



South West Group

Economic Development Tour, Adelaide South Australia

2 – 4 April 2014

TOUR REPORT ON SITES, LOCATIONS AND PRESENTATIONS





OVERVIEW

The South West Group Board has undertaken a number of economic development tours over the last few years aimed at examining best practice and innovation across a range of topics and issues. The tours provide the opportunity for the Board, Councillors and member Council Directors to gain first hand knowledge on the planning, development and implementation of major initiatives and projects relevant to the South West Metropolitan Region.

The tours completed include the following key themes:

- April 2012 – Activity Centres Tour of Melbourne and Sydney
- April 2013 - Economic Development Tour of South East Queensland covering health and knowledge precincts coastal/marina/foreshore developments and civic/library precincts.

ADELAIDE – APRIL 2014

The April 2014 economic development tour was undertaken in Adelaide South Australia over a three day period from 2 to 4 April 2014 based on the following key themes:

- main street developments and small spaces activation
- light rail and value capture
- civic spaces, public amenity and large infrastructure projects in strategic locations
- sporting and recreational (aquatic) centre redevelopment
- major urban village developments and place making
- storm water harvesting, water re-use and water sensitive urban design.

Of particular interest will be how these large (and sometimes contentious) projects are planned and developed, with reference to innovative funding models that facilitate establishment and share risk (across government and the private sector) to achieve urban densification, accommodate population growth close to the city centre and meet community needs.

The detailed itinerary is listed below, followed by a report on issues of interest, briefings, achievements, challenges and lessons learnt.

ITINERARY OVERVIEW

Day 1 - Wednesday 2 April

City of Salisbury - 9.30am to 3.00pm

9:15 – Briefing of Tour. Meet in Hotel Foyer for overview briefing of the tour by Director South West Group and issuing of public transport travel passes.

9:30 – Depart Glenelg by mini bus to City of Salisbury – 12 James Street, Salisbury.

10:30 to 11:00 – Briefing by City of Salisbury. *Mayor Gillian Aldridge* and *CEO John Harry*. City centre redevelopment and revitalisation, stormwater harvesting and water sensitive urban design.

11:00 to 12:00 noon - Visits to city centre redevelopment sites

12:00 noon to 13:00 – Lunch at Watershed Cafe

13:00 to 14:30 - Visits to WSUD, stormwater harvesting project sites

14:30 to 15:00 – City of Salisbury tour concludes. **Travel to the City of Adelaide.**

Briefing from City of Adelaide and Department of Planning, Transport and Infrastructure (DPTI) – 3.00pm to 5.00pm

15:00 to 17:00 – Briefing hosted by the City of Adelaide – 25 Pirie St, Adelaide.

Overview of major development projects by the City of Adelaide and DPTI.

Presenter ***Peter Smith (City of Adelaide CEO)***, and relevant General Managers, will brief the delegation on major projects and initiatives such as:

- Enterprise Adelaide
- Victoria Square Redevelopment
- Adelaide Riverbank Masterplan (incorporating redevelopment of Royal Adelaide Hospital site, Adelaide Oval Redevelopment and new Royal Adelaide Hospital, SA Health and Medical Research Institute)
- Rundle Mall Redevelopment
- Sturt Street Housing Project
- Hindley Street Activation
- Small Bars and Small Spaces Activation

Presenter ***Rod Hooke (DPTI CEO)*** will present on DPTI's role in the Riverbank redevelopment and the expansion of light rail throughout the city.

17:15 to 18:00 – Depart CBD by Tram for Glenelg

Day 2 – Thursday 3 April 2014

City Projects and Precincts – Adelaide CBD, Riverbank Redevelopment and Bowden Development Project

08:30 – Meet at Hotel Foyer for briefing.

8:45 to 9:20 - Depart Glenelg via tram to Adelaide City – embark at Victoria Square Station

9:30 to 10:20 – **Victoria Square**. Briefing by Adelaide City Council and site tour noting philosophy behind the redevelopment, description of works completed to date and future work to be undertaken (*Presenter Neil Brown – General Manager Tom Playford Senior Consultant – Victoria Square*).

10:30 to 11:00 – **Rundle Mall**. Briefing by Adelaide City Council and site tour on \$30M mall redevelopment and \$4M innovation fund to encourage activation and business development along the mall (*Presenter Neil Brown – General Manager*).

11:10 to 12:45 - **Adelaide Riverbank**. Briefing by DPTI (*Manuel Delgado – Director Strategic Projects*) on Riverbank precinct and Adelaide Oval redevelopment. Tour to include the Adelaide Oval, Riverbank Bridge, Convention Centre redevelopment and sites of interest for the public realm area.

13:00 to 14:30 – **Lunch** at Renewal SA CBD office location (Level 9 West, Riverside Centre, North Terrace, Adelaide), which has a panoramic view over the Riverbank Project, Adelaide Oval and Bowden.

Richard McLachlan (*General Manager Riverbank, Infrastructure and Project Coordination*) and **Michael Buchan** (*General Manager Major & Residential Project Delivery*) (will present on current residential and industrial projects managed by Renewal SA and relevant to the tour themes including:

- Bowden
- Lightsvue
- Lochiel Park
- Playford Alive
- The Square at Woodville West
- Port Adelaide
- Technology Park Adelaide

14:30 to 14:45 – **Travel to Clipsal site** from Adelaide Rail Station (or nearest tram stop) to Entertainment Centre stop, adjacent to Bowden.

15:00 to 17:00 – **Bowden Urban Renewal**. Briefing by the Renewal SA (**Chris Mends Project Director, Bowden**) and City of Charles Sturt (**Bruce Williams General Manager City Service**) on the Bowden redevelopment site, following by tour of recent developments..

17:00 to 17:45 – Depart Entertainment Centre stop via tram to Glenelg.

Day 3 – Friday 4 April 2014

Precinct Redevelopment, Aquatic Centre & Shopping Centre Development and Main Street Activation – City of Marion and Glenelg

08:30 - Travel via minibus to the City of Marion – 245 Sturt Road, Sturt

09:00 to 9:30 – Briefing by City of Marion on strategic and major projects:
Presenter City of Marion **CEO Mark Searle**

- City of Marion's strategic direction and major projects
- Westfield Shopping Centre, Westfield Marion Aquatic Centre (SA Aquatic and Leisure Centre/GP Clinic)

9:30 to 10:45 – Briefing and tour of Tonsley Park redevelopment precinct

10:45 to 12:30 – Briefing and tour of Westfield Shopping Centre/SA Aquatic Centre

12:30 to 14:00 – Travel back to Glenelg for lunch

14:00 to 15:30 - Walking tour of Main Street (Moseley Square and Jetty Road) in Glenelg

15:30 to 16:00 – Travel to Airport for departures

17:15 - Depart Adelaide for Perth



CITY OF SALISBURY

KEY FACTS

- The City of Salisbury is a local government area located on the northern fringes of Adelaide
- Estimated population is 136,381 for 2014 and forecast to grow to 146,660 by 2031 (7.54% growth)
- Encompasses an area of 158 km² and includes key population centres such as Paralowie, Parafield Gardens and Mawson Lakes
- In recent years the council has become a national leader in storm water management and the use of recycled water
- In 2011 the City of Salisbury embarked on an 18 month project to develop a structure plan and revitalisation strategy based on the establishment of a major activity centre and town centre redevelopment.
- Council established a Northern Economic Leaders (NEL) group in 2007 and is using this forum as a vehicle to facilitate business involvement in its town centre redevelopment and revitalisation plans

