

PORT ADELAIDE

MCLAREN WHARF & CRUICKSHANK'S CORNER PRECINCTS
MASTER PLAN FRAMEWORK



Figure 1 – Port Adelaide lighthouse and Fishermen's Wharf Markets

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Figure 2 – Customs House on Commercial Road

1 Executive Summary



Figure 3 – Master Plan Study Area

GHD in association with Tract Consultants, Village Well and Leedwell has been appointed by the South Australian Government's Land Management Corporation and the City of Port Adelaide Enfield to prepare a master plan for the McLaren Wharf and Cruickshank's Corner Precincts in consultation with the community. This report should be read in conjunction with the McLaren Wharf and Cruickshank's Corner Precincts Master Plan Strategic Framework Report.

The subject area is located in Port Adelaide, approximately 12 kilometres north-west of the Adelaide CBD.

Like many former waterside port areas within contemporary Australian cities, the Port Adelaide river and waterfront area is under pressure to evolve from former shipping and industrial uses into contemporary urban areas including mixed use residential, retail and community uses. The Port Adelaide area is currently at a critical point, where 'renewal' has been flagged, proposed, and commenced development, however, the burning issues of 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 in the Port Adelaide 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 the public and private sectors. The harbour and waterfront area itself is an enormous precinct, (extending to both sides of the Port River) incorporating an array of existing, and un-used dock and former industrial uses. The heritage fabric of the area is evident in both the existing buildings, and in the stories and experiences of the Port Adelaide community.

Waterfront redevelopments are considered to be urban 'attractors' for residents, visitors and social activity, contributing to the re-imagining of places as dynamic and attractive to both new and existing residents. However, the finer grain context and character of the existing Port Adelaide area should not

be replaced or revised with implanted values and culture that are not rooted in the place of Port Adelaide.

A central part of the McLaren Wharf and Cruickshank's Corner Precincts master planning study is the precinct and neighbourhood character studies. This includes the context for the local Port Adelaide area, and the outcomes of the public and community consultation process. The ability to listen to the local community and its issues and ambitions, and reflect this in the nature and character of the public realm is central to the success of a master plan for the precinct. A project that, within the public realm, succeeds in knitting together old and new, the historic and the innovative, the local and the regional will also maximise the commercial benefit for residential and mixed use renewal and development.

Consultant Team

GHD - Lead Consultant, Planning, Architecture, Engineering

Tract Consultants - Urban Design and Landscape Architecture

Village Well - Placemaking and Community Consultation

Leedwell - Economic Feasibility

Rider Levett Bucknall - Cost Advice

in conjunction with,

Land Management Corporation

Port Adelaide Enfield City Council

2 Parameters and Vision

2.1 Introduction

The master plan is intended to provide a framework to facilitate investment to assist in the revitalisation of the Port Adelaide Centre. In this regard, the master plan should provide clear principles while enabling new market opportunities to achieve their full development potential over time.

The Port Adelaide Centre Vision and Framework was prepared by Hassell in 2006 and considered the vision for the Port Adelaide Centre (including a City Master Plan and Policy Area Plans), however this did not extend to a policy framework for the waterfront areas, forming the basis of this study. The following Urban Design Principles were established by the Hassell document:

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

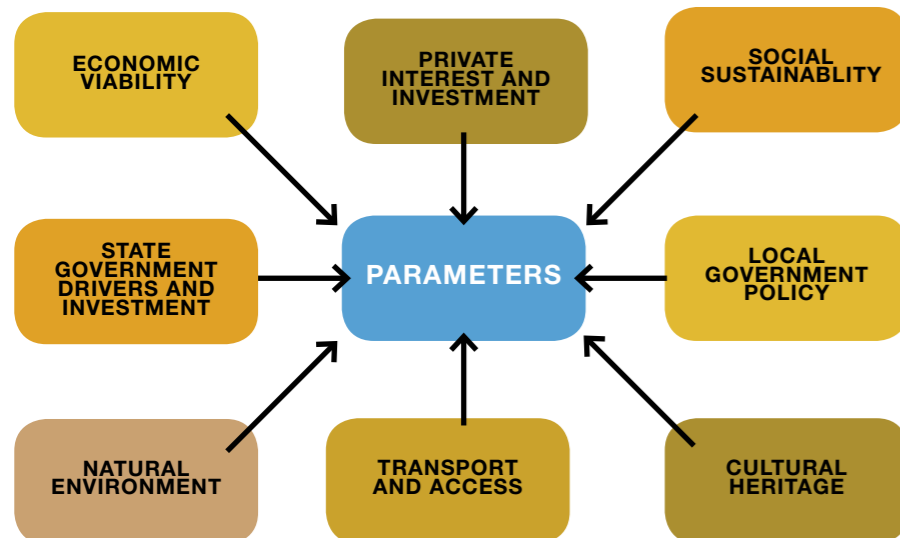


Figure 4 – McLaren Wharf and Cruickshank's Corner Precincts Master Plan Framework Parameters

2.2 Parameters

The master planning study sought to build upon the urban design principles for Port Adelaide as established in the Port Centre Vision and Framework document considering the following project parameters that were established by the LMC and the City of Port Adelaide Enfield.

Economic Viability

- Has to make economic sense and create business opportunities
- Attract investors, business and visitors to the area
- Increase population of the area

Private interest and investment

- Protection of private investment

Social Sustainability

- Create a sense of community
- Create a sense of place that's vibrant and thriving
- Provide choices to residents, visitors, workers and investors

State Government Drivers and Investment

- State Government vision and direction
- Government Policy
- Public pursue investment

Local Government Policy

- City of Port Adelaide Enfield
- Council investigative studies, frameworks, strategic policies, development plan etc

Natural Environment

- River system
- Dolphin Sanctuary

Transport and Access

- Establish road networks, bridges and river transport use
- Access for vehicles, pedestrians and cyclists

Cultural Heritage

- Falie and Nelcebee need a home
- Maritime heritage of the area
- Cultural histories in the area

2.3 Master Plan Vision

The McLaren Wharf and Cruickshank's Corner Precincts master planning project investigates a significant transformation not only of the built environment but also the intrinsic identity of the Port Adelaide waterfront landscape. An urban renaissance of the Port waterfront is a product of a growing trend by urban populations to live by water, and still retain urban densities and sensitivities that enrich mixed-use residential areas. Like other old working class waterfront suburbs throughout Australian cities the Port has experienced the onset of regeneration. How this is managed, focused and facilitated hand-in-hand with the local community will determine the sustainability, success and level of local ownership.

What is loved about the area is that Port Adelaide has always been a bit of an 'uncut diamond', an urban area that was not too polished or gentrified, and that retained the uniqueness of character from years gone by at the Port. To achieve 'urban renewal' in the project precinct and surrounds that does not sanitise this character, but instead builds on it, re-interprets it, and reinforces it is one of the central, ongoing challenges to the project and to wider development within the area.

The team firmly believes the vision for Port Adelaide will be realised through its places and people. The master planning process has taken a 'place making' approach to the design – that is, if the public spaces, building settings, streets and squares are to be successful they need to be designed for, and more importantly, with the community – this will assist the retail, commercial or residential developments to be successful.

3 Methodology and Approach

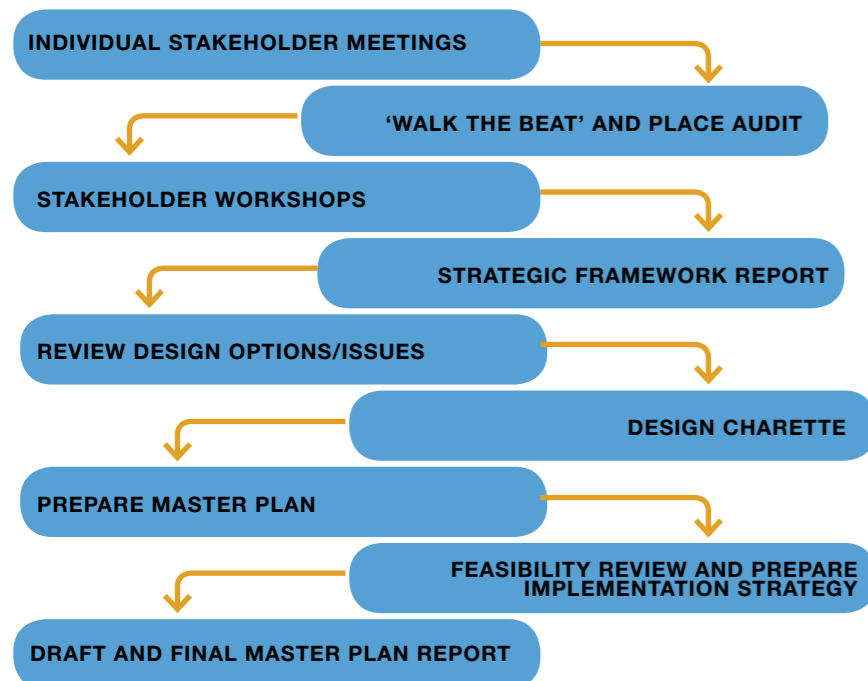


Figure 5 – The master planning process flow diagram

The McLaren Wharf and Cruickshank's Corner Precincts master planning study sought to take on the challenges of urban renewal at the Port, creating a vision and master plan framework for the precinct that has the potential to better link the old and the new Port Adelaide.

It's a journey about the people of Port Adelaide, the way they use, experience and live in the area, the places they work and rest, the streets they use and the buses and trains they catch. The master plan offers an opportunity to build on the considerable amount of strategic and visionary work already undertaken for the Port Adelaide area.

In addition, it was recognised that ideas themselves are not going to address the issues on their own, the process of urban renewal is one revolving around collaborative engagement with a myriad of stakeholders, community and decision makers in order to undertake a design and implementation process that takes the Port Adelaide community on a journey. An approach that involves

the community is crucial given the diversity and historic nature of the Port Adelaide community.

The master planning approach comprised:

- A strategic approach to design issues including an ability to appreciate and respond to the urban context of a place at a number of scales, and resolve issues through the development and testing of options.
- A collaborative approach including an ability to inform and synthesise ideas developed in a workshop style format, with the project team, client and key stakeholders.
- An appreciation of "whole of government," "whole of council" and "community led" approaches to master planning.
- A focus on ensuring analysis, and development and assessment of design options and planning controls are informed with regard to the Port Adelaide Enfield 'vision' for Port Adelaide, an appreciation of wider community values and concerns, budget constraints, and public/private stakeholder opportunities and constraints.
- A sophisticated understanding of the principles of sustainability and livability and how physical interventions and actions can deliver social and economic benefits.

An integrated master planning and place making approach holds the key to maximising the potential of the McLaren Wharf and Cruickshank's Corner Precincts. The concurrent place making approach allows the master plan framework to:

- Connect local aspirations with Local and State Government goals. This was achieved through appropriately toned, fun and inspirational visioning workshops with a variety of place participants.
- Motivate and inspire the local community, businesses and residents alike, to the potentials of their place while collaboratively uncovering the inherent story of the place.
- Carry out work in close consultation with the project team and the client to ensure a consistent and understanding approach to the broader community of Port Adelaide.

In this regard, key workshops held during the master planning process included:

- Risks and Opportunities workshop, 4th March 2010
- Place Making workshop, 10th April 2010
- The McLaren Wharf and Cruickshank's Corner Precincts design charette held over two full days, 26th and 27th May 2010

These workshops were considered to be highly successful for the Land Management Corporation, the City of Port Adelaide Enfield and the local community.

The master planning process was however delayed, following the design charette as a result of planning issues associated with nearby industry. These planning issues related to a submission (and subsequent clarifications) from the Environmental Protection Agency (EPA) to DAC in response to a Newport Quays Dock 1 development application. The EPA submission identified the need for separation distances between the Newport Quays residential development at Dock 1 and the Adelaide Brighton Cement plant and the Incitec Pivot Fertilisers' warehouse facility.

It was later identified that the above planning issues had implications for the McLaren Wharf and Cruickshank's Corner Precincts master planning with potential restrictions on proposed sensitive uses (including but not limited to residential, tourism and recreational uses.)

The planning issues relating to the industrial separation distances have the following implications for the master planning study:

- Delay to the Dock 1 development and associated delay to the Port Adelaide Waterfront Redevelopment project;
- Restrictions on sensitive uses proposed within the McLaren Wharf and Cruickshank's Corner Precincts with resolution of the industrial separation distances required ahead of any Development Plan Amendment (DPA); and
- Implications with regard to attracting public and private investment to implement the master plan framework.

4 Placemaking and Consultation



4.1 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 context. This process reflects the needs and aspirations of the public and the unique story of a particular location.

4.2 What makes a great place

The following are universal qualities that make great villages and communities around the world and have been considered as part of the master plan framework:

- Sense of connectedness/sense of place
 - Geographical boundary(start and finish)
 - Sense of safety, intimacy, security
 - Diversity of stories
- Cultural context
- Creative and artistic expression
- Heritage/ history of built form
 - Sense of longevity and continuity
 - Sense of vitality
 - Visibility of its daily workings
 - Mixed-use (live, work and play)
 - Street activity, markets, culture
 - A central meeting place

- Spaces for public events and happenings
- Sitting and resting spaces
- Place space
- Community eating places
- Ease of access
- Child, woman, elderly and family friendly
- Mixed levels
- Sunlight
- Interesting and varied shops

4.3 Creating great places

It was vital that the master planning provided stakeholders and the broader community (including business and government) with an opportunity to contribute to the decision making process and development of a master plan framework for the McLaren Wharf and Cruickshank's Corner Precincts.

Only by providing a robust engagement process to share and discuss ideas and concerns regarding the development of the study area, could the local and broader community needs and future aspirations be extrapolated and key themes be developed and agreed to.

This sharing of information revealed the 'Place Essence' of the site and enabled stakeholders to decide on a shared vision that will activate the place essence 'People', 'Place', 'Product', 'Programme', and 'Planet' principles guiding the evolution of McLaren Wharf, Cruickshank's Corner Precincts and the inner harbour into the future.

It was also necessary to undertake an extensive review of strategic policies, studies and frameworks pertaining to the study area to ascertain the desired future direction of development.

The document review and stakeholder engagement activities informed the 'Place Making' process, the ultimate aim of which was to investigate solutions to the social, economic and environmental challenges of the study area.

4.4 The Process

A significant amount of consultation and place making processes have been undertaken throughout the master planning process. This work has been synthesised into the master plan framework and more importantly, the key directions for the future of the McLaren Wharf and Cruickshank's Corner Precincts have been informed by local community input.

The following provides an overview of all the consultation activities:

- Individual stakeholder meetings
- Walk the beat and place audit
- Risk and opportunities workshop
- Placemaking workshop
- McLaren Wharf and Cruickshank's Corner design charette



This process resulted in place essence and principles formulated from stakeholder and community input.

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.

McLaren Wharf 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.

Cruickshank's Corner 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.

The place making process is a continual and evolving process. Throughout the process a list of ‘small wins’ or interventions were established by the community and stakeholders for the McLaren Wharf and Cruickshank's Corner Precincts.

Although not all of these small wins will take place, LMC in conjunction with South Australian State Government; and Port Adelaide Enfield City Council are considering such actions.

5 Strategic Context

5.1 Context

Port Adelaide is located approximately 12 km north-west of the Adelaide CBD. 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.

The 'Planning Strategy for Metropolitan Adelaide' and 'The 30 Year Plan for Greater Adelaide' both prepared by the South Australian Government, designate Port Adelaide as a Regional Activity Centre with retail, commercial and civic functions 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 River inner harbour.

These above strategic documents recognise the importance of Port Adelaide within a significant transit corridor that will potentially be boosted by the delivery of a light rail service. The following principles have been imbedded within the strategic documents for Port Adelaide:

- Concentrate growth in key locations
- Increase density
- Provide for integrated mixed uses around transport interchanges at a neighbourhood level
- Defence opportunities and benefits to Port Adelaide
- Strategic site investment
- Tourism opportunities

The consistent growth of population within Adelaide and the Port Adelaide Centre over the next 30 years will place significant demands on improved services, facilities, diversity of residential housing and range of integrated transport modes and access. It should be acknowledged that change will not occur quickly, however will be influenced by population numbers, thus improving the viability for business activity and investment in local infrastructure. Previous developments within the Port Adelaide Waterfront Redevelopment (PAWR), and the completion for the Port River Expressway bridges have acted as the building blocks for change within Port Adelaide.

Figure 6-11 outline the existing Port Adelaide context. This information has been used to inform the McLaren Wharf and Cruickshank's Corner Precincts Master Plan Framework.



