



City of Port Lincoln



Port Lincoln Precincts Master Plan CBD Foreshore Marina



Implementation Strategy



Reference Number: FINAL208

Version: FINAL REPORT

Date: September 2020



Table of Contents

1. Introduction	4
1.1 Regional Context	4
1.2 The CBD, Foreshore and Marina Precincts Master Plan	5
1.3 Community Consultation	6
1.4 Purpose of the Implementation Strategy	6
2. Precincts Master Plan Strategies	8
2.1 Port Lincoln Foreshore – the premier destination for locals and visitors	9
2.2 Port Lincoln CBD - urban renewal, streets for people and targeted public realm improvements	13
2.2.1 Streets for People	13
2.2.2 Targeted Public Realm Improvements	15
2.2.3 CBD Urban Renewal	16
2.3 Marina Precinct Refresh	16
2.4 Wayfinding - including CBD-Marina link	17
2.5 Art + Cultural Framework	18
2.6 Public Realm Design Guidelines	19
2.7 Precinct Management	19
2.8 Investment Attraction	20
3 Implementation	21
4.1 Resourcing	21
4.2 Delivery and Funding Principles	21
4.3 Major Project Cost Estimates	23
4.4 Quick wins	23
4.5 Staged delivery	24
4.6 Synergies and Interdependencies	26
4.7 Further Communication and Engagement	26
5 Measuring Success	27
APPENDIX A – Council Response to Public Consultation	28

Master Plan

A Master Plan is a planning document that provides a conceptual layout to guide future growth and development over the short, medium and long term. A Master Plan should provide a vision for a city and make connections between buildings, activities, social settings, and their surrounding environments.

The Port Lincoln Precincts Master Plan is the City’s critical vision and reference for public realm investment.

Implementation Strategy

An Implementation Strategy is a plan of action designed to achieve the long-term objectives of the Precincts Master Plan over a period of time through coordinated projects and activities.

Many people contributed to the initial investigations and the proposals of the Precincts Master Plan. Community engagement will continue to be a fundamental part of the progressive implementation process.

1. Introduction

The CBD, Foreshore and Marina Precincts Master Plan (the Precincts Master Plan) presents a bold vision for the City of Port Lincoln, using research, strategic advice and artistic impressions to provide insight and prompt discussion about what the future could hold for our city. Initiatives challenging how we plan, organise, use and invest in our public spaces have been developed to guide the revitalisation of Port Lincoln’s public realm, which in turn will act as a catalyst for economic development and improved liveability.

There were some strong views during the community engagement phase, but there was overwhelming support for the underlying principles of the Precincts Master Plan. Some concepts – like the need to review and address the needs of vehicles, cyclists and pedestrians – can challenge how we have done things. However, new approaches can also bring significant benefits to business, the community and visitors to our city and will need to be considered.

Having established a way forward, recognising the need for considerable capital investment and realistic implementation time frames, the CBD, Foreshore and Marina Precincts Master Plan document prepared by Jensen Plus in 2019 will remain a valuable guiding resource for the implementation of a series of projects and activities towards a vision for Port Lincoln’s main activity precincts.

Concept designs presented in the Precincts Master Plan will require further design development and refinement, with input from stakeholders and community, as part of the project development process before implementation.

1.1 Regional Context

Port Lincoln is the major regional centre for the southern Eyre Peninsula, meeting the needs of its almost 15,000 residents, a regional catchment extending through the local government areas of Lower Eyre Peninsula, Tumby Bay and Elliston, and some 200,000 visitors each year. As the ‘Seafood Capital of Australia’ Port Lincoln is recognised nationally as a regional hub for premium fishing and aquaculture produce, grain export, unique tourist experiences and its coastal lifestyle.

With a stable population over several decades, Port Lincoln faces the same challenges as many other remote centres in attracting and retaining skilled professionals to key service roles, thereby further contributing to the feeling of remoteness and reducing the liveability of what would otherwise be an idyllic location.

“Australia’s biggest challenge is maintaining the depth, breadth, skills and occupations in smaller communities and regional centres for their ongoing viability.” – Regional Australia Institute

The development of far-reaching plans for the key activity precincts of the city, building on previous planning and public realm works, has been under way since 2018. The resultant master planning will guide major public realm investment, reinforcing Port Lincoln’s role as an iconic regional hub and enhancing its status as a liveable city.

1.2 The CBD, Foreshore and Marina Precincts Master Plan

The Precincts Master Plan presents a coordinated approach, identifying a range of strategic projects through a single framework of common themes and deliverables, to enable integrated and ultimately more efficient outcomes from capital project delivery, asset renewal and maintenance works across the City.

