waste and recyclables is appropriate.
- Disposal of solid wet waste into Council serviced waste bins is inappropriate.
- Vehicle movement is compromised on the wharf frontage and may contribute to physical damage to the promenade through the 'screwing' of vehicle tyres on paving elements.
- Pedestrian movement and safety is satisfactory subject to precautions such as signage and safety barricading.
- Access for the handicapped and disabled and emergency vehicles is restricted through the provision of bollards preventing unauthorised vehicles.
- Revision options include set length berthing space, modular berthing allocation, rafting up (parallel berthing) or 'hot berthing' – advantages and disadvantages of each are outlined.

Recommendations:

- Improved controlled vehicle access.
- Improved traffic management.
- Provision of dedicated fuelling and sullage facility.
- Renegotiation and definition of current leasing agreements for vessels.
- Negotiation with Council for dedicated car parking spaces for commercial vessel operators.
- The provision of public amenities in close proximity to the wharf frontage.
- The provision of a secured undercover solid wet and dry waste collection point in reasonable proximity to the wharf with controlled access for commercial vessel operators (but discouragement of self disposal from the wharf by individual recyclable product operators).
- Provides a 3 stage management plan to implement the recommendations.

5.2.21 Adelaide Dolphin Sanctuary Act 2005

Pursuant to Part 2 – Objects of Act and statutory objectives:

8 – Objectives:

1. The following objectives will apply in connection with the operation of this Act:
 - a) The protection of the dolphin population of the Port Adelaide River estuary and Barker Inlet from direct physical harm is to be maintained and improved;
 - b) The key habitat features in the Port Adelaide River estuary and Barker Inlet that are necessary to sustain the dolphin population are to be maintained, protected and restored;
 - c) Water quality within the Port Adelaide River estuary and Barker Inlet should be improved to a level that sustains the ecological processes, environmental values and productive capacity of the Port Adelaide River estuary and Barker Inlet;

- d) The interests of the community are to be taken into account by recognising indigenous and other cultural, and historical, relationships with the Port Adelaide River estuary and Barker Inlet and surrounding areas, and by ensuring appropriate participation in processes associated with the management of the Port Adelaide River estuary and Barker Inlet;
- e) Public awareness of the importance of a healthy Port Adelaide River estuary and Barker Inlet to the economic, social and cultural prosperities of the local communities, and the community more generally, is to be promoted; and
- f) The principles of ecological sustainable development in relation to the use and management of the Port Adelaide River estuary and Barker Inlet are to be promoted.

5.2.22 Preliminary Soil and Groundwater Investigations – Parcels 10 & 10 A, Maunsell McIntyre Pty Ltd for LMC, 2000

- Part of site covered with fill of unknown origins (some construction and demolition waste).
- Elevated levels of arsenic and metals in 4 samples.
- Land appears suitable for future commercial and industrial use or high density residential use with no direct contact of residents to soil.
- Future additional testing and management measures may be needed.
- Quality of groundwater was not investigated and may require further investigation depending on future land uses.

5.2.23 Preserving Nelcebee Paper, DTEI, 2009

This investigation sets out measures needed to immediately slow the deterioration of The Nelcebee.

5.2.24 Services Review Precinct 4 – Cruickshank Corner, Wallbridge & Gilbert Consulting Engineers for LMC, 2004

- Sewer – Should gravity drain to existing mains.
 - There is sufficient capacity. No upgrading anticipated.
 - Developer responsible for cost of mains extensions.
- Water – Existing supply system should be adequate. No upgrading works anticipated. Developer responsible for extensions/costs.
- Electricity – Existing transformer operating at 50% capacity but is a backup to supply elsewhere and may not be able to accommodate increased demand from future development, would require an ETSA review.
- Gas – There are existing mains nearby but they have minimal capacity for additional load.
- Telecom – They exist nearby – external upgrades may be required.
- Stormwater – Council have advised it should be directed to Port River where possible, not Council existing drains. Outlets likely to be submerged at high tides and floodgates would need to be fitted at outlet pipes.

5.2.25 McLaren Wharf and Cruickshank's Corner Precinct Cultural Heritage Survey, ACHM for LMC, January 2010

An Aboriginal archaeological and ethnographic heritage survey was conducted with representatives of the Kurna Nation Cultural Heritage Association Inc. (KNCHA), and on advice from the Port Adelaide Enfield Aboriginal Advisory Panel (PAE AAP), ethnographic consultation was also undertaken with representatives of the PAE AAP and key representatives of the Port Adelaide Aboriginal community. This related directly to the McLaren Wharf and Cruickshank's Corner Precincts Master Plan Study area.

As a result, a report was completed detailing relevant Aboriginal heritage protection legislation, research into previously recorded Aboriginal sites in the project area, research into Aboriginal history of the area, and the results of

the survey and consultation process in relations to potential impacts that the proposed activities could have on potential Aboriginal sites under Aboriginal heritage protection legislation.

5.2.26 Cultural Strategic Plan, City of Port Adelaide Enfield, August 2003

“Culture arises from the community. The term ‘culture’ will have different meanings to different people. This is because culture involves every aspect of our life and is fundamental to our understanding of who we are... Culture is everything that gives us a sense of ourselves. It is the context within which we participate in social, environmental and economic activities.” (Cultural Issues Paper, March 2003)

The City of Port Adelaide Enfield recognises it has a rich cultural heritage that is dynamic and tangible demonstrated in the many museums, galleries, libraries and community centres, and for this purpose developed a cultural plan with targeted objectives to allow translation and expression of the diverse community and landscape in future development of the Council area.

Relevant to the McLaren Wharf and Cruickshank's Corner Precincts Master Plan, is acknowledgement in the Cultural Plan that the Aboriginal population in Port Adelaide has strong connection to the land, rivers and coastline, and recommends translation of these ties in waterfront redevelopment through a multi-purpose centre, street-naming, interpretive signage, urban art and community activities.

The Cultural Plan also recommends identifying local places where community activities and practices can take place to emphasise and celebrate the history and heritage of Port Adelaide that many locals feel is the Port's greatest asset. Further cementing the importance of cultural recognition and celebration, its translation in the physical and non-physical realms should contribute economically to the Port Adelaide region and create a 'sense of place' for locals and visitors alike.

McLaren Wharf and Cruickshank's Corner Master Plan



Level 4 211 Victoria Square Adelaide SA 5000

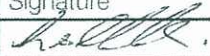

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