Figure 6 – Regional Context - Port Adelaide in context of Adelaide region



Figure 7 – Local Context - Site in context of City of Port Adelaide and Enfield



Figure 8 – Precincts, Site Audit

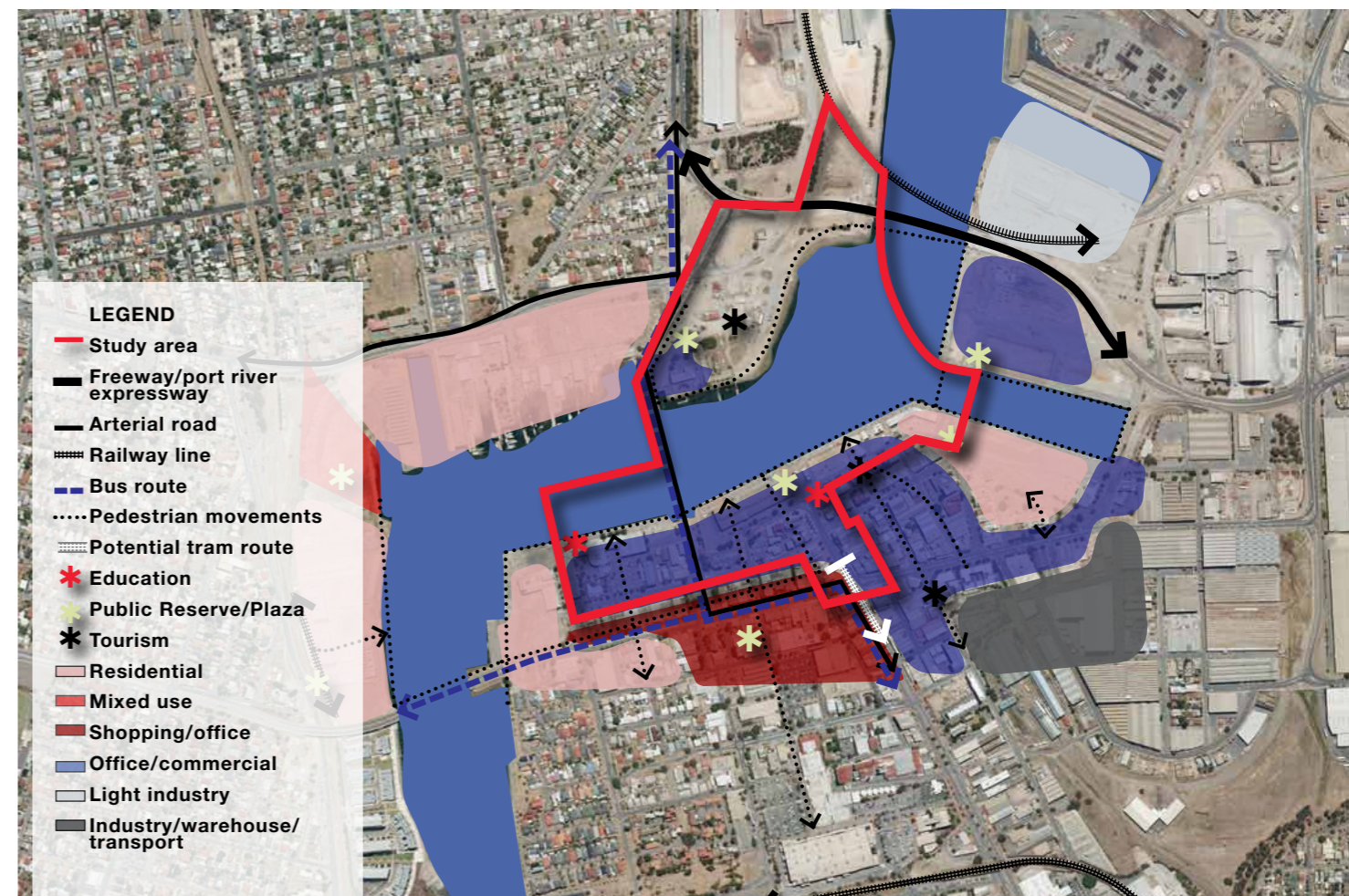


Figure 9 – Land Uses - Concepts, Port Adelaide Enfield Council Development Plan

5.2 Local Context

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 (including Fisherman's Wharf markets, Council operated car parking area and the TAFE complex). Opportunities exist for improved connections between the waterfront and the Port Adelaide Centre, and to the adjoining waterfront land.

The existing Port Adelaide Enfield (City) Development Plan zone and policy area provisions applicable to the area provide detailed development guidance that integrates the work of previous planning studies (including transport, heritage, building design and land use considerations). This guidance provides a useful starting point; however, the consultants' brief is to 'think outside the square' and potentially identify options to 'expand the horizons' in our development of the master plan. The Port Adelaide Centre Vision and Framework did not extend to the waterfront areas, therefore, the policy for the waterfront was not amended and existing heights are restrictive to achieving population goals and activation.

Initial master plan options which may be applicable to the precinct were considered to include the following:

- Medium and high density mixed use development
- Facilities for tourism activities
- Over water development and a waterfront focus with strong connectivity to adjoining areas
- Progressive development that still provides for integration and active reuse of significant heritage character elements
- A strengthening of 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

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 privately owned Birkenhead Tavern, a landscaped portion of land, administrative 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 provided an opportunity to consider a coordinated 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".

Initial master plan options which may be applicable to the precinct were considered to include the following:

- A 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 'Failie', and 'Nelcebee' historic vessels.)
- An iconic public waterfront area including 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
- The development of an active and public water edge, encouraging water activities
- Opportunities for the re-use of existing buildings and infrastructure

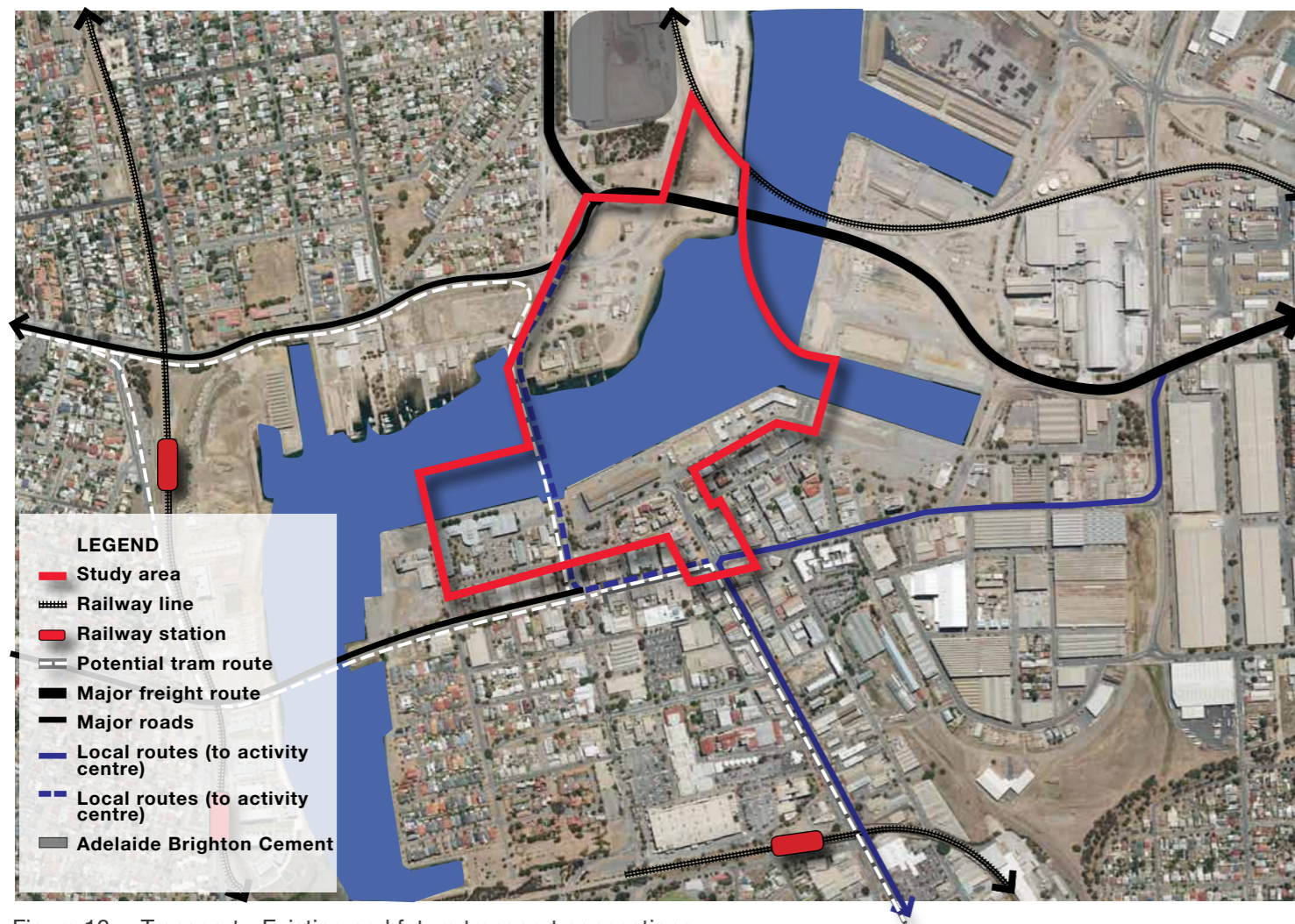


Figure 10 – Transport - Existing and future transport connections



Figure 11 – Community Facilities - Existing and future community facilities

6 Design Framework

Benchmarking



6.1 The Benchmarking Process

There are numerous national and international exemplars to reference and benchmark the McLaren Wharf and Cruickshank's Corner Precincts master planning study against. Some successful in knitting together old and new in a coherent urban grain, some failing 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 study to review successful and unsuccessful models of waterfront revitalisation, particularly where significant cultural and built heritage is involved, and to learn from these examples. 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, (collaboration including a highly integrated and experienced team approach.)

It is important to recognize that benchmarking is about learning from both positive and negative processes and outcomes, in order to best inform the 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.

There are a number of key themes that are recognised internationally from successful waterfront regeneration projects and processes (source PPS, USA). These can be used as a framework to make assessments of the assembled benchmarking case studies but also to 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.

Case studie used for this process were:

- Bunbury Master Plan - Stage 1 Bayside, WA
- Hangzhou Hubin, China
- Duisberg, Germany
- Sullivans Cove and Constitution Dock, Hobart
- Fremantle Waterfront, Victoria Quay, Fremantle
- Phillimore Street, Fremantle
- Walsh Bay, Sydney
- Newcastle Quayside, UK
- Coin Street, London
- Malmo Waterfront Precinct, Sweden
- Victoria and Alfred Waterfront, Capetown
- Dublin Docklands, Canal Square

6.2 Key Themes and Principles

Key findings from the benchmarking process are:

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
11. Design multi-function and mixed-use buildings



6.3 Conclusions from Benchmarking

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:

- **A long term vision, with short and medium term priorities and catalysts:** all of the successful waterfront urban regeneration projects take much longer than foreseen to take hold and reach a 'critical mass'. Self sustainability of the urban environment may take 20-30 years to evolve, but this is critically dependent on short and medium term catalyst projects to generate momentum for the precinct.
- **Substantial levels of government involvement, investment and intervention:** this is usually required to create sufficient critical mass during the early stages of development. The nature of this role varies in each case, but generally spans planning instruments, land assembly and public space infrastructure development. In a number of cases (such as Melbourne Docklands), government sponsored Development Corporations have played a pivotal role, and in some cases (such as Coin Street Precinct, London) a community based corporation acted as the catalyst.
- **Transit and public transport orientated development:** many examples of waterfront urban regeneration have involved the re-use of former port facilities, usually with outdated or decommissioned transport connections. It is the re-connection of these transport links as movement corridors for people, rather than freight or commodities, that is at the heart of enabling good, mixed-use urban regeneration to occur. The model of development around close links to public transit also brings significant benefits for development viability and transport catchments.
- Investment in the public realm, resulting in the **creation of spaces 'for the people'**: where concurrent private development and public place making

are required to revitalise large scale waterfront precincts or sites, in almost all cases it has been found that investment in public spaces upfront has enabled and encouraged faster and more innovative private investment of both residential and mixed-use retail type developments.

- **Iconic institutions or centres of excellence:** Often the location or integration of an iconic (either in reputation or visually) institution or cultural centre of excellence within a waterfront regeneration precinct acts as a significant catalyst for visitors to the area, and a critical mass to then ensure residents revitalise the area. Bilbao is perhaps the best known example of this type of catalyst institution, but there are numerous other examples where a university campus, cultural institution or even major sporting facility acts as a key tenant or 'anchor' for the regeneration of a precinct.
- Marketing and promotion: almost all major cities now have some form of **'place marketing'** team, which is often a partnership between government and major private sector stakeholders, such as Business Improvement Districts as noted above. "The case studies highlight the importance of the process for promoting and managing regeneration. The starting point for any successful regeneration scheme is an imaginative vision that can excite people to drop their differences. American experience suggests that the best schemes often follow a pattern of neglect followed by citizen protest over demolition, and certainly a similar process applied to several British case studies such as Coin Street and Bristol. The resulting controversy leads to the creation of public private partnerships which then commission master plans, and where necessary assemble sites.

The key ingredient is positive planning, which needs to be done at a strategic level to take account of the wider and longer -term interests of the surrounding area. A multidisciplinary approach that engages all the stakeholders is vital. Organisations such as the Regional Development Agencies can provide leadership by identifying suitable sites for development as part of strategies

for water corridors or major regeneration programmes, for example Millennium Villages. Action planning techniques can generate fresh visions that will enjoy community support, and funding from national and regional agencies can add value to local initiatives. The starting point for successful projects is literally seeing strengths and opportunities that others have missed, what is often called a 'shared vision'.

6.4 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
- This work has been developed to inform the master plan framework

7 Design Framework

Opportunities and Constraints



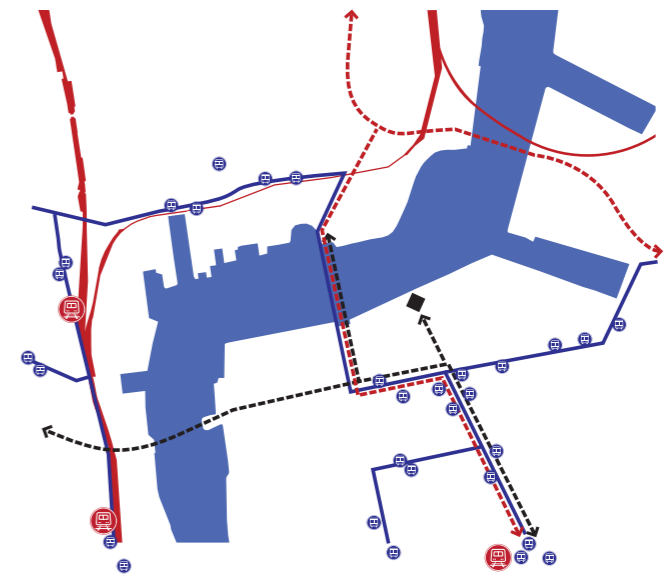
7.1 Introduction

Port Adelaide has been identified as an area of future growth within the Adelaide region. A set of opportunities and constraints have been consolidated under the following headings:

- Transport and Access
- Cultural Heritage
- Cultural Heritage and Social Sustainability
- Social Sustainability
- Natural Environment
- Private Interest and Investment
- State Government and Investment

These potential opportunities and constraints have been identified by way of community and stakeholder input, document review, site analysis and design investigation. These inputs have been consolidated to inform the master plan framework.

This master plan framework will not address all opportunities and constraints, given that it is based on various information sources. Accordingly, the framework does not reflect the views of each individual.



Transport and Access Public Transport

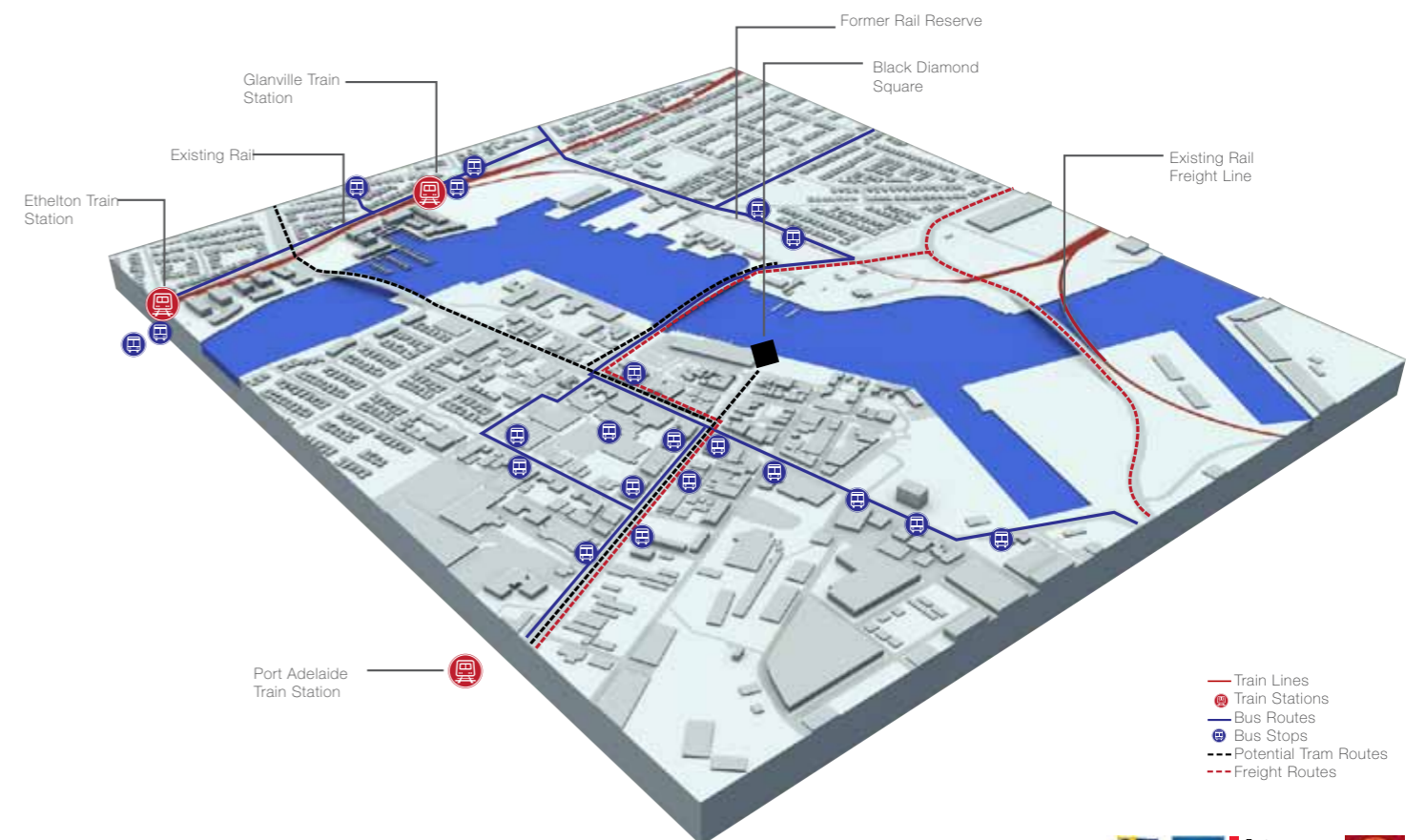


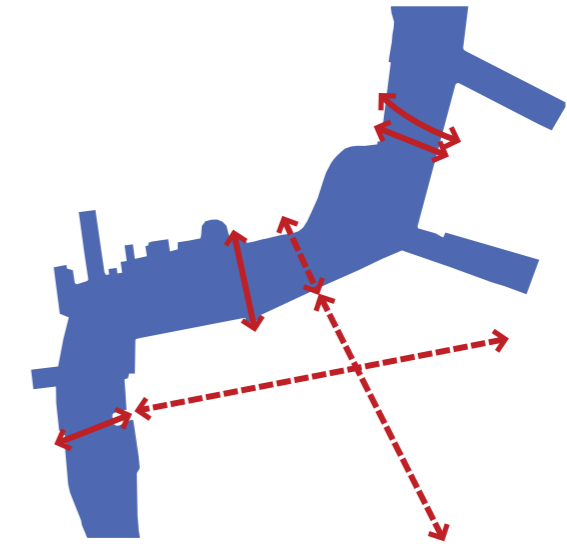
Opportunities

- Extend tram services to Port Adelaide
- Option for tramline over Birkenhead Bridge to connect to Cruickshank's Corner
- Provide water based transport to link destinations across and along the river
- Improve the frequency of bus and train services to Port Adelaide
- Investigate alternate locations for bus interchange
- Provide bus stops closer to McLaren Wharf Precinct