The Precincts Master Plan focuses on three core City precincts:

1. The **Central Business District** as the pre-eminent activity centre and destination precinct,
2. The **Boston Bay Foreshore** as a sub-set and extension of the CBD with unique urban design and activity features and opportunities, and
3. The **Marina** as a significant fishing industry, residential, recreation and tourist hub.

A number of other strategies for public realm and non-physical improvements across Port Lincoln are also identified.

Thematic goals important to the Precincts Master Plan include:

- Community pride
- Experience of visitors
- Better wayfinding
- Framework for planning and public realm decisions
- Maintenance
- Design guidelines for signage, public art, street scape elements
- Maximised enjoyment for varied user groups
- Ecologically sustainable development
- Support for Tasman Terrace Retail
- Improved interpretation of the Parnkalla Trail.

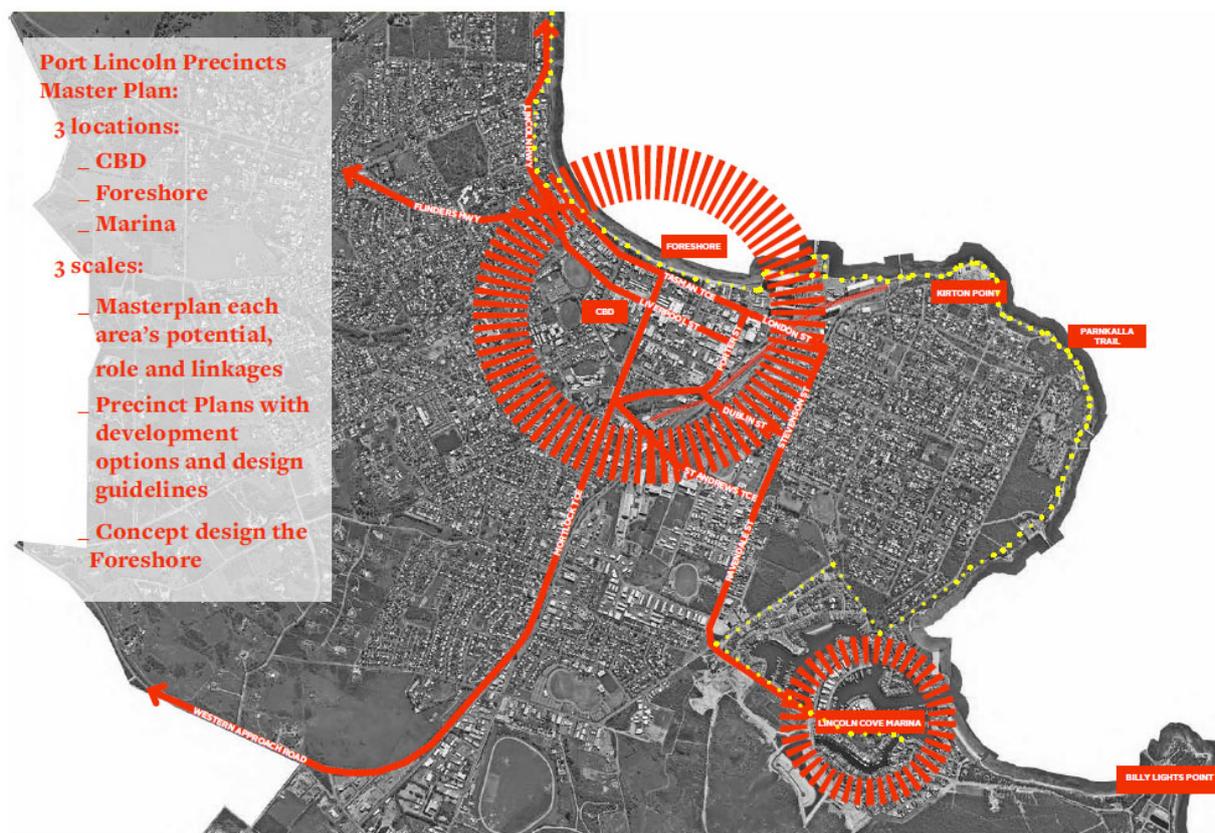
Port Lincoln's three key activity precincts - the Foreshore, the CBD and the Marina – should be known and should function as distinct precincts. However, they must be connected and meet local community liveability needs, as well as enabling visitors to interact with our stories, culture and businesses.

The master planning process considered how we can balance necessary vehicle access into, out of and within the CBD (including freight access) with the creation of walkable and attractive 'places for people'.