COUNCIL BRIEFING

- The city centre redevelopment is the focus for Council, particularly the regeneration, revitalisation and branding of the town centre square
- Council recently was successful in hosting some of the Adelaide Fringe Festival events in the city, which attracted lots of people to the area
- Very diverse community with over 140 different nationalities and over 40 languages spoken in the city
- The State Government nominated Salisbury rail station as a Transit Orientated Development (TOD) for the northern corridor
- A Structure Plan has been developed for the city centre
- Council is working towards accommodating increased population and greater business activity in and around the city, with the intent of have an 18 hour city that is activated into the evening and night.
- A governance structure has been established for business engagement and decision making for the city centre using a Business Investment District (BID) approach
- The relocation of car parking (160 bays) to accommodate a 6 storey building proposed in the town centre is required

- The decline of the automotive sector in Elizabeth (City of Playford) to the north has had a significant impact on the region and transformation of the sector and the introductions of new technologies (energy, waste management, health, medical) are essential for our local economy
- A proposal for a new urban development in the salt pan area to the west has been identified as an area to accommodate up to 50,000 additional residents and is currently going through the feasibility and early planning phase as there are significant site and environmental constraints

TOUR

Salisbury Town Centre

The City of Salisbury has provided shaded areas, multi-level structures and green spaces in the town square which has increased use of the city square as a relaxation and meeting place.



Shaded areas, changes in levels, variation in park ground treatments/furniture and the use of grassed areas has significantly enhanced the appeal and use of the town square

John Street as main east west route through the town centre is lacking a coherent identity, welcoming street frontage and commonly themed streetscape.



Resolving pedestrian and vehicle conflicts is an issue that Council is seeking to resolve as part of the town centre redevelopment.

Council’s plan to revitalise the town centre will be important first step in gaining cohesion and unity for this important central space, noting measures need to be taken to provide greater pedestrian priority and separation between vehicles and people. Common streetscape themes and consistency in the form/style of shop fronts will also provide a more legible and welcoming environment.

The proliferation of government and not for profit sector businesses renting premises in the town centre has resulted in a town centre dominated by day time trading hours. This situation has also driven up rental rates and reduced the potential for entertainment related uses that could activate streets in the evenings and night time.



Examples of government and employment service organisations which occupy key town centre locations leading to limited activation outside day time work hours

The Council is working with the Northern Economic Leaders (NEL) and the business community to address the imbalance of government and not for profit groups taking up prime commercial space in the town centre, with a view of diversifying into a range of private sector tenancies.

Redevelopment in some of the areas in the town centre has created new shop fronts and interesting building designs, however the distance separation of the town centre to the train station is a major impediment to the success of the TOD concept.



New shop fronts create street appeal



The Salisbury rail station (background) is not well connected to the town centre

The recent establishment of an 8-cinema complex in the perimeter of the town centre has increased visitation from the catchment and provides a potential catalyst for the establishment of better connected retail and hospitality uses as well as other forms of entertainment in close proximity.



The Salisbury 8 cinema complex is a welcome addition to the town centre

Mawson Lakes

Mawson Lakes is located in the southern part of the City of Salisbury and has been developed over the last decade as a higher density, mixed use precinct with stormwater harvesting and re-use as a principle design theme. With a population of over 15,000 residents, Mawson Lakes has rapidly grown into one of Salisbury's top three suburban centres and growing commercial precincts.

The combination of mixed use, multi-level apartments, townhouses and larger commercial buildings provides a diversity of uses at Mawson Lakes.



Commercial, residential and mixed use developments are spread throughout Mawson Lakes



The City of Salisbury was the first local government in South Australia to pioneer and commercialise an innovative stormwater harvesting/re-use system, however other Councils in the metropolitan are beginning to seriously investigate establishing similar schemes.



Constructed wetlands filter and treat stormwater run off naturally

The constructed wetlands store and treat storm water through natural processes, following which the water is pumped through a distributed pipe system (see below right) that provides a “third pipe” option for customers seeking to re-use water for garden reticulation and other uses (e.g. toilet flushing, washing cars, filling ornamental ponds, industrial uses).



Stormwater stored in wetlands are pumped via a distributed pipe network system to service industry and households

It is mandatory in SA for all new dwellings and some alterations/renovations to have additional water supply to supplement water through either include a minimum 1,000 litre rain water tanks or a recycled water scheme.

During drought conditions, the rainwater tanks need to be supplemented with mains water, however those connected to the recycled water scheme have unlimited access to treated water at a much reduced cost when compared to mains water.

The Salisbury Water business unit operates a \$160 million budget and returns \$1 million to the Council each year, which will be profit following the payment of debt in six to seven years time.

ACHIEVEMENTS

- Mawson Lakes has received international recognition through its innovative design and approach as a “multi-function Pollis”
- Salisbury Water’s stormwater harvesting and re-use system is an environmentally superior and cost effective method for providing recycled water for residential, commercial and industrial uses
- The nomination of the Salisbury rail station by the State Government as a TOD is significant, however there is considerable planning and investment necessary to achieve the required residential densities, connectivity and activation

CHALLENGES AND LESSONS LEARNT

- Although the State Government nominated Salisbury rail station as a Transit Orientated Development (TOD), there are a range of issues that have constrained progress on this initiative including limited State Government funding to progress the nomination and local connection/development constraints
- The electrification of the northern rail lines was previously proposed by the State Government, however delays in funding this important initiative will hamper the rate of progress able to be achieved in the redevelopment and revitalisation of the Salisbury town centre
- The successful development of the town centre is an essential, but challenging goal, that has major constraints related to:
 - Better connection between the rail station and the town centre
 - Rationalisation and development on Council managed lands to optimise land uses, including car parking
 - Active involvement of the business community, through a re-energised and representative Northern Economic Leaders (NEL) group, focussed on investment and implementation of the town centre structure plan.
- The redevelopment of the town centre needs to capitalise on the work completed for the town square and focus on strategies that lead to desired built form, shop fronts, optimum land uses and improved connection of the town centre to the rail station.
- The Council has developed a “renewal strategy” for the city centre to revitalise major city centre elements, with a focus on the city square. It has also recently introduced “wayfinding” signage around the city centre precinct
- Activation of the town centre will require attracting a greater proportion of commercial uses and business with extended trading hours such as additional entertainment and hospitality uses, including the use of small spaces (laneways, boutique bars) as well as quality café’s and restaurants.