Constraints

- Isolation of existing train station from McLaren Wharf Precinct
- Loss of parking in front of businesses in streets along any proposed tram route
- Issues related to trams and trains sharing a single corridor
- Suitability of Birkenhead Bridge to accept tram services





Transport and Access Pedestrians and Cyclists

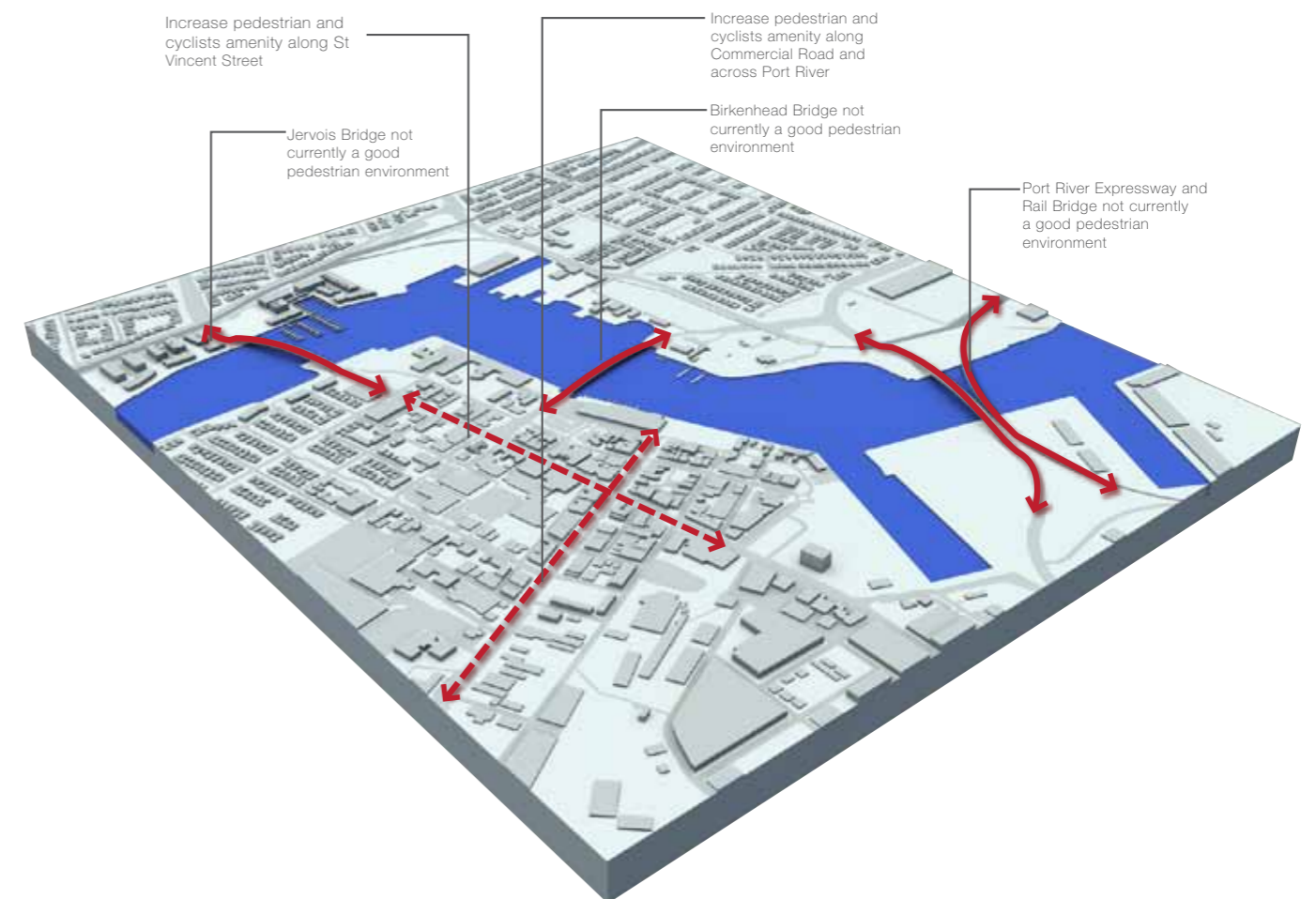


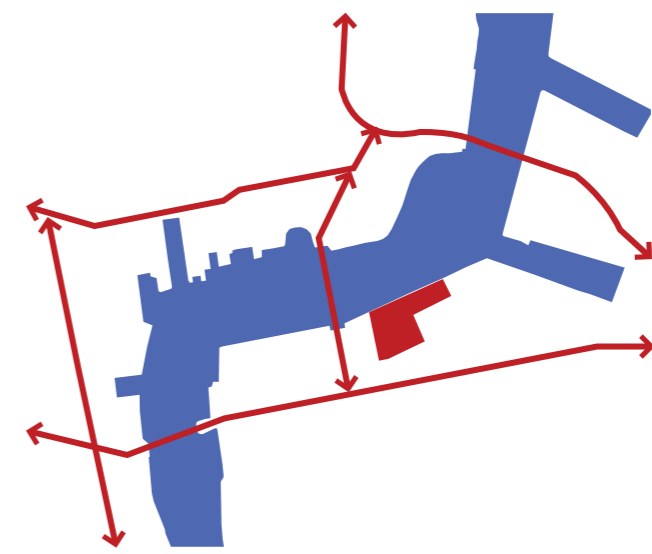
Opportunities

- Re configure the road space on Birkenhead Bridge to provide priority access for pedestrians and cyclists
- Provide safe and legible linkages at either end of the Birkenhead Bridge to connect the bridge to the waterfront
- Provide a continuous waterfront promenade on both sides of the river
- Identify streets for a legible pedestrian/cyclist network
- Improve wayfinding signage to key attractions in Port Adelaide
- Improve pedestrian and cyclist facilities along St Vincent St and Commercial Road
- Improve pedestrian and cyclist access and links throughout the study area and along the waterfront
- Improve safety and amenity along existing pedestrian network's with seating, public art and lighting
- Improve connections across St Vincent Street through improved safe crossing points for pedestrians and cyclists
- Provide more cycling facilities at destinations

Constraints

- Providing multiple safe pedestrian/cyclist connections across St Vincent Street will have an impact on traffic
- St Vincent Street and Commercial Road are still part of an important freight route
- Width of Birkenhead Bridge to accommodate trams, traffic, pedestrians and cyclists
- Width of existing streets to accommodate trams, traffic, parking, pedestrians and cyclists





Transport and Access Traffic



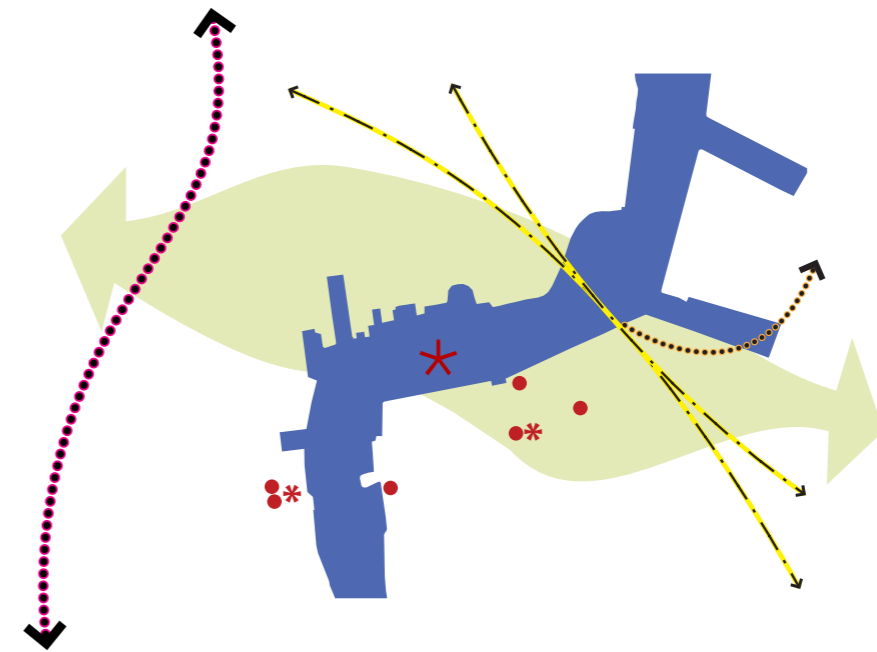
Opportunities

- Investigate possibilities to further reduce heavy vehicle traffic on St Vincent Street, Commercial Road and on the Birkenhead Bridge
- Increase car parking facilities
- Improved utilisation of existing car parking through better pedestrian linkages to key destinations
- Strategically placed multi-level public car parks away from key waterfront land
- Opportunities for a 'shared' car-pedestrian zone close to the waterfront

Constraints

- Shallow water table is likely to make underground car parking not feasible
- Parking close to key waterfront destinations during weekdays is limited
- Issues with conflicting users of parking at the museums in Lipson Street
- Large vessels have limited access to McLaren Wharf & Cruickshank's Corner due to opening times for the Tom 'Diver' Derrick Bridge. Current opening times are constrained due to the need for continuous freight traffic flow along Port River Expressway & rail line. Significant freight demurrage costs may apply to ships delayed at Outer Harbour due to freight transport delays
- Providing multiple safe pedestrian/cyclist connections across St Vincent Street will have an impact on traffic
- St Vincent Street & Commercial Road are still part of an important freight route
- Width of Birkenhead Bridge to accommodate trams, traffic, pedestrians and cyclists
- Width of existing streets to accommodate trams, traffic, parking, pedestrians and cyclists





Cultural Heritage Indigenous History



Source: Kaurna Cultural Heritage Survey, July 2007

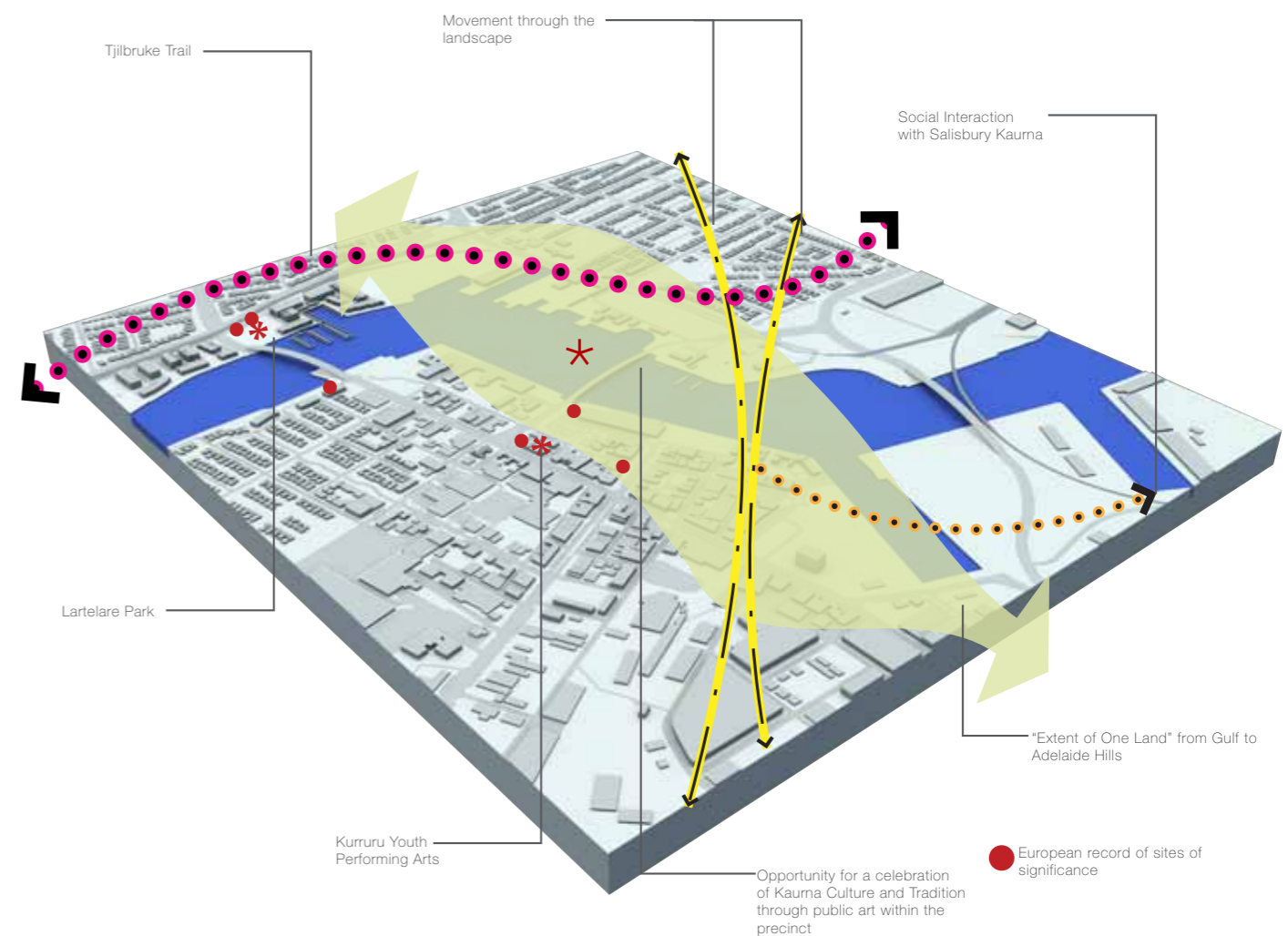
There are many unique landscape characteristics of the Port Adelaide Enfield Council region, including the settlement patterns of the Kaurna people. It is important to understand the influence of European settlement on the Port Adelaide/ Yertabulti region to help preserve the indigenous history and spiritual relationships of that region. To do this, we must address the opportunities and constraints of the Indigenous Cultural Heritage and History.

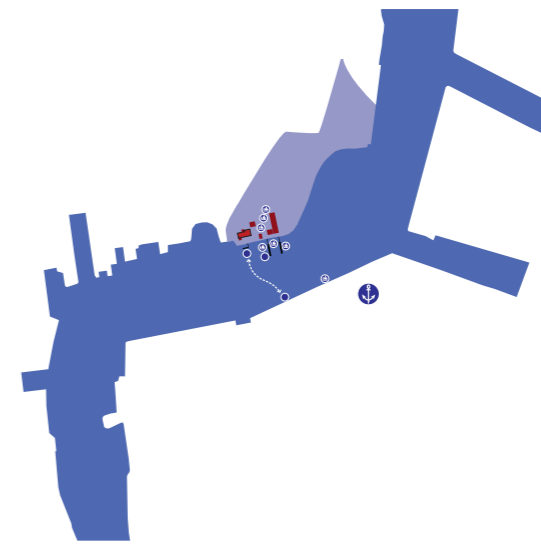
Opportunities

- Indigenous History:
 - Indigenous culture/flora/history be incorporated into the development of a proposed Interpretive Precinct
- Opportunity to celebrate Kaurna Culture and History through public art

Constraints

- A lot of indigenous heritage is lost/or hidden/or not celebrated.