The north facing Port Lincoln foreshore is a phenomenal asset with opportunities to become even better as we explore water-tourism and the function of the Town Jetty.

The Marina is an iconic feature synonymous with Port Lincoln and supports the largest fishing fleet in the southern hemisphere, recreational boating, adventure tourism as well as a growing residential community and the Parnkalla Trail route. It is vital that we have the necessary infrastructure to accommodate these users cohesively and sustainably.

The Precincts Master Plan, together with other key strategic documents, will be a key reference and resource for many actions, with priorities established at each Annual Business Plan and budget cycle for implementation.



1.3 Community Consultation

In late 2018 Council and consultants Jensen Plus engaged with the community through a series of Co-Design workshops and meetings to explore ideas for optimising the potential of the City's three main activity precincts and to discover the community's appetite for positive change. The outcomes of these sessions, together with Council's initial brief to the consultants, formed the basis for the Precincts Master Plan.

Later in 2019 Council again engaged with the community to seek feedback through information sessions and surveys on the ideas, proposals and recommendations contained in the Precincts Master Plan.

The Consultation Report adopted by Council in August 2020 summarised the community feedback and key messages received, together with Council's responses, which will be key references in more detailed design development.

1.4 Purpose of the Implementation Strategy

The Precincts Master Plan will remain an important and relevant resource for the coordinated improvement of key activity precincts and the public realm across Port Lincoln.

This Implementation Strategy takes into consideration feedback received through the Precincts Master Plan consultation, and in particular responds to the areas of community concern, enabling those to be addressed as elements of the Master Plan are progressed.

This Implementation Strategy sets out the themes, objectives and strategies that Council will use to progressively implement and advance the Precincts Master Plan vision.

The scope of the Precincts Master Plan concepts and proposals is extensive and will need to be implemented over many years based on agreed priorities, funding capacity and asset management principles. Implementation will maximise synergies and interdependencies with other Council processes, plans and projects – as well as with funding partners - in particular through asset planning and annual business planning in the short to medium term.

2. Precincts Master Plan Strategies

The Precincts Master Plan is based on the theme of “Urban Acupuncture”. This infers a collection of small and larger projects, all of which are designed to feed into a greater city-wide vision and provide city-wide and community-wide benefits.

“Just as the practice of acupuncture is aimed at relieving stress in the human body, the goal of urban acupuncture is to relieve stress in the built environment”, Wikipedia.

The Urban Acupuncture approach is focussed on practical, achievable and coordinated projects at selected locations to provide meaningful community and economic outcomes.

Eight strategies form the core of this Implementation Strategy. These strategies are based on the strategies presented in the Precincts Master Plan but have been adapted for an implementation framework:

1. Port Lincoln Foreshore – premier destination for locals and visitors
2. Port Lincoln CBD - streets for people, targeted public realm improvements and urban renewal
3. Marina Precinct Refresh
4. Wayfinding - including CBD-Marina link
5. Art and Cultural Framework
6. Public Realm Design Guidelines
7. Precinct Management
8. Investment Attraction.

2.1 Port Lincoln Foreshore – the premier destination for locals and visitors

The flagship project of the Precincts Master Plan is a major upgrade to Port Lincoln’s foreshore. Already iconic as the setting for Tunarama and other large events, the foreshore enjoys a spectacular location overlooking Boston Bay and the main wharf. Improvements are focussed on increasing use and visitation by Port Lincoln locals and visitors.

Five foreshore nodes will provide different experiences, while also allowing for staged implementation. The nodes will be joined by a widened and upgraded Parnkalla Trail through the foreshore area. Features include new regional play spaces including interactive play and youth activity areas, new events infrastructure, seating, shelters, public art and cultural interpretation including a Reconciliation Plaza node and water sensitive urban design feature.

Re-development of the foreshore, in particular upgrades to the Jetty Node, Town Jetty, Parnkalla Trail and sea wall, will be the highest priority for future works planning.

The major foreshore playground will be relocated to the Jetty Node, creating significant activation benefits at the town’s energy centre. This will allow events to flow better by removing the current bottleneck of the existing playground. An enclosed and shaded playground that provides a safe place for families with toddlers is a requirement of future foreshore node designs. The existing playground will remain at least until alternatives have been completed.

Requirements for current and future events will be incorporated in all foreshore design work, including provision of sufficient open space and services such as power, water and communications infrastructure.

Renewal of the sea wall and foreshore Parnkalla Trail path may need to be carried out independently of the activation nodes.