- Mawson Lakes has established well over the last decade, but more needs to be done to meet changing housing market conditions, business attraction and development challenges and housing affordability
- Improved connection between the town square and the city centre is required to take advantage of this improve



CITY OF ADELAIDE AND DEPARTMENT OF PLANNING, TRANSPORT AND INFRASTRUCTURE BRIEFING

KEY FACTS

- Based on 2011 data, the City of Adelaide had a population of 19,639 residents and employment for 118 216 employees
- The City of Adelaide office is located in the city centre a short distance from the Pirie Street tramway stop



City of Adelaide office is located on Pirie Street in the CBD

- Adelaide is described as an exciting and lively place to visit, live, or work, with plenty happening both day and night
- The proximity to shops, restaurants, transport, employment and entertainment creates a more vibrant and 'mixed-use' environment than most suburban areas
- Ranked as the fifth-most liveable city in the world for the second year running, the City offers a high quality of life, with affordable housing and good economic opportunities
- The established and extended Tramway system extends from Glenelg in the south west through the CBD and to the Adelaide Entertainment Centre and Bowden in the north east.
- The light rail network is supported by heavy rail and bus feeder systems
- The electrification of the heavy rail line extending south to Tonsley (City of Marion) and south west to Seaford (City of Onkaparinga) has been recently completed and is now operational

- There are a number of major city development and redevelopment projects in the City of Adelaide and along the Riverbank precinct including:
 - Victoria Square – phase 1 complete
 - Rundle Mall – phase 1 complete, phase 2 under construction
 - Adelaide Oval - complete
 - Convention Centre expansion – under construction
 - Royal Adelaide Hospital – under construction
 - SA Health and Medical Research Institute (SAHMRI) – complete

COUNCIL BRIEFING

- The City of Adelaide is seeking to establish itself as a strategic and internationally recognised destination visitors and the local population
- A lot of work has been undertaken around place making, activation (malls, street frontages and laneways), innovative events (pop up bars/cafés) and branding to support its direction (e.g. Splash Adelaide)

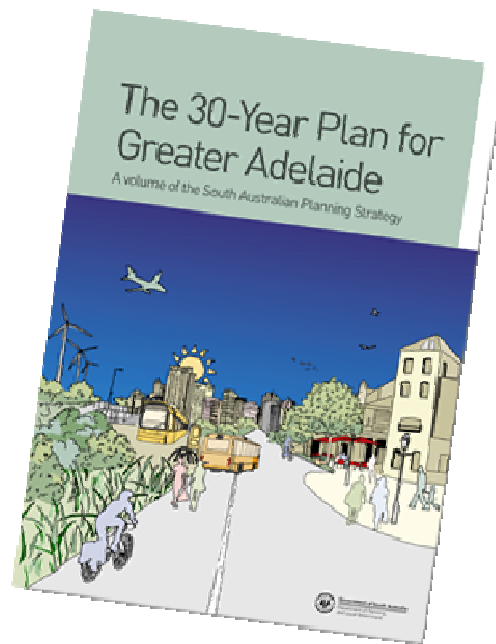


The Splash Adelaide initiative has increased the number and quality of events using “pop-up” venues to attract people to the city after work hours

- Through a subsidiary, the City levies businesses around the Rundle Mall precinct using a Business Improvement District (BID) arrangement to supplement the \$30 million that Council has contributed towards the mall redevelopment.
- The City is also active in promoting affordable housing and has partnered a number of shared equity housing developments (e.g. Hindmarsh Developments)
- Activation zones have been identified through the city and the relaxation of regulations and red tape for temporary uses/events has been very successful in retaining and attracting people into the city centre through innovative attractions that are co-created with businesses
- The city is moving away from the “announce and defend” approach to events/projects to favour a much richer “deep engagement with community” style of interaction with business and community
- Place making has been a key area of focus and a place leading approach to redevelopment has occurred in a range of sites throughout the city including:
 - Hindley Street/West End
 - Melbourne Street/North Adelaide
 - Topham Mall/Bentham Street/Waymouth Street

DPTI BRIEFING

- The extension of the tramways light rail project from Victoria Square to North Terrace (2007) and from North Terrace to the Entertainment Centre (2011) has been transformational for the City of Adelaide and facilitated significant investment in the Riverbank precinct
- The 2007 extension was two kilometres at a cost of \$28 million, with the 2011 extension comprising approximately 3.5 kilometres at a cost of \$90 million
- Major projects completed or underway in the Riverbank precinct include Adelaide Oval, Royal Adelaide Hospital, Convention Centre and SAHMRI, with the Skycity Casino also about to go through major redevelopment
- Having an Integrated Transport and Land Use Plan endorsed by Cabinet was a key success factor in establishing the light rail extension and facilitating these major projects
- The Integrated Transport and Land Use Plan aims to implement the key planning and transport initiatives associated with Adelaide's 30-Year Plan, whereby the majority of Adelaide's growth will be accommodated in current urban lands, particularly around transport hubs
- There is also a focus on the establishment of mixed use precincts that bring together housing, jobs, transport, services, recreation and leisure



- The structure of the department (DPTI) with the three key portfolios (planning, transport and infrastructure) under one directorate and having cross Ministerial responsibilities have been key success factors in gaining a whole of government approach toward integrating activities and ensuring investment in planning, public transport (particularly light rail) and associated infrastructure

DAY 2: THURSDAY 3 APRIL 2014

TOUR

The tour included locations in the city and along Riverbank including:

- Victoria Square
- Adelaide Central Markets
- Rundle Mall
- Adelaide Oval
- Convention Centre

The delegation travelled on the tramway line from Glenelg and was impressed with the convenience, quality and frequency of services to and from the CBD.



The tramway extending from Glenelg through the CBD to the Entertainment Centre is a time and cost effective way to travel around Adelaide

VICTORIA SQUARE

Victoria Square, which is Adelaide's most prominent city park and open space area, has been subject to proposal for enhancement over many years.

The Council is investing \$27 million over two years for its two-stage redevelopment, which includes hard and soft landscaping, structures and paved areas to attract people and host larger events.

Victoria Square has good access by light rail (tramway), bus and cars, with recent works providing greater capacity and better movement of pedestrians within and through the park.



Tramway stop at Victoria Square

The clever use of shaded seating and standing areas, combined with provision for other uses usually discouraged from heavily trafficked and popular public places (e.g. skateboarding, cyclists) makes for an interesting space that caters for multiple users across a range of generations. The northern space has been purpose built to act as a major event space, rather than as a traditional “urban parkland”. In this role, it has performed well for major city based events.



The attractive timber seating/lounging area, with its shade and multi-level structures, provide an interesting space for a wide range of people



The re-designed grassed area in the northern section of the square is well used for events and is a focal point for city celebrations

The central promenade (Reconciliation Plaza) that dissects the northern and southern areas of Victoria Square provides a convenient link across the city, but can be closed off to vehicles during events. When the central route connection between Grote Street and Wakefield Street is closed off to traffic, there are alternative routes for vehicles to traverse the city provided by the perimeter roads that flank the square.



Reconciliation Plaza can be closed to vehicle traffic during events if required

The southern area of Victoria Square will be developed in the next phase of the project and will include the relocation of the state heritage listed Three Rivers Fountain and the construction of an indigenous interpretation and cultural centre.



The southern area of Victoria Square will be developed in the next phase of the project

ADELAIDE CENTRAL MARKETS

Directly adjacent to Victoria Square is the arcade that provides access to the Adelaide Central Markets, which have been in operation as South Australia's principle food hub for 140 years.

The market includes over 80 stalls and a rich diversity of retail options from fresh produce, gifts, souvenirs, clothing and various speciality foods, as well as cafes and bakeries.



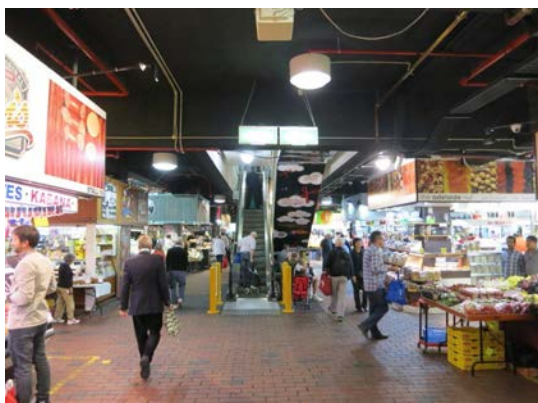
Victoria Square arcade (left) and Grote Street entrance (right) provide access to the Adelaide Central Markets

The markets host events and activities throughout the year involving tastings, feasts, exhibitions, festival activities and the showcasing of local produce.