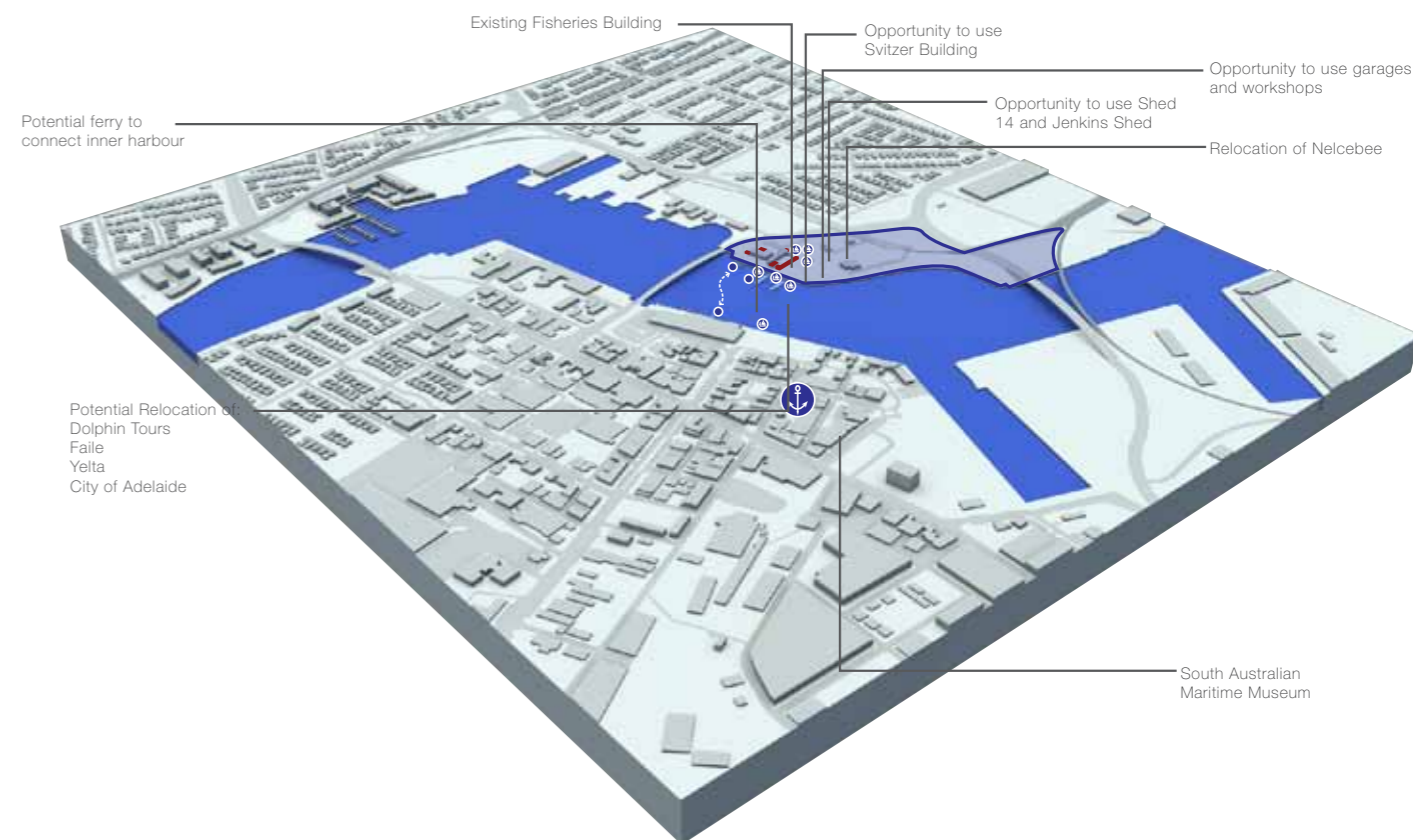
Cultural Heritage Maritime

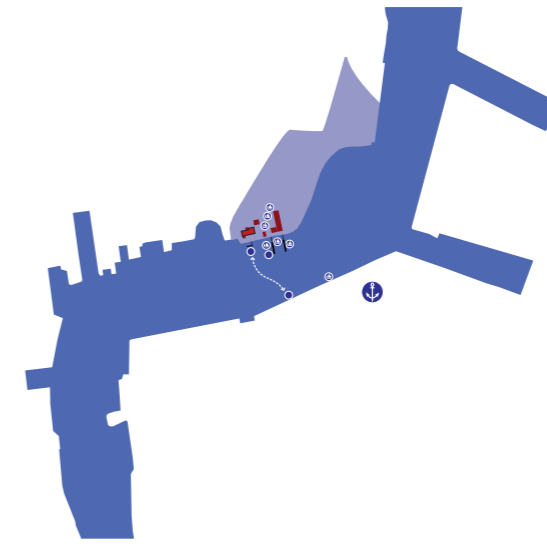


Opportunities

■ Maritime History:

- Create destination points within the McLaren Wharf and Cruickshank's Corner Precincts incorporating maritime heritage themes
- Find a home for the 'Falie' and 'Nelcebee' that complements the renewal of the area
- Restoring and showcasing the vessels in an Interpretive Precinct at Cruickshank's Corner
- 'One and All' could be docked close by although restricted by bridge opening
- Other museums in the Port Adelaide area, for example, trains/planes/military can be linked to the development of a Maritime Precinct in an integrated way
- SA Maritime Museum can be linked to a potential Interpretive Centre on Cruickshank's Corner
- Opportunity to link TAFE courses into Maritime and Interpretive Precincts operations
- Opportunity to bring the 'City of Adelaide' to Cruickshank's Corner
- Display historical artefacts/memorabilia, which can be incorporated in an Interpretive Precinct
- 'Fearless' tug situated currently in dry dock on Cruickshank's Corner can be integrated into the precinct
- Naval gun and torpedo station further along the river could be moved onto Cruickshank's Corner and include history of Port Glanville
- Make the lighthouse an iconic part of an open space square
- The tour boat operators bring a lot of tourists – build on tourists coming into 'The Port' already and provide improved facilities
- Volunteer/unemployment programs could be developed and linked to the development of a Maritime Precinct
- Opportunity to re-use Svitzer Building and Central Shed within an Interpretive Precinct



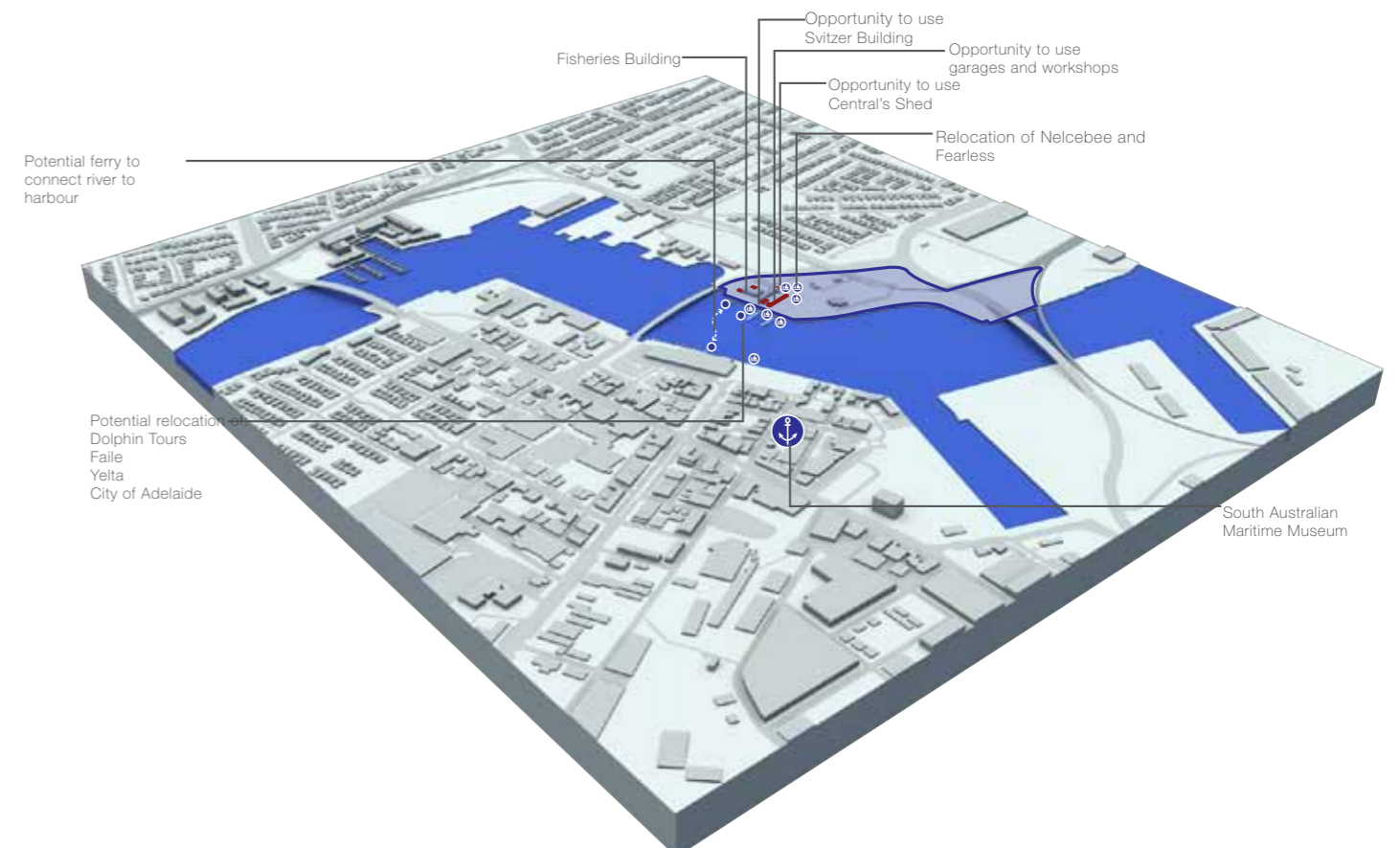


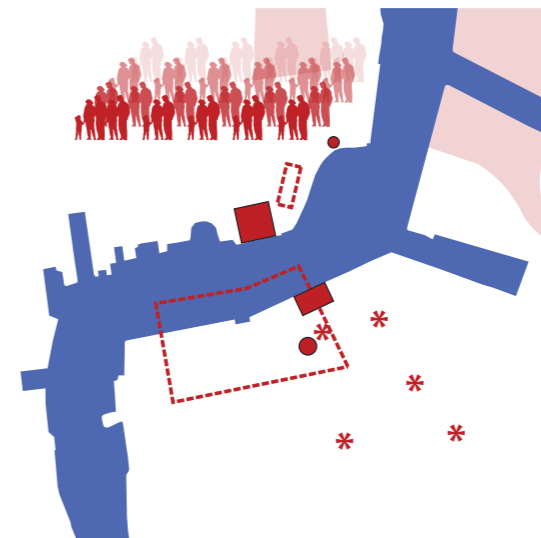
Cultural Heritage Maritime



Constraints

- Restoration of heritage vessels:
 - Maritime vessels need restoration strategies and associated funding
- Restrictions to developing a maritime precinct and associated activity in and around the inner harbour:
 - Funding and staging restrictions to Maritime Precinct at Cruickshank's Corner
 - The PREXY Bridge opening/closing times limits entry of large vessels, for example 'One and All'
 - Current location of 'One and All' doesn't expose the vessel as well as it could
 - Current location of 'Nelcebee' (Dock 2) – too far away from the centre?
 - Facilities for tourists are not developed, particularly at McLaren Wharf, and need improvement
 - Car parking is lacking for visitors/workers to Cruickshank's Corner
 - Cost of repairing old buildings is difficult to realise in commercial terms. e.g. Customs House, Fisheries Building
 - The Cruickshank's Corner study area is located adjacent to significant industry
 - Existing moorings at Cruickshank's Corner are limited
- Need for coordination between private and public stakeholders





Cultural Heritage and Social Sustainability Destinations and Densities

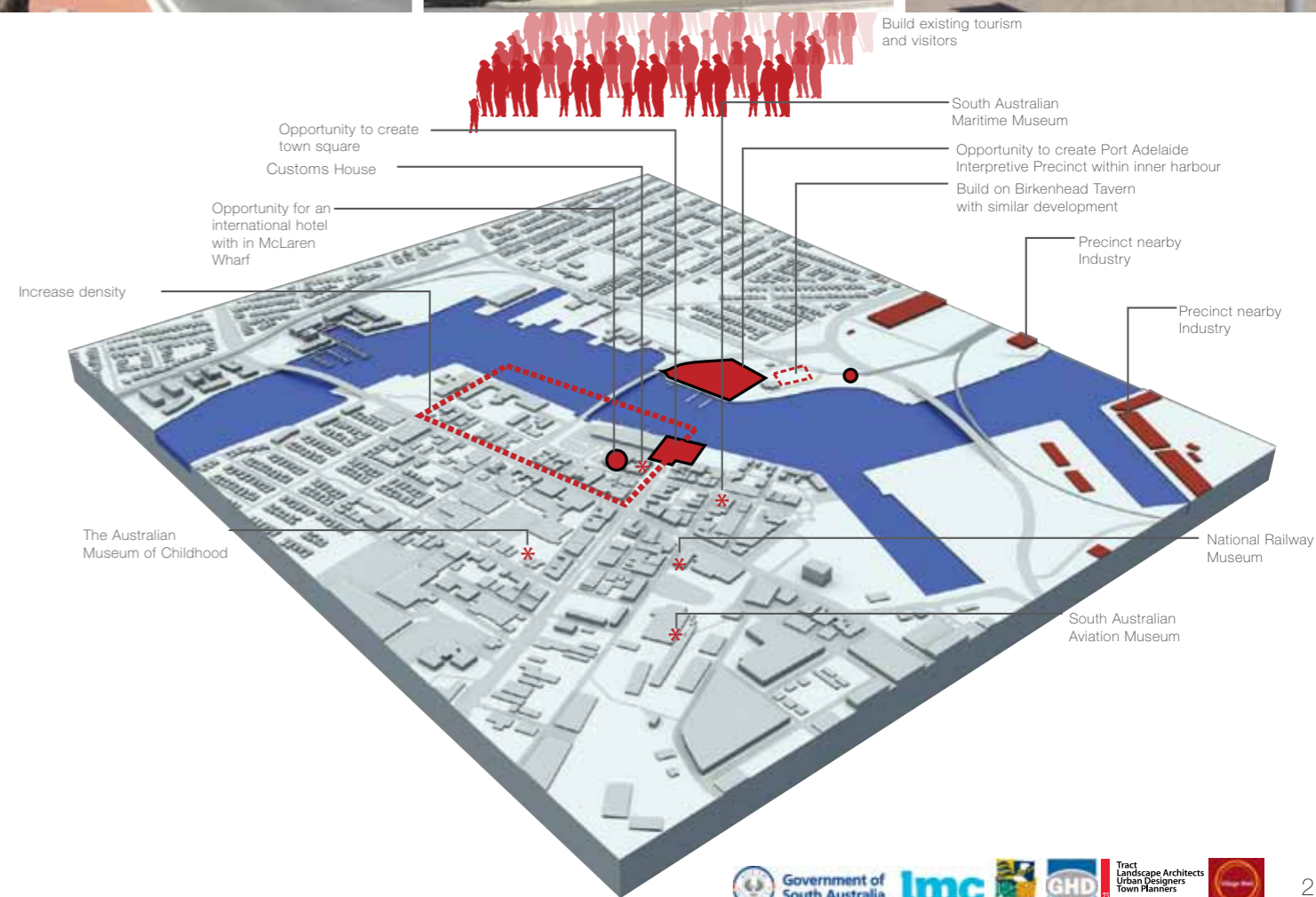


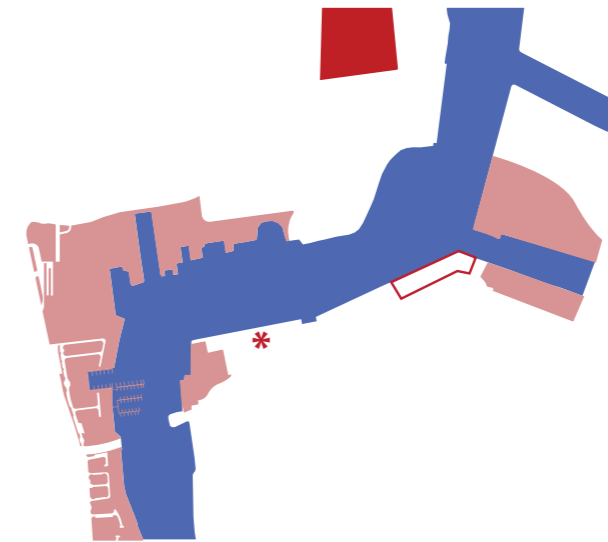
Opportunities

- Build on tourists currently visiting 'The Port'
- Create 'destinations' at McLaren Wharf and Cruickshank's Corner that benefit the wider activity centre
- Existing old buildings could be included in redevelopment of Cruickshank's Corner and McLaren Wharf (Customs House)
- Good sight lines from Commercial Road through to Cruickshank's Corner
- Neptune Lighthouse is an iconic feature and the community wants to celebrate its location
- Opportunity for Black Diamond Square to be redeveloped to complement surrounding development and the waterfront
- Opportunities for international hotel if commercially viable
- Opportunities to create Port Adelaide Interpretive Precinct on Cruickshank's Corner integrated with the existing historic vessels
- Support State Government strategic planning objectives for the area

Constraints

- Tourists utilising touring vessels see a degraded and under utilised Port area which needs funding for urban renewal
- Facilities for tourists are currently under-developed, particularly at McLaren Wharf
- Car parking for any visitors to McLaren Wharf is perceived to be a local issue. This is an issue at Cruickshank's Corner should the area be redeveloped
- Cooperation between private landowners to facilitate urban renewal is difficult to negotiate
- Cost of repairing and renewing old buildings such as Customs House needs to be commercially tested
- The Cruickshank's Corner study area is located nearby significant Industry