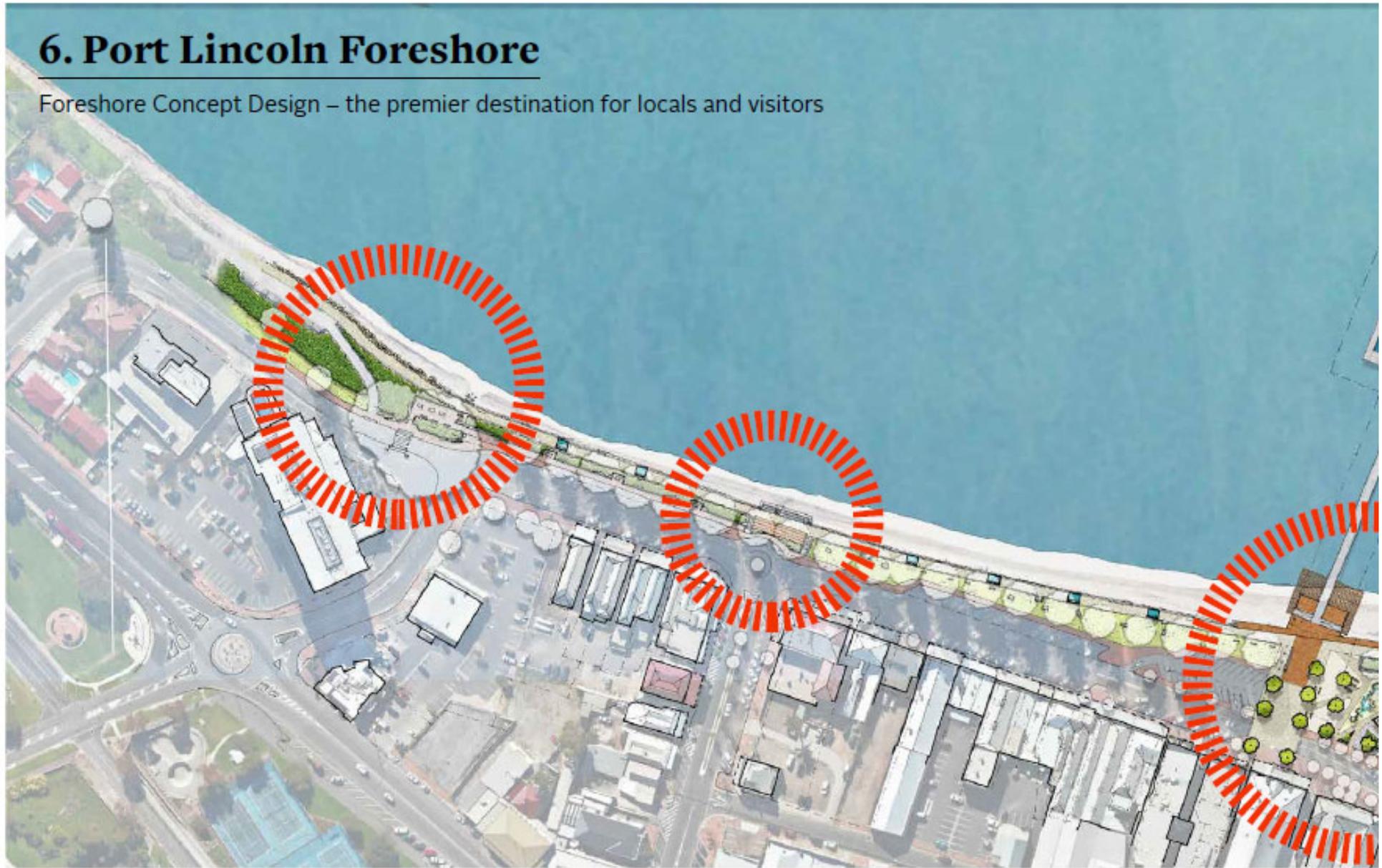


Artists impression of Parnkalla Trail to the western side of Central Jetty.

Although outside the specific foreshore scope of the Precincts Master Plan, there is strong community support for the Parnkalla Trail extension to Axel Stenross Maritime Museum. This major project will be an extension of the foreshore precinct.

6. Port Lincoln Foreshore

Foreshore Concept Design – the premier destination for locals and visitors





Foreshore Node 1: Sports Activity Node

Located at the Yacht Club end of the foreshore, this area is regularly used for Yacht Club activities, regular community events like Parkrun, and larger events including Tunarama and the Auto Sprint. The future vision for this area is further development as an activity sports and youth hub, including basketball and skating spaces, new toilets and facilities, while retaining sufficient open lawn and trafficable plaza space for events and passive recreation.