The markets have excellent access via public transport and there is a 1,000 bay car park located directly above the central market that provides parking discounts for shoppers with proof of purchase from the markets.



Fresh produce trading and an array of specialty stalls and cafes create a vibrant atmosphere at the Adelaide Central Markets



The City of Adelaide has plans to renovate the markets, which includes enhancing the activation of the second storey and rationalisation of the car park.

RUNDLE MALL

- Rundle Mall is Adelaide's premier shopping precinct and is undergoing a \$30 million transformation that reflects a spirit of energy and change
- The 528 metre Rundle Mall is the longest downtown mall in Australia with more than 700 retailers, 15 arcades, a series of major plazas and four department stores draw domestic, national and international visitors.
- The mall offers access to 120,000 city workers a day and offers a range of retail outlets from luxury brands with new shop fronts in Rundle Place
- The Historic Adelaide Arcade, with its vaulted spaces and ornately tiled floor is home to premium jewellers, cafes and specialty shops with artists workshops and studios upstairs
- Small alleys and laneways offer niche space to enjoy a coffee and relax



The laneways in the CBD have become a focus for activation and provide an alternative access through the city and to key destinations such as the Rundle Mall

The redevelopment of Rundle Mall was undertaken to address a number of issues including:

- Deteriorating pavement condition inappropriately located landscaping
- Poor pedestrian traffic flows
- Conflicts with delivery vehicles and pedestrians
- Removing clutter and obstructive traders from the centre of the mall
- Providing a vista and clear line of sight along the length of the mall
- The need to co-locate services and improve storm water drainage flows

A number of trees planted some years ago, all of which were introduced species and poorly positioned, required removal. This controversial decision to remove the trees generated some community opposition and interest from the media, however the City of Adelaide progressed with the tree removal and has established landscaping that is attractive, more functional and better integrated with the development.

The provision of furniture and seating spaces has been strategically placed to complement traffic flows and provide view sheds of interest.



The redeveloped section of the mall has improved traffic flows and visual amenity, with carefully placed furniture that do not interfere with pedestrian movements

Recent data gathered by the City of Adelaide indicates that there mall redevelopment work has generated 4.8 times its value in private investment by businesses undertaking refurbishments, upgrades and extensions, as well as attracted businesses that would previously not considered establishing premises in Adelaide.



The completed mall looking west (left) and east (right) has led to increased investment by the private sector

The clever use of public art installations and fast tracked approvals for “pop up” uses, such as the mobile café, has helped to re-invent the mall and provides alternatives for mall users.



Permanent public art and mobile “pop-up” cafes are welcome additions to the redeveloped mall

Part of the funding used for the redevelopment of the mall (approximately \$5 million) was held back by the City of Adelaide to provide a source of funds for a program to attract investment to further activate the mall. The program involves businesses submitting proposals to Council for the cost sharing of required capital works for building renovations.

Under this program, Council has agreed to co-fund a proposal involving a small bar and restaurant establishment on a historic building that was originally used for “town cryer” announcements during Adelaide’s early settlement history.



One of the successful proposals put forward for co-funding a small bar and restaurant in the Rundle Mall to capitalise on the historic balcony vantage point

The redevelopment of the mall was initiated in 2013 and involves a three stage project starting from the most western section near King William Street, which has been recently completed.



The recently completed stage one of the Rundle Mall redevelopment

A considerable amount of work involved co-locating all the services (water, power, gas, telecommunications, optic fibre) into common trenches that run either side of the mall and the reconfiguring of the sub-surface drainage system to accommodate a central drain and grate.

This work is aimed at minimising future disruption and damage of mall assets for service location and/or upgrades in the future.



The second stage of the Rundle Mall redevelopment under construction

The second stage of construction is underway in the central section of the mall, with the third stage planned for 2015.



The third stage of the mall redevelopment in 2015 will focus on the eastern section, which provides an example of its pre-development setting

This staged mall redevelopment approach is aimed at minimising disruption and using lessons learnt in the reconstruction process to inform and guide future stages.

ACHIEVEMENTS

- The revitalisation of Vitoria Square as a meeting place and centre for city events
- The successful redevelopment of Rundle Mall (Stage 1) and almost 5 x multiplier in private sector investment to complement Council's investment
- Introduction of Council funded initiatives to encourage private sector ideas and investment in shop front developments and mall activation activities
- Improved safety and separation of delivery vehicles, as well as the streamlining of pedestrian traffic flows, along the redeveloped section of Rundle Mall
- Marked reduction in approvals red tape and relaxation of regulations to facilitate temporary events and pop up uses in key locations in the city.

CHALLENGES AND LESSONS LEARNT

- Gaining community and business acceptance on the redevelopment of Victoria Square
- Managing pedestrian movement, construction impacts and disruption on redevelopment sites, particularly on the business community
- Responding to media hype from community opposition to contentious issues such as the removal of trees along the mall and replacement with new landscaping
- Managing temporary events and pop up uses to ensure that noise levels, anti-social behaviour and responsible service of alcohol are done responsibly and acceptably
- Ensuring that temporary events and pop up uses maintain reasonable hours of operation to minimise disruption to the wider community
- Be bold and take risks when seeking to re-invent the city centre by encouraging innovation and creativity from the business sector and "thinking outside the box" to facilitate temporary events and pop up uses

RIVERBANK

The Riverbank Precinct is rapidly evolving to create a new hub for Adelaide which incorporates new research, health and medical centres, educational institutions, sport, entertainment, convention and event facilities.

The Riverbank precinct consists of the entertainment and hospitality strip (Adelaide Oval, Convention Centre, Festival Centre) and the health and medical facilities (Royal Adelaide Hospital and SA Health and Medical Research Institute - SAHMRI).

The Adelaide Rail Station and Skycity Casino are located between the central western section of North Terrace and the Riverbank precinct, with the Festival Centre located directly behind the iconic buildings.



The Adelaide Rail Station (left) and the upgraded Festival Centre/Dunstan Playhouse and Skycity Casino in the background (right)

A \$40 million Riverbank Bridge, which spans the Torrens River, connects the southern bank near the Dunstan Playhouse to the Adelaide Oval on the north bank and plays a critical role in linking the Adelaide Oval to the city centre. The Festival Centre and SkyCity Casino are also being upgraded.



The Riverbank footbridge from the south bank looking toward the redeveloped Adelaide Oval (left) and from the north bank with the recently completed redevelopment stage of Convention Centre in the background

Adelaide Oval

The \$535 million Adelaide Oval Redevelopment project was mostly completed in March 2014 for the AFL Adelaide Crows versus Port Adelaide Showdown, with minor works and landscaping planned for completion in May 2014.

The redeveloped oval has transformed the iconic facility into a multisport 50,000 seat venue. The project was delivered in six separable packages:

1. Northern mound and ancillary works
2. Main oval re-levelling
3. Upgrade and installation of sports lighting
4. Construction of the Southern Grandstand
5. Construction of the Southern Plaza
6. Construction of the Eastern Grandstand



Adelaide Oval and Riverbank Bridge as viewed from building along North Terrace

The façade of the Adelaide Oval is less imposing than stadium structures of similar capacity and the use of lightweight steel and locally sourced materials portrays a modern, but natural appearance.