Social Sustainability Partnerships and Funding

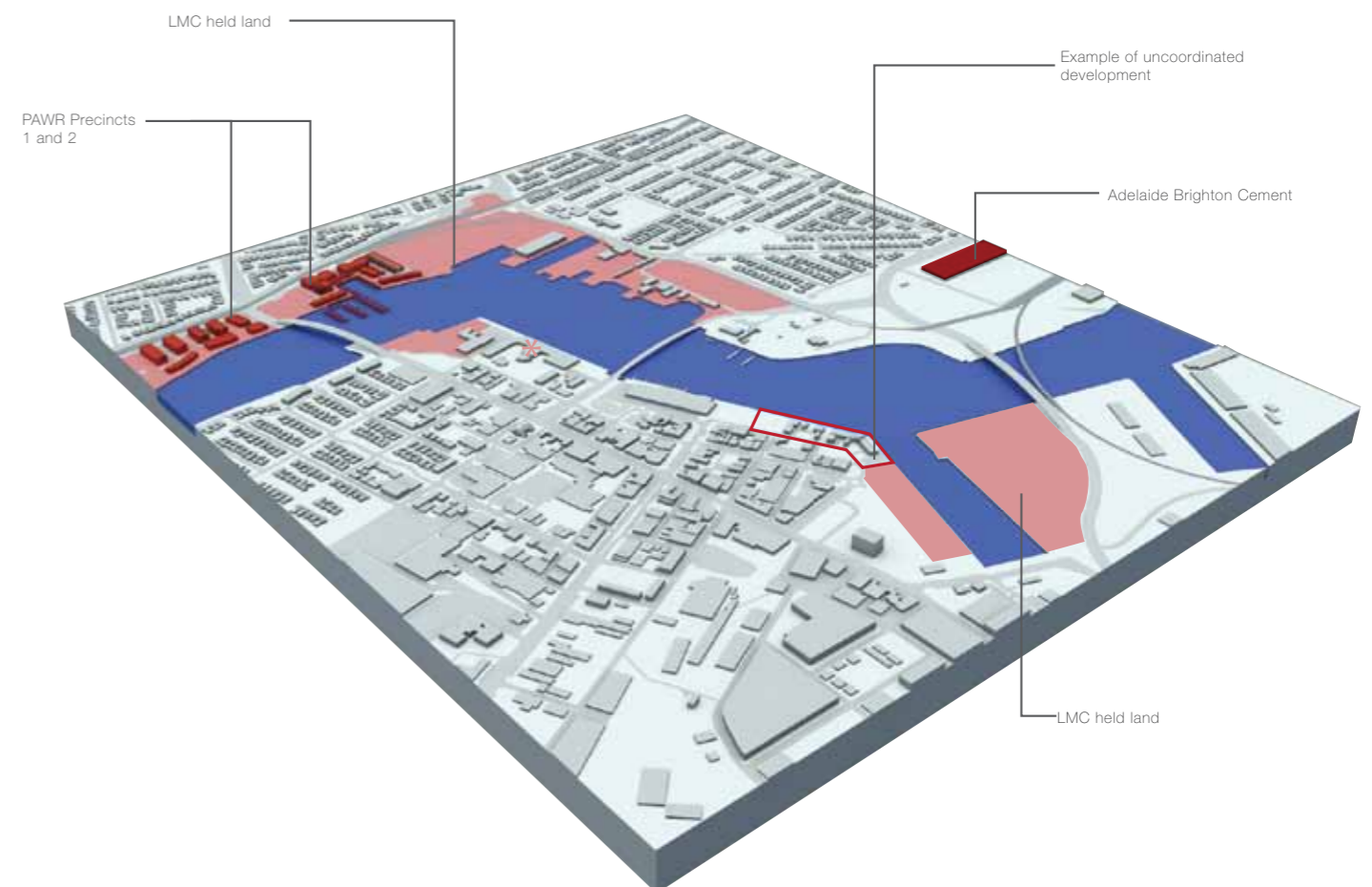


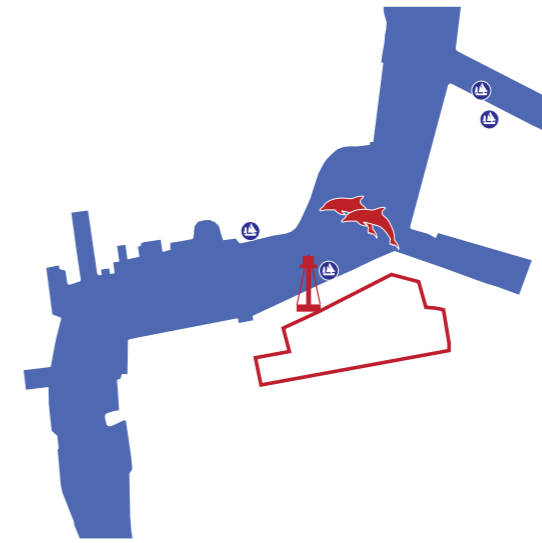
Opportunities

- Encourage diverse social, economic, cultural, recreational, educational and tourist activity in the region, particularly along St Vincent Street, Commercial Road, the waterfront on McLaren Wharf, Cruickshank's Corner and the inner harbour by:
 - Providing State and Local Government driven policy
 - Investigating investment partnerships between private and public interests

Constraints

- McLaren Wharf is predominantly in private ownership
- An extended time frame is required to redevelop the Port and encourage/convince public/private investment
- Land is held in several ownerships resulting in uncoordinated individual developments
- Funding? Where does the money come from?





Social Sustainability Existing Histories and Themes

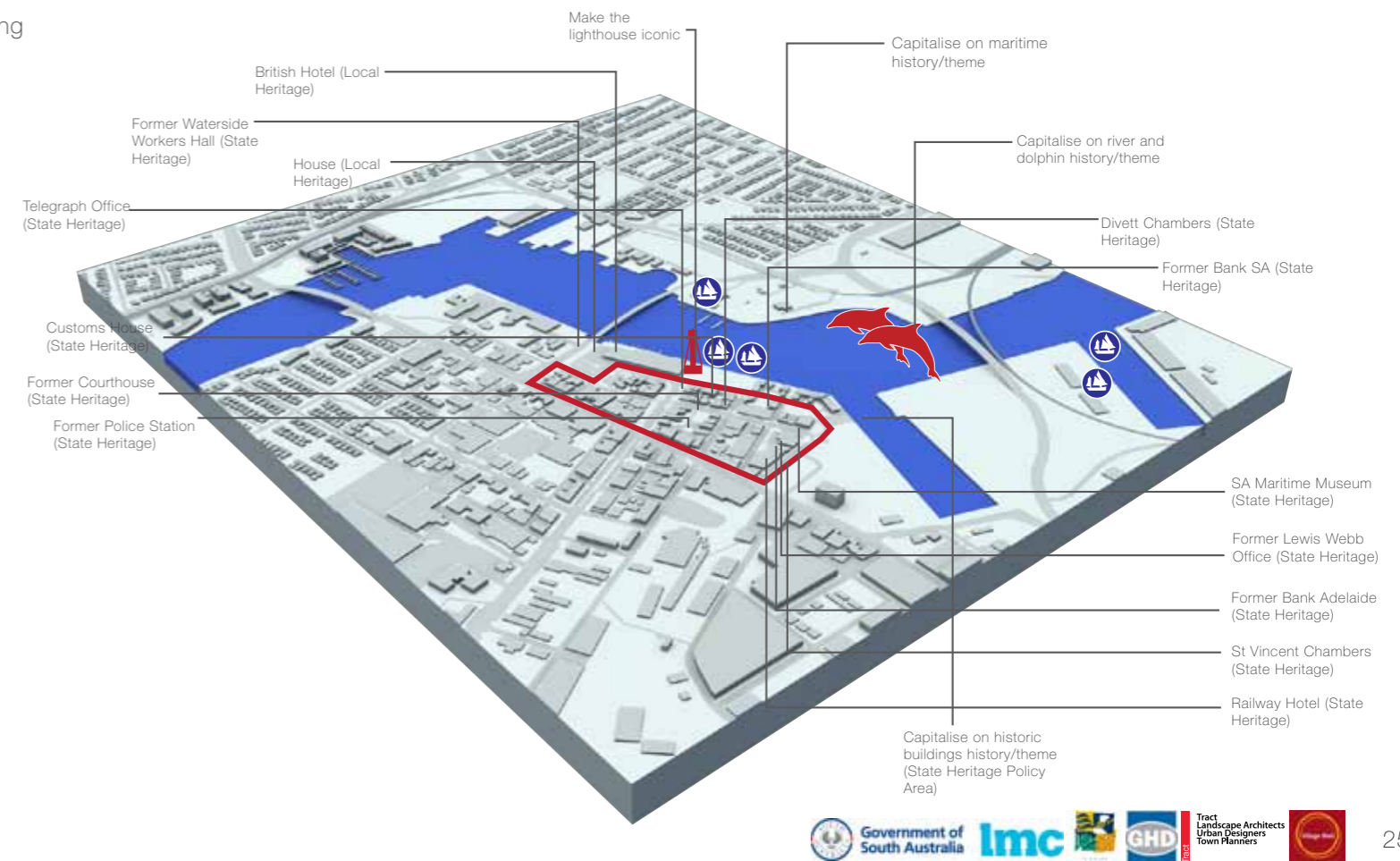


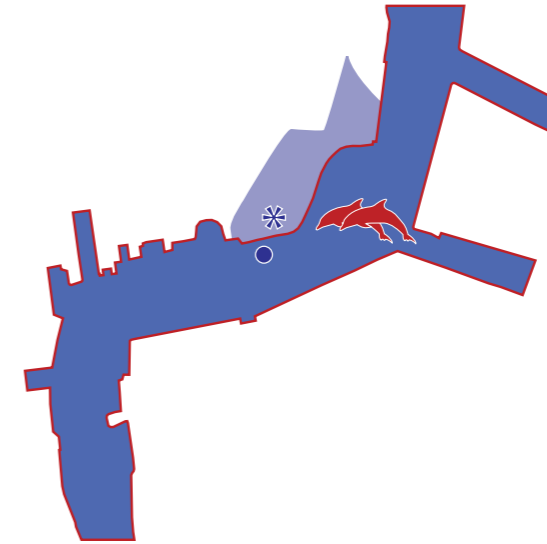
Opportunities

- Capitalise on and incorporate existing histories and themes into the hard and soft built form, open spaces, landscaping treatments, access routes, inner harbour etc such as:
 - The maritime history/theme
 - The Indigenous history/theme
 - The transport history/theme
 - The river environment/theme
 - The existing dolphin population/theme
 - Retrofitting existing heritage buildings (if suitable and financially viable)
 - Making Black Diamond Square iconic

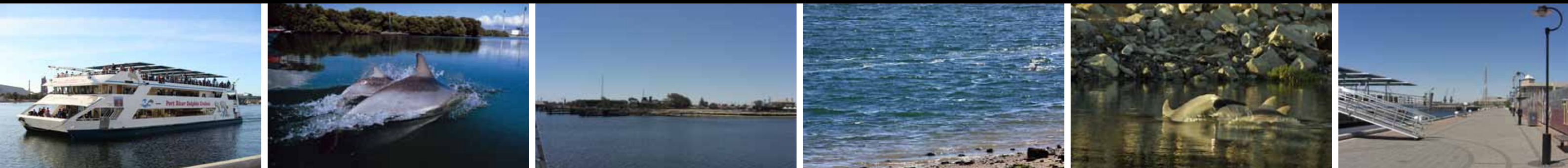
Constraints

- How does redevelopment align with/complement/respect/restore/preserve heritage and built form?





Natural Environment The River and the Dolphins

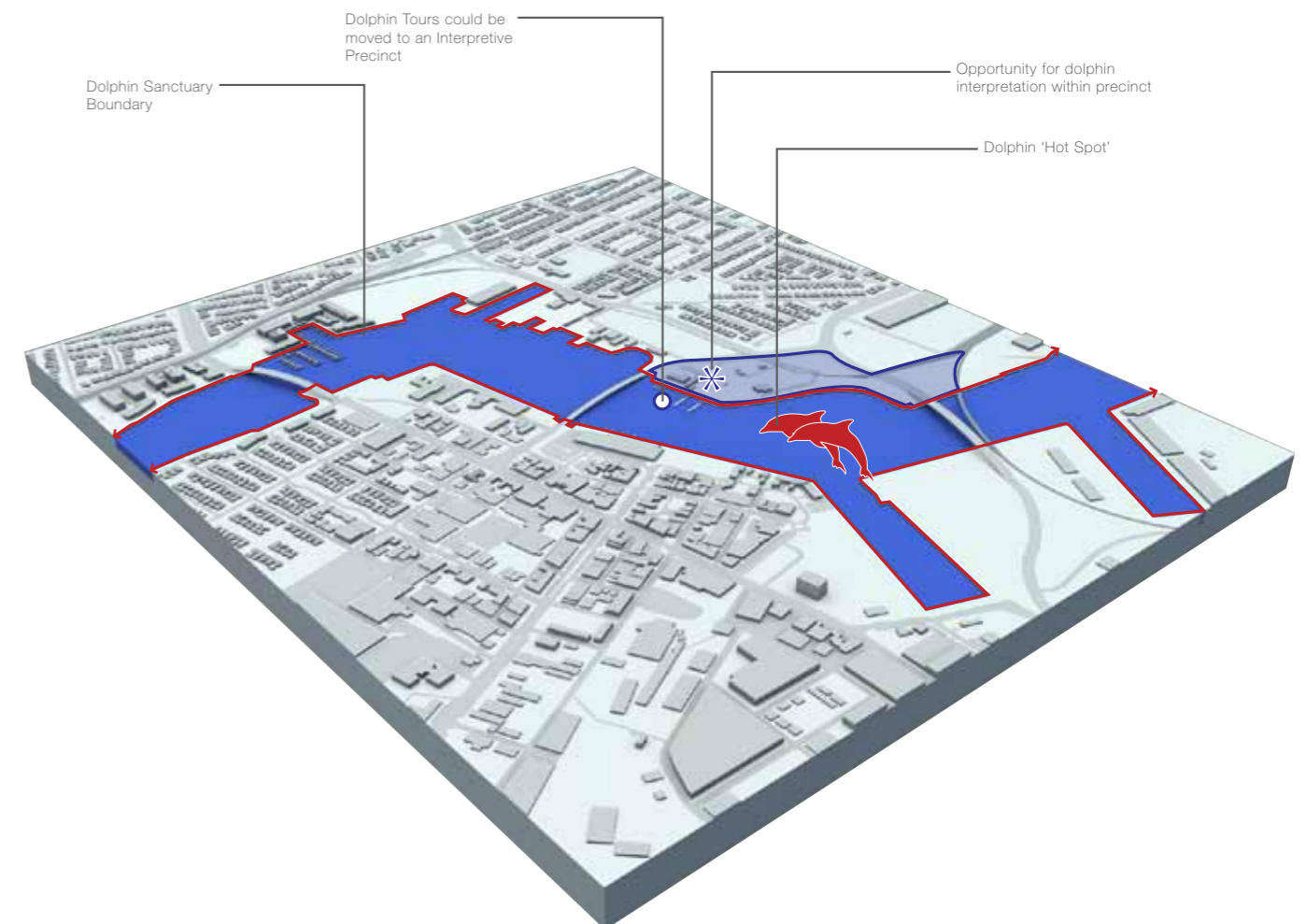


Opportunities

- Encourage development that supports the dolphin population in the river:
 - Develop an Interpretive Precinct that:
 - Includes a Dolphin/Interpretive Centre and links with the Interpretive Precinct
 - Accommodates the Falie, Nelcebee and possibly 'The City of Adelaide' vessels
 - Provides opportunity to include Indigenous (Kaurna) culture and connection to the river
 - Investigates linkages/relationship with the Whale Centre at St Kilda
 - Incorporates sustainable elements in design and use of the river ecosystem
 - Reuse and retrofit existing heritage buildings (if economically viable)
 - Investigate partnership opportunities between Government, NGO's and private investors to fund projects
- Encourage the protection, enhancement and restoration of the river system and its ecosystem

Constraints

- Future development on Cruickshank's Corner may be restricted due to:
 - Lack of short term pedestrian and other access to Cruickshank's Corner
 - Other land uses that may be suited to this location given adjacency to the activity centre
 - Nearby industrial land uses within the locality that may restrict development
 - Funding strategies to get development kick started
 - Relevant legislation regarding the Port River and dolphins will dictate and guide development in the river system



Private Interest and Investment



Opportunities

- Private investment opportunities:
 - A majority of private landowners are keen for something to happen
 - Opportunity to investigate partnerships between Government and private landowners
 - Potential land opportunities for redevelopment
- Attractors:
 - Area has potential for lots of 'draw cards' and 'destination points'
 - Keen interest from Defence in the area
 - Waterfront location provides good opportunity for redevelopment
 - Potential for development of short-term accommodation. Eg. Hotels and backpackers accommodation.
 - Potential for development of long-term accommodation
 - Area already 'mixed use' and has a demand for further development of mixed land uses
 - The aspiration of having an active waterfront with retail (including restaurants and cafes) offerings will only be realised if the local residential population is increased significantly
- The success and sustainability of retail offerings at McLaren Wharf will be underpinned by the local residential development and therefore the level of retail space should be consistent with the residential space developed. Comparison with similar districts would indicate a ratio of retail space to residential apartments in the order of 7m² per apartment

Constraints

- Lack of vision:
 - Without a vision for the area, individual business/investors/landowners/state and local government fail to collaborate and create uniformity in streetscape/approach/attitude/investment etc



State Government Investment, Vision and Directions



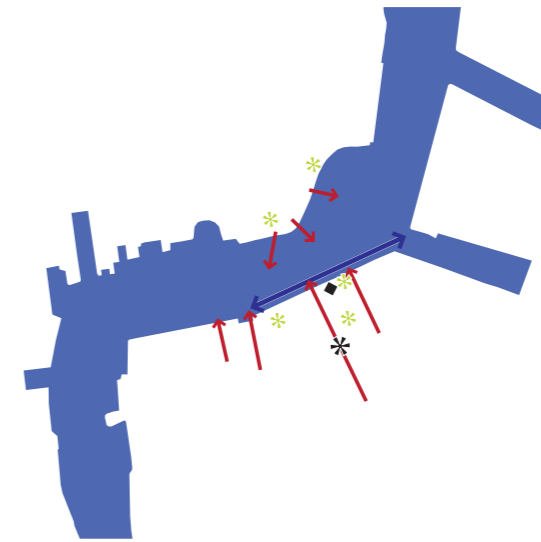
Opportunities

- Develop an investment strategy for the Port that supports:
 - Creating a 'heart' and a vibrant, revitalised place within which to live, work and play
 - Creating a critical mass
 - Creating employment, activity, confidence, partnerships, iconic status, mixed land use, increased densities.
- Develop a financial model to point a viable way forward for development, partnership opportunities, timeframes, funding etc
- Develop a Leadership Group providing Governance
- State Government and Council should investigate/explore:
 - A coordinated approach to develop the site/potential for partnerships between Government, private and NGO interest groups
 - Viable funding for public infrastructure

Constraints

- Simply creating an attraction in the Port will not create critical mass
- Creating employment, activity, confidence, partnerships, iconic status, mixed land use, increased densities is a lengthy process
- There is a lack of confidence in the local community with regards to the delivery of good outcomes for the Port
- Funding to enable catalyst projects and developments





Social Sustainability Creating a Sense of Community

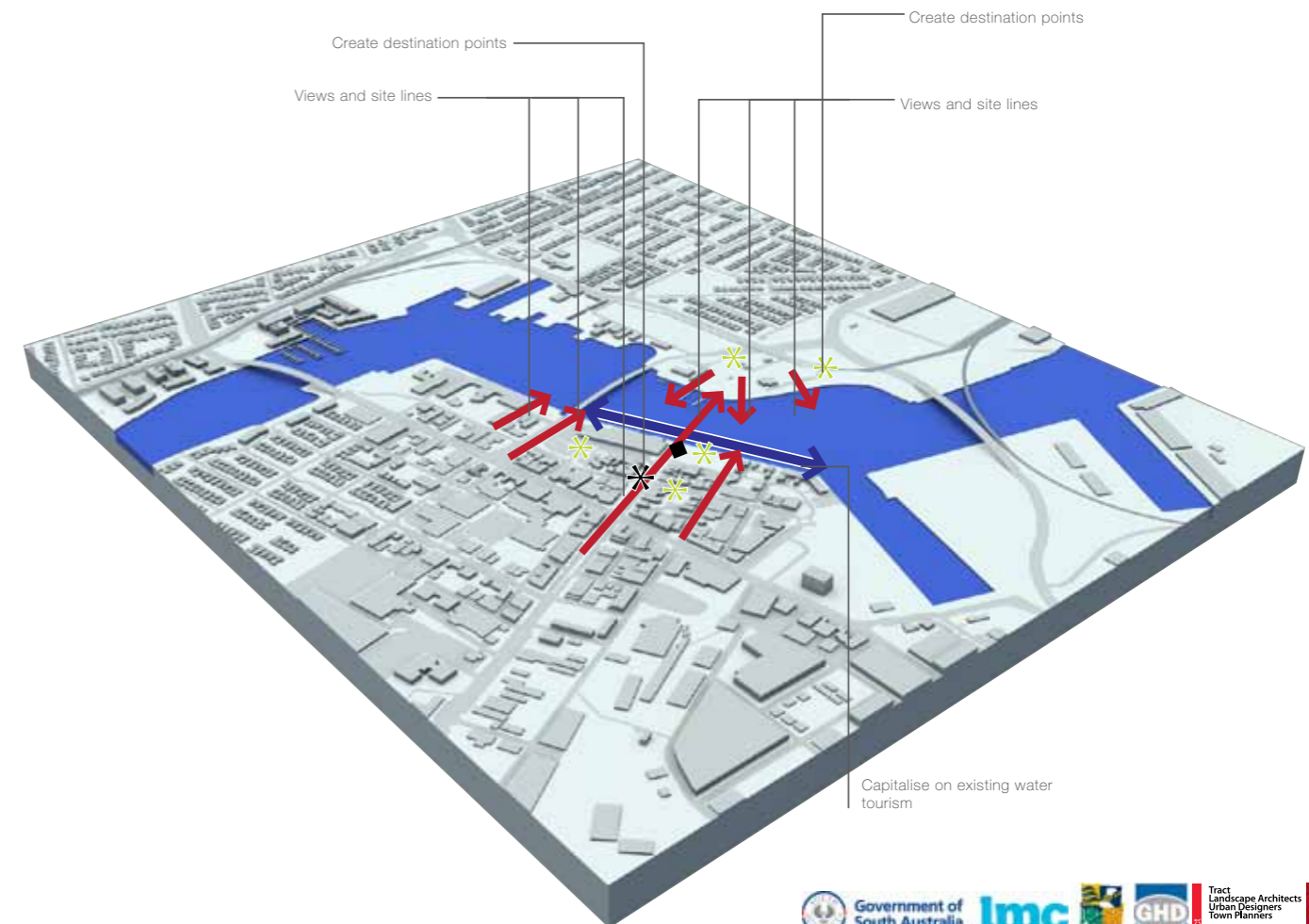


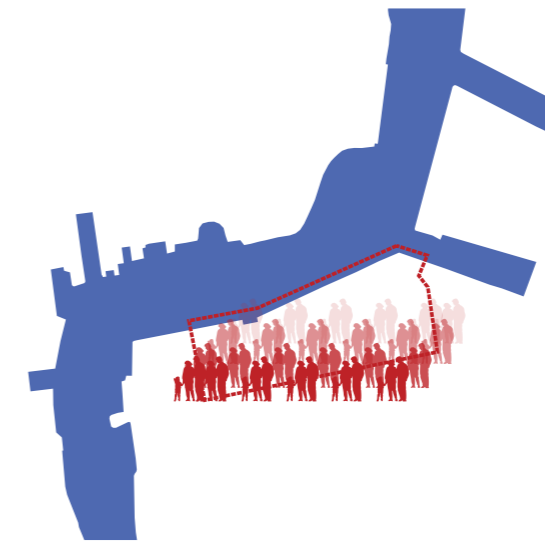
Opportunities

- Create a 'heart' or several 'hearts' that provide destination points that are vibrant/active spaces day and night:
 - Build on the lay of the land, for example sight lines from Commercial Road through to McLaren Wharf across river to Cruickshank's Corner
 - Reinforce the existing 'plaza' space (Black Diamond Square)
- Encourage diverse social, economic, cultural, recreational, educational, tourist activity in the region, particularly along St Vincent Street, Commercial Road, the waterfront on McLaren Wharf, Cruickshank's Corner and the inner harbour by:
 - Creating employment opportunities
 - Possible formation of a Main Street Association
 - Creating recreational, interactive and passive spaces
 - Bringing back community based activities, eg. boat regatta's, rowing club, festivals, surf and ski racing club
 - Capitalising on existing successful business. Eg tour boat operators and visitors, Birkenhead Tavern
- Encourage people to live, work and visit the Port
- Create opportunities for employment/traineeships etc
- The provision of educational/recreational pursuits and creating relationships between them. eg. Potential Dolphin Interpretive Centre and Museum tours/trails, boat tours in Port River/St Kilda etc

Constraints

- Limitations to future development due to:
 - McLaren Wharf and Cruickshank's Corner Precincts separated by water
 - Limited walking traffic to Cruickshank's Corner due to condition of the Birkenhead Bridge
 - 'Heart' of the Port has shifted to the shopping complex around Dale Street (away from the waterfront.)





Social Sustainability Built Form and Density

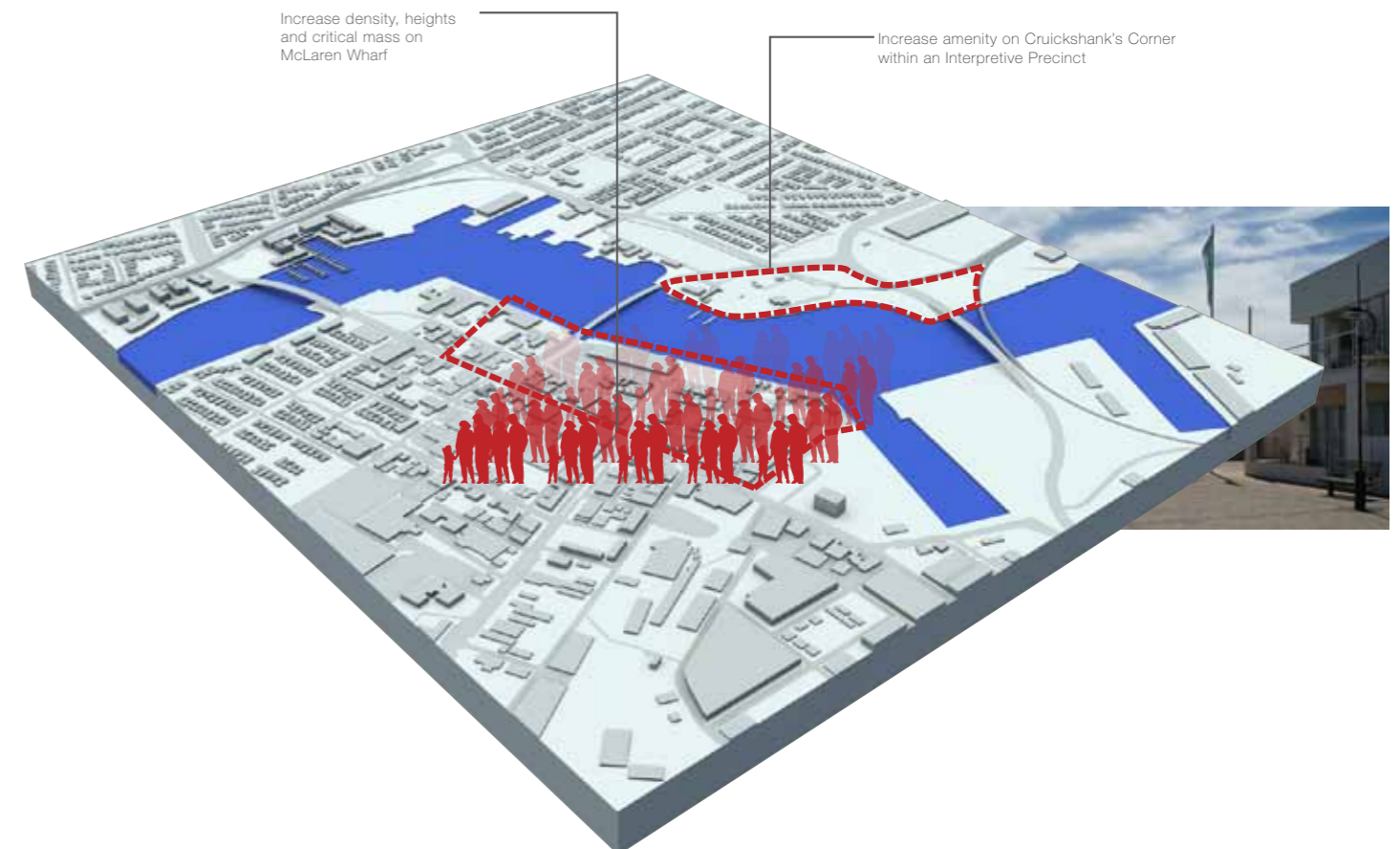


Opportunities

- Encourage diverse social, economic, cultural, recreational, educational, tourist activity in the area, particularly along St Vincent Street, Commercial Road, the waterfront on McLaren Wharf, Cruickshank's Corner and the inner harbour by:
 - Providing a critical mass, for example increasing residential densities
 - Providing long and short term accommodation, for example more housing and a hotel
 - Improving transport networks/access/modes
 - Improving connections with surrounding hubs of activity, for example Semaphore
- Encourage people to live, work and visit the Port by improving, enhancing, investing in:
 - The development of Medium Rise urban form
 - Access/transport/facilities/amenities
 - Increasing densities of residential development including more long/short term accommodation
 - Interface with surrounding uses
 - The provision of mixed land uses (i.e., retail/commercial/educational/recreational etc).

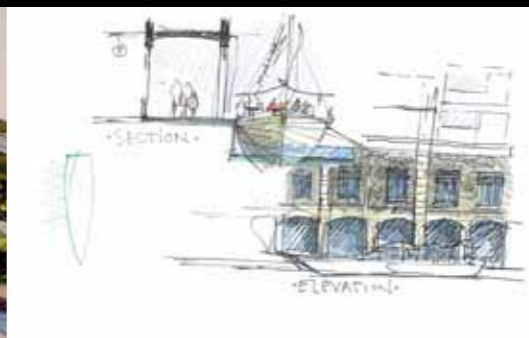
Constraints

- Preconceived ideas about the Port:
 - Industrial overtones – dirt and noise from industrial activity and heavy vehicles
 - Cruickshank's Corner has little activity
- Limitations to future development due to:
 - The need to consider existing development/buildings within the site area
 - Risk of development being seen as 'self contained'
 - Commercial constraints
 - The distance from the Adelaide CBD – no overspill of people/activity etc from the city
 - Height restrictions (Council policy) to residential development
 - Freight Road network through the Port



Master Plan Framework

8 Master Plan Framework



Indicative sketches from charette ideas

‘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.

McLaren Wharf and Cruickshank's Corner Design Charette

8.1 The Proposal

The master plan team believes that an integrated master planning and place making processes holds the key to unlocking the potential of McLaren Wharf and Cruickshank's Corner and that these precincts should be seen as places rather than generic functional entities. Through this master planning process the design team, key stakeholders and the community have developed a series of place principles in which key decision about the master plan framework can be made.

Place Principles

Spirit and Stories – Sharing our spirit and stories with others, education and inspiring, so that others care as much as we do.

Activation - Activating with events, people, density, history, education, business, retail, commercial, hospitality, recreation, arts and culture.

Engaging with the water – The ability to touch and experience the water, participate in water activities.

Connections - Creating the opportunities to connect the two sides of the river, the Port Centre to the Port River, Semaphore to Cruickshank's Corner through public transport, pedestrian networks, water connections and vehicular access.

A quality public realm and heart - Creating a quality public realm as an anchor for the development, built form provides a comfortable, safe and enjoyable environment and creates a heart, a meeting place & focal point for Port Adelaide.

Protecting our natural assets - Ensuring the sustainability of this place, its flora and fauna, and providing a healthy place.

Governance and management - Finding ways and opportunities to work together, create the small wins, partnerships and develop a 'can-do' approach, selling the story to the broader community.

Investment - At all levels, from State and local government, to property owners, to local traders and the broader community. Investment that is not just about funding but voluntary time and passion to keep this project moving.

Given the complexity of the issues, constraints and opportunities within the broader Port Adelaide context, and the context of the site itself, the project process has tested a series of development sensitivities to come to the final master plan framework.

This process included an intensive 2 day design charette where a series of scenarios were tested against the place principle. Elements which were tested for the precincts include:

- Height of new buildings and interface with State Heritage areas
- Density and concepts of mixed-use living
- Activation of the waterfront
- Creation of designed and activated public open space

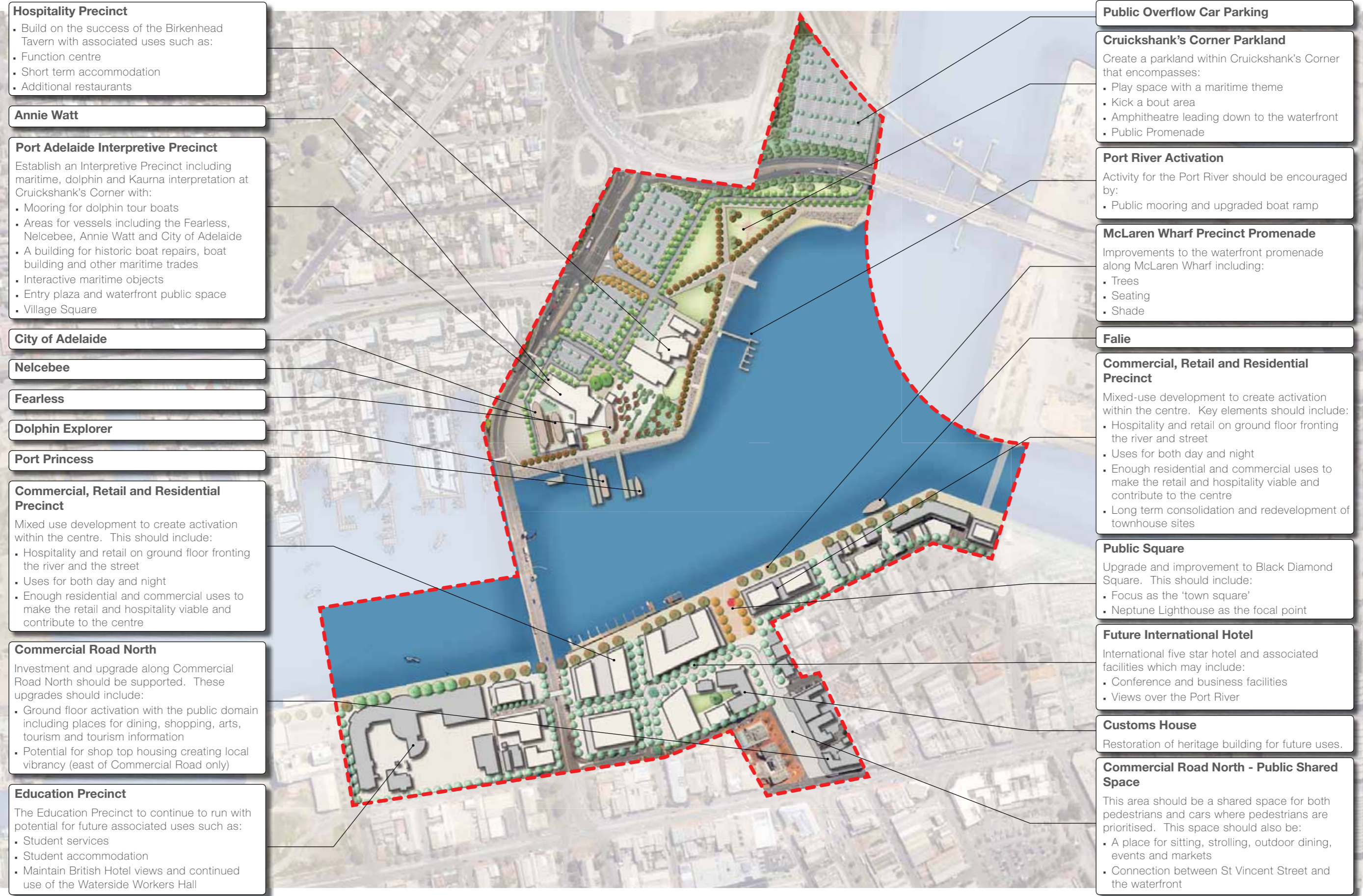
- Creation of commercial/office space
- Retail and hospitality activation at street/wharf level
- Maritime heritage and interpretation
- Indigenous heritage and interpretation
- Tourism and community facilities and services

The master plan framework has been formulated to take all these sensitivities into account in order to produce a robust outcome for the McLaren Wharf and Cruickshank's Corner Precincts. In its entirety, there is a vision for the precincts however the master plan framework is less of a single plan rather a future strategy for urban renewal over the next 10-20 years. This includes:

- Small wins in the short term
- Priority development sites
- Key public realm investment areas
- Key strategies for small scale retail and commercial renewal
- Landscape and streetscape strategies for urban renewal

The key challenge for the master plan strategy in the short, medium and long term is to provide a robust and resilient framework for revitalisation of the area (including the master plan area and surrounding inner harbour), whilst giving flexibility for successful outcomes over time. It must encourage individual and local developments, strategies and investments that match the overall principles. The master plan framework is depicted in figure 12.