The Adelaide Oval South Gate is the main entrance from the city, with the architecturally designed ticket office located between the East Gate

The Bradman Museum, which is open on a daily basis and available at no cost to the public, attracts many visitors during the week.

The museum houses memorabilia and archival photos and footage about the late Sir Donald Bradman, who is recognised as Australia's greatest cricketer.

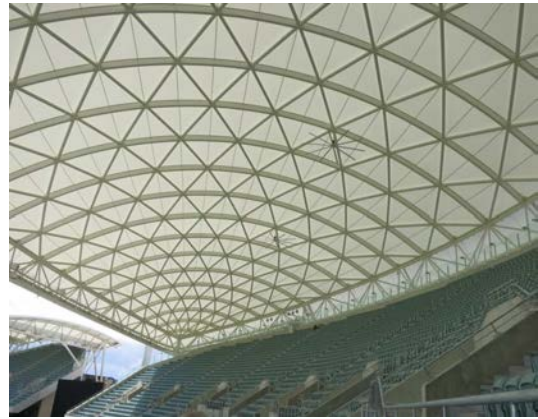


The Bradman Museum is a major attraction at the Adelaide Oval

The redeveloped Adelaide Oval has used lightweight structures for the grandstands that have strength and durability, but let through light and breeze. This design reduces the bulkiness of the structure, but provides all weather protection to most areas under cover.



The eastern grandstands at the redeveloped Adelaide Oval uses a scalloped design that lets through light and breeze



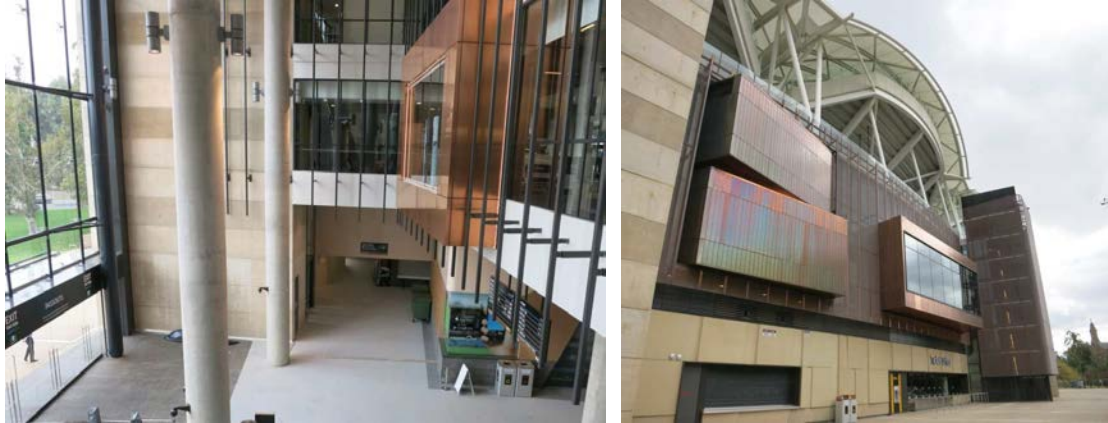
A view from the southern stand looking toward the northern mound (left) and the roof structure (right) which incorporate large roof mounted fans to circulate air



The outdoor bar area has a very casual feel and looks back to the city (left) with upmarket dining area provided in the members area



The exclusive bar area linked to the premium seating area is extensive and well appointed. These and other private areas can be hired for private functions outside of sporting events



The use of expansive windows and natural materials creates a very pleasant space and provides a contrast to the white tubular steel and curved structures used in the stands

South Australian Health and Medical Research Institute

The recently completed \$200m South Australian Health and Medical Research Institute (SAHMRI) is the current centre piece of the Riverbank Health precinct hub and the major facility for medical research in SA.

The SAHMRI includes state of the art laboratories and equipment for 700 leading researchers, aimed at attracting the best medical and clinical researchers.

The SAHMRI is adjacent to the new Royal Adelaide Hospital currently under construction.



The SAHMRI as viewed from the Riverside West building (left) and as constructed image (right) prior to opening (source: Peter E Barnes)

The new Royal Adelaide Hospital will be the State's flagship public hospital and will be the cornerstone of the reformed South Australian health system.

The \$1.85 billion hospital will have 800 beds (700 multi-day beds and 100 same-day beds) and harness the latest in architectural design to create a healing environment for patients and a positive working environment for staff, whilst minimising the building's environmental footprint.

Convention Centre

The Convention Centre expansion aims to re-affirm the facility as a premier conference centre and boost the economic and tourism contribution to South Australia. The redevelopment program will be delivered in two stages.

The first stage will expand the existing facility westwards over the railway lines to link with Morphett Street bridge. Construction started in September 2011 and completion is due in late 2014.

Stage Two of the redevelopment will replace the existing Plenary Building (home of the first Convention Centre in Australia in 1987) with a multi-purpose, state-of-the-art facility with plenary capacity of up to 3,500 seats, and is scheduled for completion in 2017.



The first stage of the Convention Centre redevelopment extends westward (to the right) and complements the redeveloped centre building completed in 2008



RENEWAL SA BRIEFING

- Renewal SA mission is to create great places that are sustainable, connected, affordable, inclusive and healthy through innovation, design excellence, engagement and partnership.
- Key projects include:
 - The Greater Riverbank Precinct
 - Port Adelaide Renewal Project
 - Playford Projects Infrastructure
 - Bowden
 - Tonsley
 - The Square at Woodville
 - Playford Alive
 - Lightsview

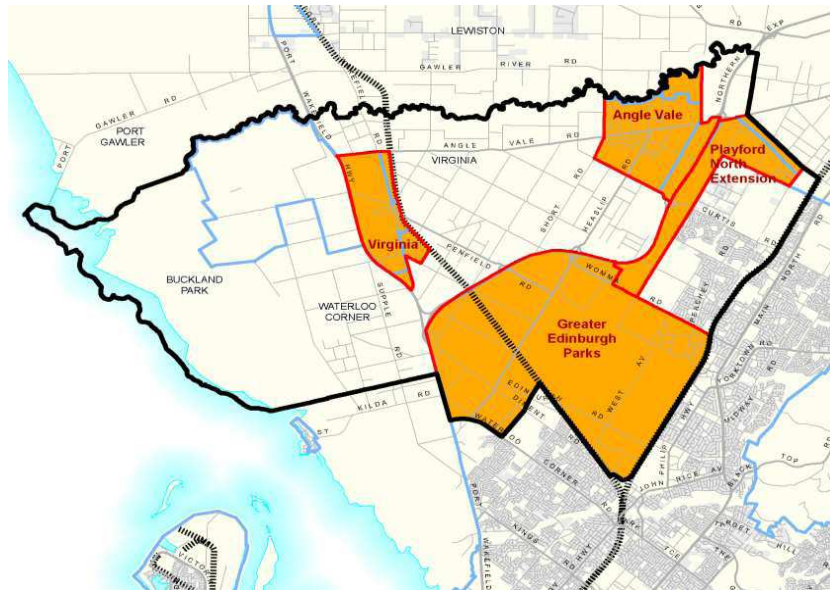
- The **Riverbank** precinct has attracted investment for the Adelaide Oval redevelopment (\$550 million), Convention Centre redevelopment (\$350 million) and the proposed Skycity Casino development (\$300 million)



- **Port Adelaide** – precinct approach aimed at activating the inner harbour through upgrades of streetscape and buildings through low risk residential developments. Next phase involves waterfront lots, however site is constrained by contamination issues



- **Playford** - infrastructure projects in Virginia, Greater Edinburgh Parks, Angle Vale and Playford North Extension to provide 5 years supply of residential developments



- **Bowden** – \$1 billion project based on walkable urban neighbourhood to accommodate 2,400 dwellings on former industrial site in the northern Greater Riverbank precinct. \$750 million in private investment, \$250 million State Government contribution. Completion over the next 10 to 15 years



- **Tonsley** – former Mitsubishi car manufacturing site. \$253 million investment from State Government over the next 20 years, with projected \$1 billion investment by private sector. Commercial development, advanced manufacturing and education uses focussing on jobs density (6,500 jobs over 60 hectares), with supporting retail and residential



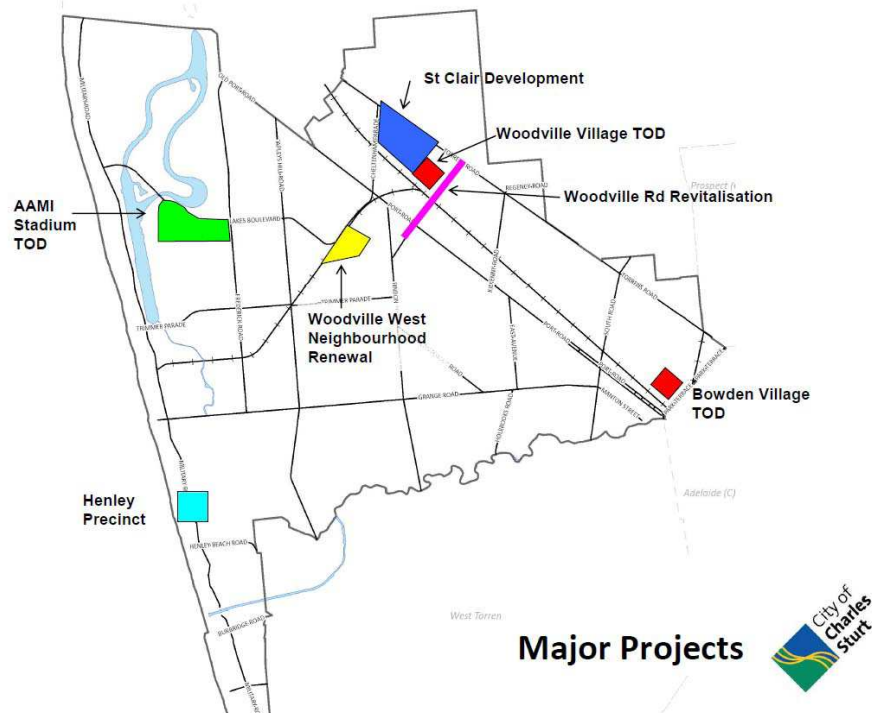
- **The Square Woodville West** – Approved in 2009 as a Housing Sa initiative, the site was transferred to Renewal SA in 2012 to develop 425 new dwellings over 13 hectare site. Site required the demolition of 184 dwellings and proposes high density housing to create vibrant city centre.



- **Playford Alive** – Growth area required to accommodate residential and employment in area with history of disadvantage and low education attainment. More than 8,000 dwellings planned to house growing population.

CITY OF CHARLES STURT BRIEFING

- The City of Charles Sturt established in 1997 following the amalgamation of three councils
- Population of 110,000 and expected to increase to 127,000, with 13,000 through major infill developments such as St Clair (1,200 new homes including 3-4 storey apartments), Woodville, Bowden and Henley
- Largest industry health care and Social assistance, with growth sectors around sports recreation, tourism and health



BOWDEN SITE TOUR

Bowden is located a few kilometres from the city and has access to the CBD from heavy rail and light rail. The Bowden rail station is located closer than the nearest light rail stop at the Entertainment Centre, which is the end of the northern tram line. The heavy rail lines operate diesel powered trains, although the State Government is proposing to electrify the northern rail lines in the future.



The Entertainment Centre tram stop and the heavy rail station at Bowden are located within a 10 minute and 5 minute walk respectively from Bowden redevelopment site

The heavy rail line is a barrier to the connection of the Bowden site with the tram line, with the Station Place underpass the only grade separated pedestrian link.



The underpass under the heavy rail line provides constrained access to Bowden from the tram line through the Station Place residential/commercial area (right)

The Bowden development site has areas of contamination that are required to be remediated before building can begin, particularly on the western part of the site which will be developed in later stages.



The Western part of the Bowden site is contaminated and requires further remediation

The Bowden site office displays the model of the proposed development to give an indication of scale and building typology. The redevelopment model shows a pedestrian bridge over Park Terrace to provide a direct connection with pedestrian and cycling pathways to the Riverside precinct and the CBD.

The Bowden development includes European apartment designs that incorporate central open space common areas where residents can gather and exercise in safety and with privacy. This form of development has been identified as one that supports health living, community well being and social inclusion



The scale model of Bowden site shows the redevelopment buildings in white and nearby building developments in grey

The multi-storey residential developments currently underway include 3-4 storey townhouses and apartments aimed at providing affordable housing close to the city.



The housing mix currently under construction at Bowden includes 3-4 story townhouses and apartments



A townhouse development with frontages as low as 4 metres wide aim to encourage high density designs and compact living

The Bowden development has invested heavily in the public realm to attract prospective developers and residential buyers, including the use of creative street scapes that slow traffic and soften the residential and commercial buildings that will be built over time.



The attractive open space and pedestrian links feature public art, quality structures and creative street scaping aimed at slowing traffic and providing enjoyment for residents



Other innovative attractions and approaches include a pop up community garden, on a site proposed for the future development 4 to 6 storeys next to the sales office.



The pop up community garden at Bowden helps to generate interest in the site

ACHIEVEMENTS

- Renewal SA has been working with partners on a range of projects aimed at uplifting densities in key locations
- The redevelopment sites facilitated by Renewal SA all seek to include accessible and quality residential living, with high density elements to accommodate infill population growth
- Bowden is a great example of sustainable high density redevelopment aimed at providing affordable and accessible housing options close to the CBD

CHALLENGES AND LESSONS LEARNT

- Private sector investment may not be progressing at the desired rate due to a number of factors including:
 - Slow rate of recovery in the SA economy
 - Limited pool of local developers and mid tier construction companies capable of financing and building apartments and other forms of high density residential developments
- Adhering to desired development objectives (5 star energy rating, innovation in built form, design quality, affordability) requires commitment from the State Government and a well developed stakeholder engagement campaign to bring others (developers, building companies, prospective buyers) on the journey