Figure 12 – McLaren Wharf and Cruickshank’s Corner Precincts Master Plan Framework



PLAN NOT TO SCALE

Master Plan Disclaimer: The master plan framework illustrates the potential development for McLaren Wharf and Cruickshank's Corner. The master plan does not represent detailed design or planning outcomes, and has not reviewed the marketability or the feasibility, including car parking within the sites. Potential developers of the site should undertake their own detailed design and planning investigations to satisfy themselves of the site issues and parameters.



Government of
South Australia

Imc



McLaren Wharf and Cruickshank's Corner Precincts
Master Plan Framework Port Adelaide, South Australia

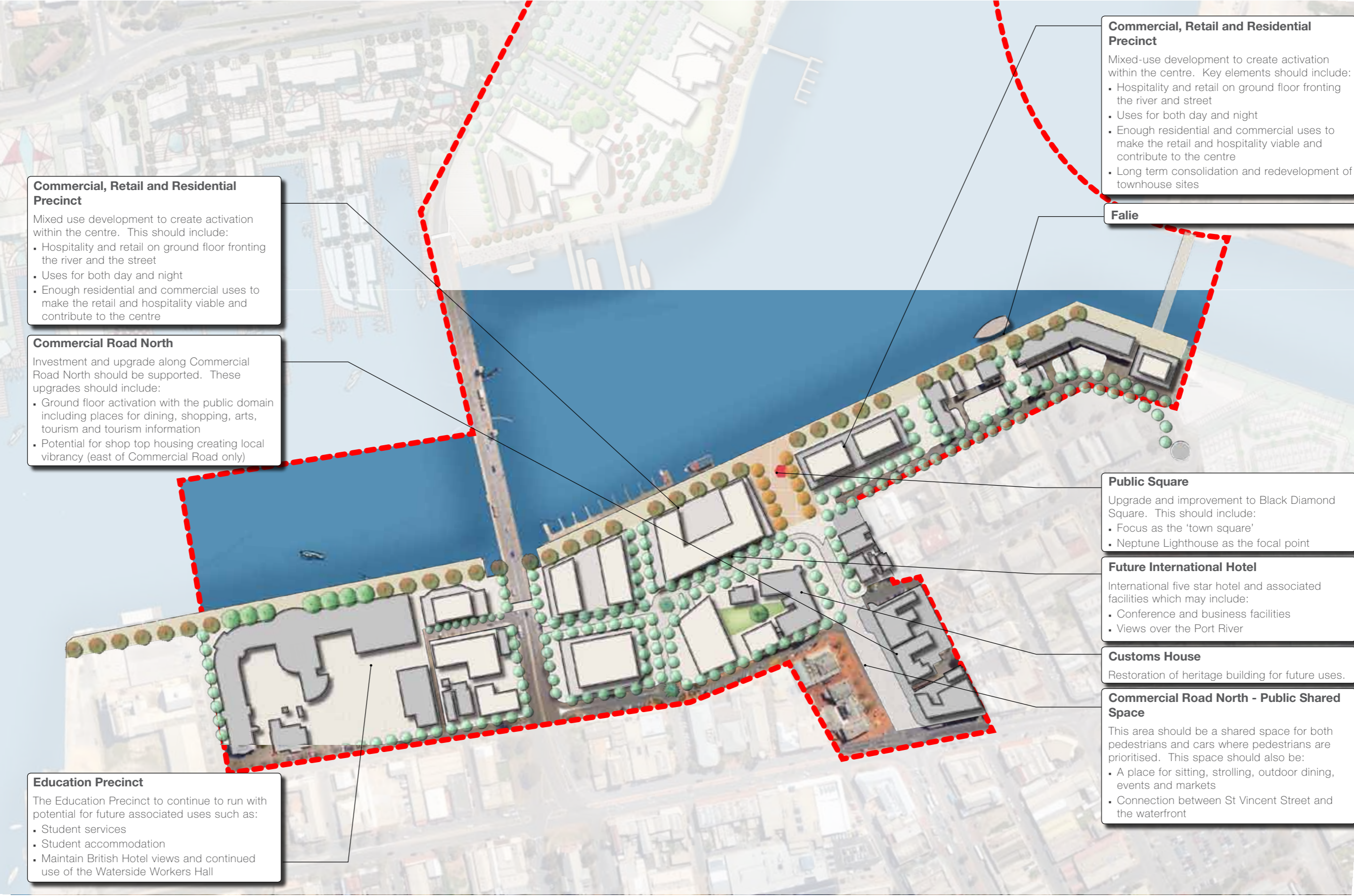


Government of
South Australia

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Figure 13 – McLaren Wharf Precinct Master Plan Framework



PLAN NOT TO SCALE

Master Plan Disclaimer: The master plan framework illustrates the potential development for McLaren Wharf and Cruickshank's Corner. The master plan does not represent detailed design or planning outcomes, and has not reviewed the marketability or the feasibility, including car parking within the sites. Potential developers of the site should undertake their own detailed design and planning investigations to satisfy themselves of the site issues and parameters.



McLaren Wharf
Master Plan Framework Port Adelaide, South Australia

McLaren Wharf Precinct



‘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.

McLaren Wharf and Cruickshank's Corner Design Charette

The master plan framework for the McLaren Wharf Precinct captures the vision for the precinct and capitalises on the strategic site opportunities and place making principles for urban regeneration. The plan incorporates a diversity of **public realm, commercial, retail, residential, education and community** uses throughout the precinct. It is highly responsive to the vision of the local community and their ideas and opinions, and aims to reinforce and build upon the proud and historic local character that makes the Port special.

The success of the McLaren Wharf Precinct will always be judged and determined by the ability to create a special, local and a public waterfront promenade. This has been identified as the single most important element of the urban renewal strategy - to re-connect locals and visitors to the waterfront and the water itself.

The **waterfront promenade** along the wharf areas will be a public, activated and interesting series of spaces and connections that are safe, inviting and vibrant places to live, work and play. The waterfront area will **re-connect with the on-water activity of local historic and working vessels**, as well as

encouraging more recreational uses of the Port River within the inner harbour. This public space will also link to possible future improvements to pedestrian and cycling paths on the **Birkenhead Bridge** to allow better connections across the Port River.

New **mixed-use development** has been strategically located to include hospitality and retail at the ground floor to activate the public realm, particularly along the river and movement networks. Residential and commercial uses on the upper floors of these sites will create an intensity of people to activate the public realm and encourage both day and night activation.

The **education precinct** currently operates as the Port Adelaide TAFE campus and has long term potential to be revitalised through new uses such as student accommodation and associated education services. The long term vision for this site is for significant renewal of the precinct to reinforce the educational aspect within a mixed-use neighbourhood.

Historically, the **Waterside Workers Hall** was built as a result of wharfies paying a levy from their wages for workers entertainment such as concerts, films and other social activities. In this light, this **heritage listed building** should be reinforced as a place for the arts and meeting place, a focus within the precinct for the arts and cultural activities.

Black Diamond Square is reinforced as the central ‘town square’ for tourists and Port Adelaide locals alike. **Neptune Lighthouse** remains in this location and is the central focal beacon for meeting at the end of Commercial Road. To emphasise this, Commercial Road will become a true shared space, for both cars and pedestrians from St Vincent Street to the Port River. This will minimise the effect of cars and car parking on the precinct, and prioritise the ease with which people can walk to, in and around the waterfront area.

There is the potential for a new **international hotel in Port Adelaide** and the master plan framework has identified that this may occur nearby Black Diamond Square. Customs House could be redeveloped for mixed use and/or hospitality uses (subject to viability) that open out onto the **Commercial Road shared space with Customs House being an anchor for the McLaren Wharf area**.

This area of Commercial Road will be reinforced through the proposed extension of the tram line to the Port, and a potential tram superstop on Commercial Road nearby the waterfront precinct would assist to activate the McLaren Wharf Precinct. Further commercial consolidation and shop-top housing (east of commercial road) to the Commercial Road streetscape should be encouraged.

This master plan strategy for **McLaren Wharf** will ensure that the **renewal of the precinct** is focused on special public spaces and places that reflect the local character and history of the Port development with **new housing, restaurants, cafes and shops in the area**, and improved connections back to the Port Adelaide centre, enabling people to access and celebrate the waterfront. (Refer McLaren Wharf Master Plan Framework - Figure 13)



Figure 14 – Improving local public and pedestrian spaces and places

Improving local public and pedestrian spaces and places

- The key feature of the revitalised waterfront precinct around McLaren Wharf is to be a pedestrian-friendly space that makes getting around easy.
- The extension of the tram line into Port Adelaide will bring great public transport connections within walking distance of the waterfront.
- The pedestrianisation of the northern end of Commercial Road will revitalise the local shops and markets, enable locals and visitors to spill out into protected outdoor spaces, and integrate the new tram line into the centre.
- The effects of cars and traffic on the waterfront precinct will be minimised through the dedication of 'shared space' streets which prioritise people over cars.
- The improvements in roads, footpath and public spaces will encourage local development and retail consolidation within the precinct acting as a catalyst for new development and investment.
- The focus on great places and spaces for people will enable the local community to build local ownership, and foster greater community engagement in the renewal and development of the McLaren Wharf precinct.
- The opportunities for 'small wins' throughout the master plan area will further assist with activation. These include a range of ideas developed by the community including streetscape and public realm opportunities.
- Encourage a high standard of landscaping:
 - Respect the context of the site through the design
 - Maximise the use of recycled water where possible
 - Maximise solar orientation for outdoor spaces
 - Maximise the use of drought tolerant plant materials
 - Utilise recycled and low embodied energy materials in the use of hard landscape elements
 - Encourage a high standard of landscape elements



Figure 15 – Regenerating the waterfront

Regenerating the waterfront

- The regeneration of the waterfront areas of Port Adelaide and re-connecting people to the water has been identified as the single most important objective in successful urban renewal of the Port.
- The central principle of all urban renewal strategies in the area should be to promote this connection with the water, allowing locals and visitors to access, use, and celebrate the wharf areas.
- The challenge for the McLaren Wharf precinct is to greatly improve the links between the waterfront and the commercial retail centre of Port Adelaide, and the train station further south.
- The regeneration of the waterfront will involve establishing the wharf areas as a high quality, public promenade with various levels of access to the water and boating activities.
- A future strategy should be developed for the Birkenhead Bridge to greatly improve connections east-west across the Birkenhead Bridge approach and north-south across the bridge itself.
- Long term consolidation and redevelopment of the existing townhouse development is considered to present an opportunity to the precinct with greater density.
- New shops, restaurants and cafes that complement the Port Centre will front the promenade activating the spaces during the day and at night with facilities for both locals and visitors.
- The public spaces of the waterfront promenade will be generous and varied, enabling spaces with shade and shelter from the wind and sun, places to sit, eat and linger, places for the young and the elderly to celebrate and enjoy the waterfront and its history.
- The public realm of the waterfront will be a catalyst for increased investment and development within the precinct.
- Development that is consistent with the principles of the master plan strategy and bring diversity and activation to the area over time.
- Create a safe and attractive built form environment:
 - Provide quality footpath lighting for night time visibility and pedestrian safety
 - Provide quality lighting in public spaces to extend usage times.



Figure 16 – Commercial Road renewal

Commercial Road renewal

- Commercial Road has historically been the focus of retail and commercial activity in the Port, and the axis of connections to the water
- In more recent years the Commercial Road strip has suffered from the relocation of retail focus to retail supermarket anchors to the west of Commercial Road
- The renewal of Commercial Road will begin at the McLaren Wharf end, where the presence of Black Diamond Square and the Neptune Lighthouse will be reinforced and a pedestrianised shared-space north of St Vincent St established
- The establishment of the PREXY Bridge and traffic strategies around the Port centre, rather than within the Port centre will mean greatly reduced heavy truck traffic in the centre
- Customs House will be revitalised commercially as a key element of a successful Commercial Road precinct
- The proposed extension of the tram route to the Port will provide improved public transport links to the area
- The facilitation of renewed shop-top style development east of Commercial Road only, fronting Commercial Road will also aid the revitalisation of the streetscape
- The northern section of Commercial Road will provide a place for sitting, strolling, outdoor dining, events and markets.



Figure 17 – Connecting people within the centre

Connecting people within the centre

- A central theme of the successful revitalisation of waterfront areas is the ability for people to be able to move through, within and to the precinct easily and safely without car movements impacting on the precinct.
- Greatly improved pedestrian and cycle links to the waterfront, to the retail anchors to the west and to the train station to the south will enable people to move around more easily and frequently without cars.
- The proposed tram extension will give good public transport services to Commercial Road. Any potential future improvements to the Birkenhead Bridge will enable people to connect across the river readily.
- Street spaces within the McLaren Wharf Precinct will become spaces and places for people to move, linger and mingle with interesting local activities occurring.
- The waterfront promenade will be the centrepiece of the public spaces and all connections will link to this axis to bring people back to the river and its activities.
- The precinct will provide for sufficient, appropriately designed car parking that can be conveniently accessed with minimal impact on the activity and accessibility of McLaren Wharf. In this regard, the precinct will:
 - Encourage the location of car parking areas to the rear of and/or below buildings.
 - Ensure ground level car parks have continuous built edges without recesses where possible.
 - Use landscaping or other treatment to screen half basement car parking from the street and public spaces.
 - Minimise the amount of car parking required by sharing bicycle and car parking facilities between uses.
 - Provide bicycle parking in convenient, central locations in each neighbourhood.



Figure 18 – McLaren Wharf consolidated development and renewal

McLaren Wharf consolidated development and renewal

- The renewal of the precinct will largely depend on a number of key catalyst developments to kick-start change and provide the 'first steps' for waterfront rejuvenation
- Central to the history and sense of place in the McLaren Wharf precinct is the Customs House historic building and surrounds.
- Customs house has a crucial role in shaping the look and feel of the precinct into the future, as well as providing activated uses to the new pedestrianised zone within Commercial Road.
- The importance is to unlock the commercial constraints.



Figure 19 – Design guideline principles

Design Guidelines

Building Design

- Encourage a high standard of building design that displays diversity, flexibility and site responsive design that reflects the architecture of the area
 - Promote a range of architectural styles and building designs.
 - Orientate buildings to take advantage of the north-facing aspect.
 - Ensure that roof forms form part of the overall building design.
 - Ensure that the design of buildings at corners enhances the legibility of the urban form.
 - Ensure that large buildings are carefully designed as part of the vistas to the Port River.
 - Ensure ESD principles are incorporated into all built form.
 - Design the layout of buildings to ensure physical and visual linkages to development and movement networks beyond the site.
 - Ensure the ground level of buildings activate the street and public realm.
 - Ensure there is an appropriate ratio of solid to void.

Building Height, Scale and Setbacks

- Provide built form with appropriate height, scale and setbacks
 - Ensure that the scale and form of development does not overwhelm and overshadow public spaces.
 - Provide a scale transition between buildings of differing heights.
 - Ensure there is articulation within the built form, including material types appropriate for its location.

Building Access

- Ensure all buildings are easily accessible
 - Ensure building entrances are clearly defined and identifiable from the street.
 - Ensure buildings are accessible to persons with restricted mobility
 - Provide clearly visible, attractive pedestrian access points at street level to multi-storey buildings.

Cruickshank's Corner Precinct



‘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.