CITY OF MARION BRIEFING



- The City of Marion is a local government area in the southern suburbs of Adelaide, South Australia
- It is one of the state's larger metropolitan councils covering an area of about 55 km sq, and is located 10 km south of Adelaide stretching from the Glenelg tramline in Glandore to the coastal suburb of Hallett Cove.
- Its has a population of about 85,000 residents and showing steady growth, due in part to overseas migration
- The area features a diversity of housing, topography and cultures and has a significant industrial sector.
- Marion is home to the Living Kaurna Cultural Centre, the Marion Cultural Centre, SA Aquatic and Leisure Centre, GP Plus Health Care Centre and Westfield Marion Shopping Centre as well as redevelopment opportunities at the former Hills Industry and Mitsubishi sites (Tonsley).
- The Oaklands Park heavy rail station and the electrification of the southern rail lines contribute toward transit orientated development (TOD) opportunities in the town centre and a more sustainable future for the City of Marion
- As well as its own Economic Development Strategy developed in 2007 with a 20 year horizon, the City of Marion has also joined forces with the neighboring City of Onkaparinga to develop the southern Adelaide Economic Development Strategy.
- Much of the strategy aims to lay the foundation of economic growth, with particular emphasis on building on its strengths and progressing initiatives to retain and develop skilled workers in the region
- The Southern Expressway and Tonsley Redevelopment (both currently under development) as well as the Darlington Transport Study are the major economic development projects underway in the City of Marion



The Southern Expressway involves the construction of a 18.5 kilometre, multi-lane expressway that will run through the City of Marion. The before image (left) and artists impression of after (right)

TONSLEY REDEVELOPMENT

- The Tonsley Precinct is being established as a catalyst for industrial innovation and contemporary living options built to 21st-century environmental and design guidelines
- Accommodation for an estimated 1,500 residents will include cosmopolitan apartment living and townhouses within buildings of between two and seven stories, all in landscaped plots among green open spaces
- Entrepreneurial firms in sectors such as mining, energy, construction, clean technology and health are establishing offices at Tonsley as this interconnected precinct develops
- On-site research, education and training at eminent Australian tertiary institutions will enable Tonsley to prepare the next generation of scientists, researchers, designers and builders
- From a business perspective, investors and occupants can establish themselves in an environment where business, industry and science clusters co-exist, collaborate and innovate through research, design, product development and manufacturing support for business activity across multiple sectors
- Tonsley's development as a smart industry precinct will be given a head start through anchor investors TAFE SA and Flinders University
- TAFE SA has established a campus at Tonsley to be the home of its new Sustainable Industries Education Centre (SIEC), where more than 8,000 students each year will be trained in sustainable building and construction occupations
- Flinders University is also establishing a new School of Computer Science, Engineering and Mathematics and its New Venture Institute at Tonsley to strengthen the university's enterprise culture and supporting business, research and community collaborations on the site
- The Tonsley redevelopment project is based on the following principle objectives
 - Economic growth and development – 6,300 FTE jobs
 - Liveable communities – 1,200 new residents
 - Sustainability – resource efficiency, adaptive re-use, design excellence
 - Place making – unique character and identity, people focussed
 - Governance and corporate responsibility – best practice business processes

Tonsley Site Tour

The covered, steel framed manufacturing shed at Tonsley originally occupied 11 hectares and was the largest undercover structure in the southern hemisphere.

The 8 hectares of covered area to be retained in the Tonsley development has been refurbished to house a variety of uses.



The steel construction shed structure has been retained and forms a key structural and design feature for Tonsley, with building constructed underneath the roof

TAFE SA has established its building and construction school to accommodate trades and professions for the building industry. The undercover structure provides a unique space to establish innovative work spaces and learning opportunities for students.



The TAFE SA campus provides an exciting and function teaching and learning environment for students looking for careers in the building and construction industry



The Tonsley development encourages networking and interaction of its construction workforce, students and tenants through initiatives such as the “pod” café facility located centrally in the development.

The café is a meeting place to people at Tonsley and businesses are encouraged to utilise the facility rather than provide their own café facilities that would contain their staff and limit interaction with other precinct users.



The café pod is a popular meeting place for Tonsley workers and students and offers an excellent vantage point on the upper deck to view activity across the site

Once completed, the Tonsley development will be a unique and highly functional precinct that showcases best practice, innovation and design excellence in employment and high technology manufacturing.



Concept design for the completed Tonsley precinct with the six storey Flinders University campus on the right, central main assembly redevelopment area in the centre and TAFE SA to the rear left

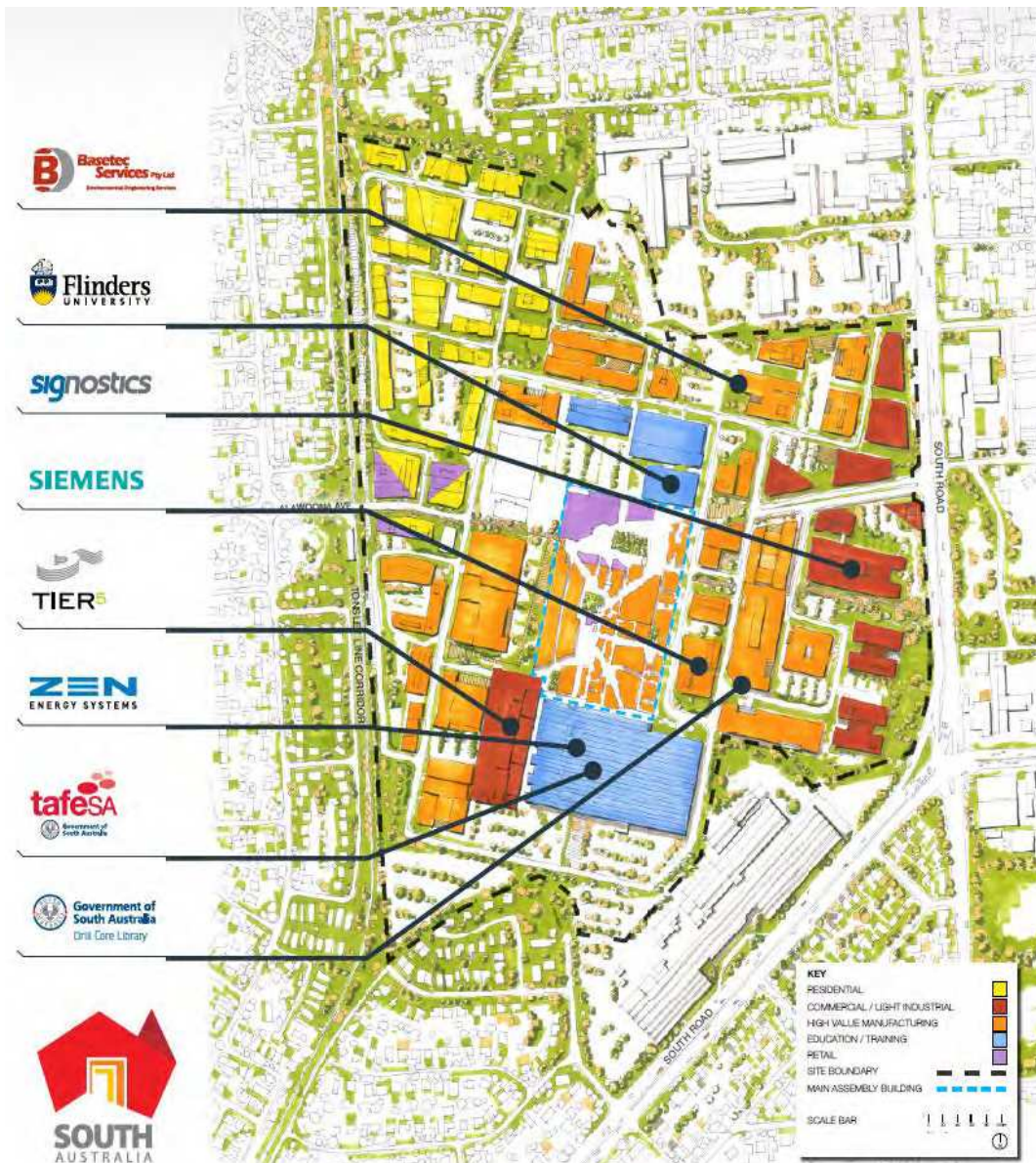
ACHIEVEMENTS

- Remediation and high end user redevelopment of a disused industrial site, including retention of the main assembly building infrastructure
- Focus on jobs creation and learning to ensure the site plays a productive and functional role in the community
- Attraction of educational institutions (Flinders University and TAFE SA) as key anchor tenants for the precinct
- Attraction of leading edge companies seeking to establish an office or presence in the Tonsley precinct including Siemens, Signostics, Basetec Services, Tier 5 and Zen Energy Systems