McLaren Wharf and Cruickshank's Corner Design Charette

The master plan framework for the Cruickshank's Corner Precinct realises the precinct's opportunity to **become the potential heart for recreation and interpretation within Port Adelaide**. The plan encompasses an interpretive precinct to the west and a recreation precinct to the east centred around an open space network of plaza's, promenade and parks with a **hospitality precinct incorporating the Birkenhead Tavern providing a place for people to meet and relax**.

The Port Adelaide Interpretive Precinct is the central hub for **maritime, dolphin and Kurna interpretation**. This precinct includes mooring and interpretive space for dolphin tours along the Port River, areas for vessels to be placed on view including the Fearless, Nelcebee, Annie Watt and potentially the City of Adelaide (subject to its relocation to Port Adelaide.) This area also includes a place for historic boat repairs, boat building and other maritime trades and interactive maritime objects.

The **parklands include a continuous promenade along the waterfront** and through the precinct, with places to meet, rest and play in different locations. There is a formal waterfront plaza, areas with bbq and seating, kick a bout areas and a children's playground.

In the centre of the site there is a hospitality precinct with the potential for short term accommodation which builds upon the success of the Birkenhead Tavern as a destination within the area. Significant **car parking areas have been provided for locals and visitors to use the precinct for recreation, boating, to visit the Birkenhead Tavern or the Interpretive Precinct**. The master plan framework aims to limit the exposure of the precinct to large areas of car parking - locating them to the edge of the precinct and limiting the impact of cars on the waterfront spaces. In the long term, the potential for multi-level car parking to the north-western corner of the precinct could **further reduce the**

footprint and impact of car parking.

To the east of the hospitality precinct a **boat ramp and mooring has been located for public use** to encourage activity not only within the precinct itself, but on the water as well. Increased recreational use of the Port River could be encouraged, allowing special water activities.

Central to the success of this precinct within the overall master plan framework for Port Adelaide are greatly **improved connections and links back to the centre** on the southern side of the river. This will be facilitated through improvements to **pedestrian and cycling routes** connecting to the future waterfront development to the west, and across the Birkenhead Bridge back to McLaren Wharf, although improvements to the bridge present a long term vision. In the long term there is the potential for a **regular ferry service** to connect Cruickshank's Corner to McLaren Wharf and other areas of the Port. (Refer Cruickshank's Corner Master Plan Framework - Figure 20)

Figure 20 – Cruickshank’s Corner Master Plan Framework



PLAN NOT TO SCALE

Master Plan Disclaimer: The master plan framework illustrates the potential development for McLaren Wharf and Cruickshank's Corner. The master plan does not represent detailed design or planning outcomes, and has not reviewed the marketability or the feasibility, including car parking within the sites. Potential developers of the site should undertake their own detailed design and planning investigations to satisfy themselves of the site issues and parameters.



Cruickshank's Corner Precincts
Master Plan Framework Port Adelaide, South Australia

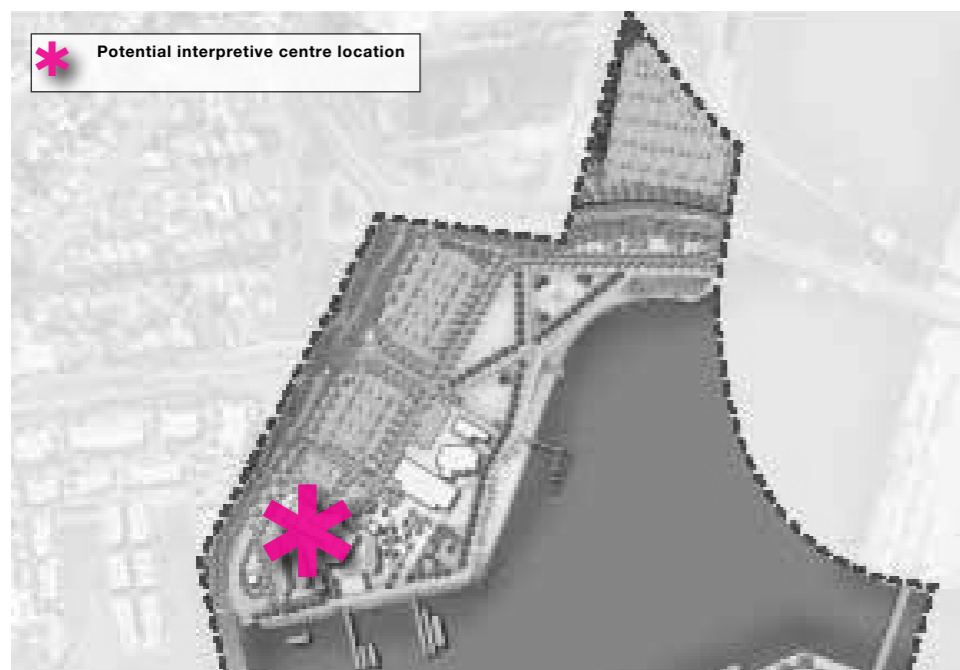


Figure 21 – Port Adelaide interpretive centre

Port Adelaide Interpretive Centre

- Implementation of the Cruickshank's Corner Precinct Master Plan Framework is impacted by the industrial separation distances which restrict sensitive uses and hence the ability to implement a rezoning of the land. This issue also restricts the ability to source an appropriate funding model to implement the master plan framework including the interpretive precinct which would require significant funding.
- Although the master planning study has identified this location for the interpretive centre, there are a number of other potential locations within the inner harbour that could similarly achieve the master plan framework vision.
- Further work on the implementation if the interpretive centre needs to be undertaken including:
 - Governance modelling
 - Operational modelling
 - Architecture and design
 - Funding and on going operational cost modelling (including consideration of a sustainable business model).

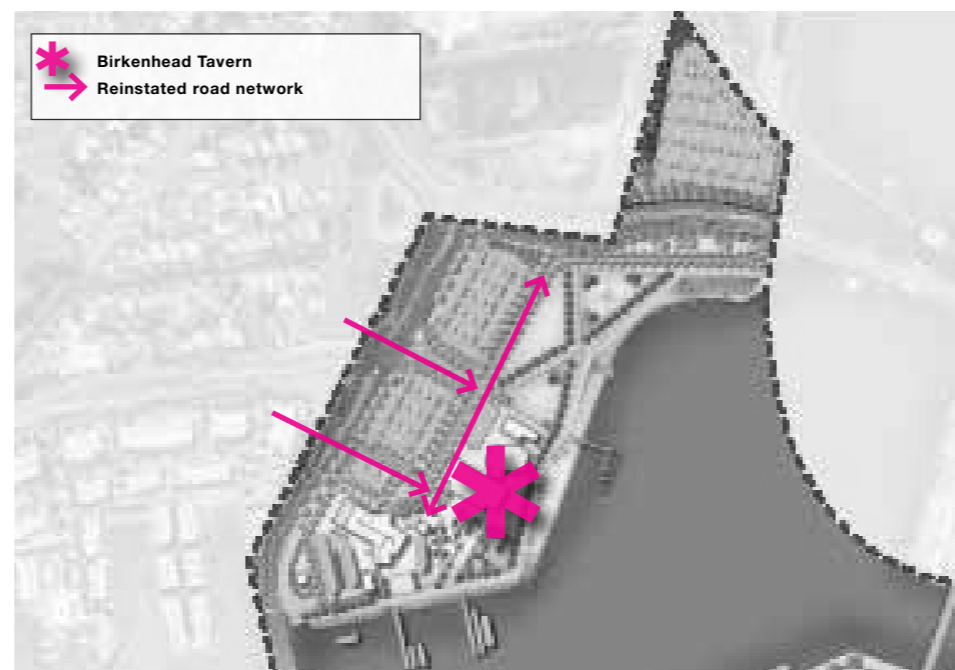


Figure 22 – Birkenhead Tavern and historic reference precinct

Birkenhead Tavern and Historic Reference Precinct

- The Birkenhead Tavern should be built upon for its place making and historic reference as the only built form within the precinct.
- This precinct has the ability for additional built form and complementary uses.
- The historic road network of the precinct has been reinstated to reference the history and former uses.



Figure 23 – Waterfront public promenade

Waterfront Public Promenade

- The regeneration of the waterfront areas of Port Adelaide and re-connecting people to the water has been identified as the single most important factor in successful urban renewal of the Port.
- The master plan strategy for Cruickshank's Corner has been planned around the establishment of the waterfront promenade to allow people to visit, celebrate and engage in the river's edge.
- The continuous path along the waterfront will enable locals to mingle with tourists using the Interpretive Precinct and the tour boats, with boat slips and ramps working around the waterfront promenade.
- The water's edge will be a combination of pontoons, rock groyne areas and promenade, to provide a variety of ways to view and touch the water.



Figure 24 – Open space network

Open Space Network

- The local community has a vision for Cruickshank's Corner that is primarily as a precinct for open spaces and places for recreation, celebration of the waterfront, eating, dining and enjoyment.
- The master plan strategy earmarks the entire waterfront edge as publicly accessible promenade, connected to the park and plaza.
- Shared paths and boardwalks connect pedestrians to all of the facilities in the precinct, as well as linking Cruickshank's Corner to the adjacent future development to the west, and to the centre of Port Adelaide via the Birkenhead Bridge.
- Cars, service vehicles and tourist buses have been deliberately kept to the western edge of the precinct, to allow safe and efficient operation and to focus the waterfront areas on places and spaces for people to move through and enjoy.

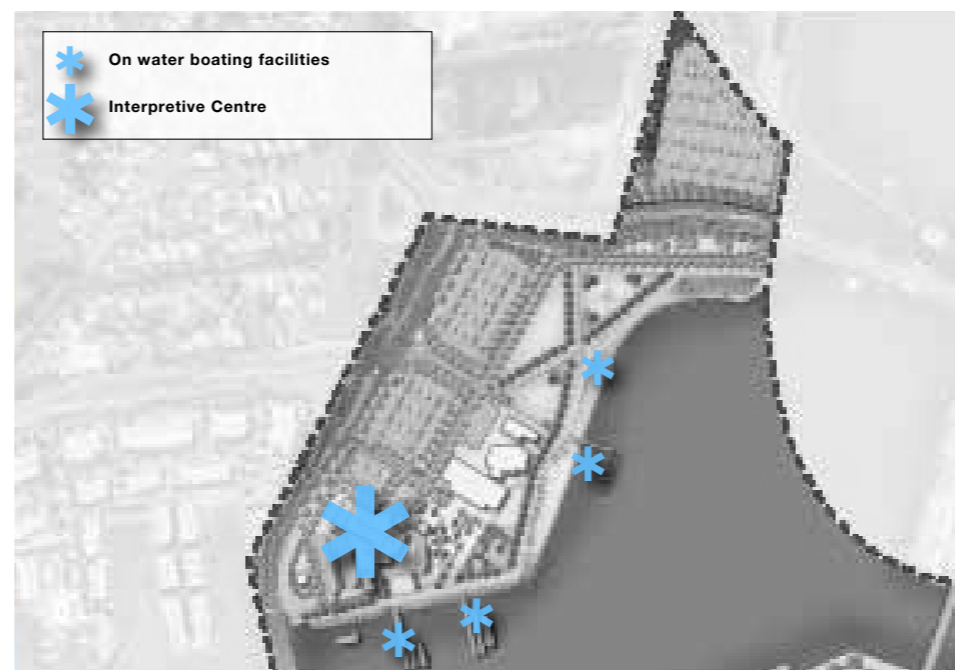


Figure 25 – Revitalising the Port River with activity

Revitalising the Port River with activity

- Historically the inner harbour area of the Port River has been the location for a variety of water based activities, both commercial and recreational.
- The master plan strategy for Cruickshank's Corner aims to facilitate a revitalisation of the river with the potential for a myriad of water-based activities.
- New public boat ramp and moorings will make it easy to launch vessels safely at Cruickshank's Corner.
- Greatly improved interfaces with the water enabling future potential for water based activities
- The improvements around the Birkenhead Tavern and associated facilities will provide incentive to utilise the river at Cruickshank's Corner.
- Within the Interpretive Precinct, opportunities exist for tour boats and commercial vessels to be moored, launched and boarded, bringing a mixture of water based uses to the river.



Figure 26 – Getting people into, around and through Cruickshank's Corner

Getting people into, around and through Cruickshank's Corner

- Cruickshank's Corner historically has largely been accessed by car, and for the precinct to be a success it needs to be accessible.
- The focus of the precinct will be on public open space areas and facilities that complement these areas. This will include a network of shared paths, pedestrian spaces and places, boardwalks, stairs and ramps.
- Connection back to the Birkenhead Bridge and south to the Port centre is particularly important to enable better permeability of pedestrians and cyclists within the area.
- Car access and parking will be provided to the north-western edge of the site, to enable easy access via car but to minimise the impact of cars and traffic in the waterfront areas.
- Service access to the Birkenhead Tavern and associated hospitality uses, and the Interpretive Precinct is safe and efficient.
- Service access required for the Birkenhead Bridge and tour boats moored adjacent the Interpretive Precinct is along the western edge of the site, well away from waterfront public pedestrian areas.

Conclusion - Implementing the Vision



Introduction

Implementation of the vision for the McLaren Wharf and Cruickshank's Corner Precincts relies on the principles and ideas being turned into 'on the ground' results. This is an ever evolving process from the 'small wins' to the 20 year vision.

The focus of effective implementation of the project will include:

- Planning of 'next steps' for the McLaren Wharf and Cruickshank's Corner precincts in the context of the identified opportunities and constraints.
- Developing Medium Rise built form within the centre to create a critical mass of people
- Review of planning policy and governance models within the area
- Identifying catalyst projects

The master plan framework outlined in this report was subjected to an economic assessment. The primary objective of this was to assess the economic benefit to South Australia that would follow as a result of the capital cost of the project. The assessment measured the economic impact focusing on Gross Regional Product and the number of new jobs that would be created.

For a potential combined Government and private capital expenditure of approximately \$320M which could be derived from both McLaren Wharf and Cruickshank's Corner, the expected economic benefit to the state could be over \$900M. It is important to note that this possible benefit to the State would not be immediate. The \$900M would be spread across the life of the project which could be in the order of twenty years.

The potential impact on Full Time Equivalents (FTEs) is also notable, with over 1000 new FTE positions expected to be created over the life of the project.

Cruickshank's Corner Precinct

- Implementation of the Cruickshank's Corner precinct master plan framework is impacted by the industrial separation distances which restrict sensitive uses and hence the ability to implement a rezoning of the land. This issue also restricts the ability to source an appropriate funding model to implement the master plan
- In addition, the Cruickshank's Corner Precinct requires substantial site preparation works up front including site remediation, site fill and rock revetments. This impacts on the ability to stage and fund the works in the early stages
- However, the master planning study has identified uses which are considered by the public to be desirable. These uses should be considered not just within the Cruickshank's Corner Precinct but the broader Port Adelaide inner harbour area.
- The uses within the Cruickshank's Corner precinct are predominately public uses which provide a social benefit however such uses do not provide revenue to offset the capital cost.
- An appropriate governance model would be required for the interpretive facility with a 'museum model' (as opposed to a commercial model) resulting in a net operational cost requiring ongoing funding by Government. This 'museum model' is not considered to be sustainable.
- The master plan requires separate funding to upgrade the Nelcebee and Falie with the relocation of the 'City of Adelaide' clipper ship not yet confirmed. The clipper ship 'City of Adelaide' group has sought to relocate

the vessel as part of a Seaport Village.

- Separate funding would also be required outside of the master plan to upgrade the Birkenhead Bridge in order to improve the connectivity with the Port Centre.
- Further discussions are required with DTEI to determine the appropriate route for the tram extension to Semaphore. This route should aim to maximise the benefit of connections linking each side of the Port River.



McLaren Wharf Precinct

- Implementation of the McLaren Wharf precinct master plan framework is impacted by the industrial separation distances which restrict sensitive uses and hence the ability to implement a rezoning of the land. This issue also restricts the ability to source an appropriate funding model for the master plan.
- The current development market is constrained by finance requirements affecting both purchasers and developers. These requirements relate to loan to value ratios and presale commitments.
- Current absorption rates within the residential apartment market may limit the scale of some buildings with a mid rise scale considered to be the most appropriate. Other considerations include:
 - Private landowners ultimately want to ensure commercial viability and success in any redevelopment.
 - Local Government planning policy currently doesn't support multi-storey development in the area and landowners are waiting to see how policy can change to enable higher density development.
 - Public transport (State Government investment) will influence private investment and confidence.
 - Transport issues (traffic/freight) impacts business operations along St Vincent Street and Commercial Road.
- Current and future absorption rates within the residential apartment market will also determine how quickly proposed residential developments can be delivered.

- Market demand for car parking associated with premium waterfront apartments will conflict with planning policy to reduce car parking.
- Car parking market drivers should be considered, including:
 - The majority of hotel parking requirements need to be provided on-site; however, a portion can be provided off-site for staff parking and valet parking.
 - Retail parking needs to be provided within close proximity to the shops. This is driven by market expectations and security issues for after-hours use (restaurants and cafes).
 - Commercial parking should be provided on-site or within close proximity.
 - Secure parking for residential requirements needs to be provided on-site or on an adjacent site (with secure access).
 - Private residential parking needs to be separated from public parking.

The McLaren Wharf and Cruickshank's Corner Precincts Master Plan Framework project has involved an extensive investigative and consultative process that has fully informed the master plan framework.

The success of this master plan framework stems from its development of an agreed vision for McLaren Wharf and Cruickshank's Corner, its precincts, local places and people. The future success of the Master Plan framework will only be realised through the "placemaking" approach including, the development of the public realm and community spaces, the building settings, the streets and squares. These are the catalysts for the ongoing and sustainable residential, retail, cultural and commercial developments within the precinct, whose success will aid in the revitalisation of the port."