- Influence on State Government to extend a rail spur to the site to capitalise on the electrification of the southern rail line

CHALLENGES AND LESSONS LEARNT

- Undertaking a community history study early in the planning process provided a wealth of information and design considerations that contributed to the uniqueness and special bond that the site has with the local and broader community
- Site contamination, especially asbestos removal from areas previously not identified (e.g. packing for concrete floor expansion joints)
- Be bold and creative, and don't compromise of project objectives and elements that differentiate from other industrial redevelopments and celebrate the history of the site
- Be flexible in accommodating businesses keen to lease or use the site, by thinking laterally on solutions that provide win-win outcomes



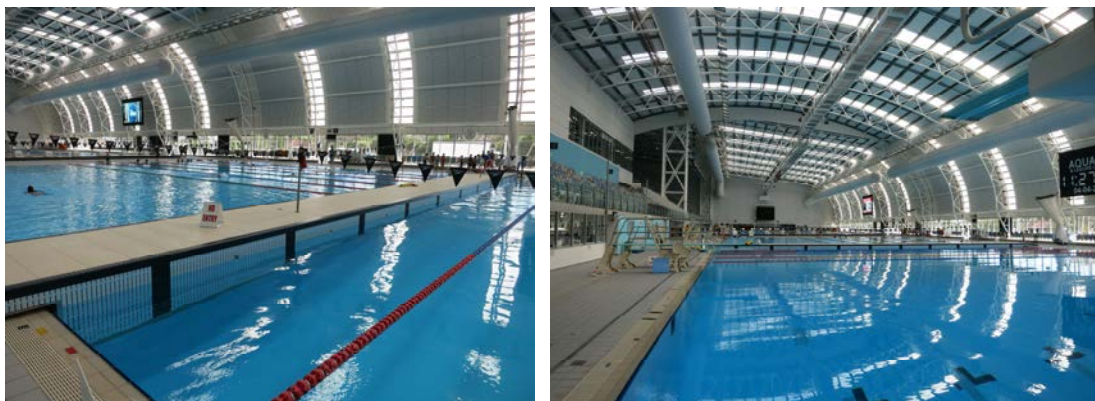
Westfield Marion Aquatic Centre Tour

- SA Aquatic & Leisure Centre is a new, state of the art aquatic and recreation facility located in the City of Marion, South Australia
- The Centre is a premier facility, designed to bring elite aquatic sport back to the state of SA and is available for the community to access.
- The pool has been built to FINA standards and is eligible to host national and international swimming events (including Olympic trials).
- The SA Aquatic & Leisure Centre can cater for 4,500 spectators, and includes five pools to cater for all, including the elite to recreational swimmer, children, and people with disabilities
- The \$100 million facility is owned and funded by the Government of South Australia, in association with the City of Marion and the Federal Government, and is managed by the YMCA.

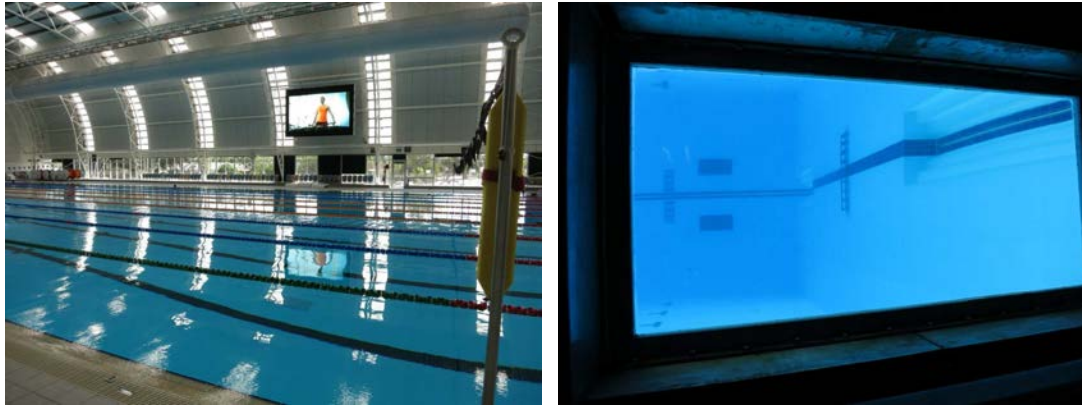
The SA Aquatic and Leisure Centre is co-located with the GP Plus Health Care Centre in town centre that also includes the Westfield Shopping Centre. The aquatic facility has many synergies with the GP Plus Health Care Centre as it offers the ability to provide private tuition and therapy sessions for patients in a safe and caring environment.



The SA Aquatic and Leisure Centre (right) is co-located with the GP Plus Health Care Centre (left), which offers a range of opportunities for synergies and shared services



The state of the art SA Aquatic and Leisure Centre has quality facilities suitable for elite athletes and the general community, with the capacity for 4,500 spectators



The high use of advanced technology and underwater video equipment provides the opportunity to closely examine swimming and diving techniques, whilst enhancing user safety

The SA Aquatic and Leisure Centre is an important facility for the local and regional community, as well as being the premier swimming venue for elite training and special swimming events such as the World Swimming championship trials, schools swimming championships, Australian Water Polo League matches and many other events.

The facility also has an extensive program for people with disabilities and special needs, with dedicated areas in the centre designated for these specialised activities.

Another special feature of the aquatic centre is its embrace of activities to cater for disadvantaged and marginalised sections of the community. For example, the centre provides regular opportunities for low income families to use the facilities free of cost as well as providing privacy for people in the community who find it difficult to mix with the general public (e.g. morbidly obese, Muslim women etc).

Glenelg and Surrounds

The delegation stayed in Glenelg and also took advantage of the restaurants, cafes, 7-day shopping on Jetty Road as well as art and historical displays at the Bay Discovery Centre. Only 20 minutes from the City, Glenelg offers a seaside setting with an ocean outlook with a direct connection via tram into the CBD (refer to train and tram map overleaf)

On the Broadway adjacent to the marina, there are a range of shops cafes and restaurants with sea views over the bay or over-looking the tranquil Patowalunga River. Moseley Square is a good place to soak up the vibe in Glenelg's vibrant dining and entertainment hub, connecting the shopping precinct to the beach and foreshore area. Jetty Road also offers venues serving gourmet food, boutique shopping and café's and fine dining restaurants.



Moseley Square, Glenelg Beach