The layout and activities of this node will require consultation with event organisers and should ensure that any new or expanded elements do not preclude or significantly compromise existing activities.

Foreshore Node 2: Reconciliation Plaza

A new integrated wetland, landscape and public art node is proposed as a 'Reconciliation Plaza'. This will be a space for the sharing of local indigenous history and culture, as well as re-interpretation of the former wetlands site into a modern water sensitive design feature, improving stormwater quality at this outlet into Boston Bay.

Essential to the success of this node is a strong partnership and shared vision between Council, Barngarla Determination Aboriginal Corporation as the Native Title holders, and other local Aboriginal groups. Input to design, public art and interpretive content will be a key outcome of this partnership, ensuring the node is culturally relevant and makes a strong contribution toward reconciliation for the Port Lincoln community.

Development of this node can proceed with the playground in its current location.

Foreshore Node 3: Town Jetty Activity Node

The largest and most active node is located close to the Town Jetty. New interactive play and adventure play areas will help create a major destination for families. A relocated and redesigned stage will provide for major events, while upgrades to the jetty, beach access and the Parnkalla Trail will combine to make this node the iconic public space in Port Lincoln.

As the natural energy centre of the foreshore, the vibrancy, quality of public realm and level of service offered at this node is pivotal for Port Lincoln.

This node will include a consolidated multi-purpose building for toilets, stage, etc. Adaptive reuse of elements of the existing toilet structure will also be considered. Detailed design will need to achieve a high quality public realm and memorable pedestrian and visitor experience, balanced with continued access to adequate car parking.

In conjunction with this node, the upgrade works to the town jetty will better meet the needs of marine tourism.

Foreshore Node 4: Lewis Street

The Parnkalla Trail is proposed to be widened and upgraded throughout the foreshore. North of the Town Jetty the path follows an alignment below Tasman Terrace, above the beach. New walls and steps will strengthen the sea wall and provide better beach access, and the Norfolk Island Pines will be retained.

There is strong support for raising the profile and aesthetics of this section of the foreshore through an improved trail experience, beach and street level access, seating options, use of timber, wayfinding signage and shelter.

Widening and improving the Parnkalla Trail in this location will provide a significant benefit to all trail users and this will be included in the sea wall renewal where it can be accommodated.

Foreshore Node 5: Northern Gateway

The northern end of Tasman Terrace, close to the Port Lincoln Hotel, is an arrival point to the foreshore for many visitors. An attractive clifftop node already exists. Parnkalla Trail upgrades at the lower (beach) level will provide for future trail extension and access to an existing driveway ramp. Upgraded stairs between street and beach level will provide improved accessibility to this part of the Trail.

The northern end of the seawall in this node will need treatment consistent with the Lewis Street node, on an asset renewal basis. The Moreton Bay Fig trees and existing upper level terrace will remain.

2.2 Port Lincoln CBD - urban renewal, streets for people and targeted public realm improvements

2.2.1 Streets for People

Like many regional cities, Port Lincoln has to balance continually the necessary movement of vehicles into and out of the centre, including freight, with the creation of walkable and attractive 'streets for people'.

The key principles of a 'streets for people' strategy are to:

- *Rebalance the streets from car-dominated to include inviting pedestrian spaces*
- *Improve safety for vulnerable road users (pedestrians and cyclists)*
- *Improve accessibility for people of all ages and abilities*
- *Improve the walking experience with visual interest, landscaping, shade, shelter and seating*
- *Provide wayfinding (intuitive design and signage) to key destinations and points of interest.*

These principles can be advanced with actions like:

- *Reallocate unused road space on wide roads to footpath, people space and landscape*
- *Install traffic calming pods with pedestrian crossing points at key locations*
- *Reduce speed limit on Liverpool St between Adelaide Pl and Mortlock Tce to 40km/h*
- *Install a central median with street trees and traffic calming pods on Porter St*
- *Encourage and enable workers to park away from priority CBD parking spaces*
- *Reduce car parking duration times on Tasman Terrace to 1hr*
- *Install wayfinding signs to long-term parking around the CBD*
- *Change parking durations in Washington St & Napoleon St to short term*
- *Consider caravan and camper parking and directional signage*
- *Encourage walking and cycling for short trips through targeted public space improvements*
- *Strategically remove small pockets of car parking at key nodes along the foreshore.*

Many projects will be small and easily achievable as part of the Urban Acupuncture theme.

There is strong support for making streets more people-centric, however concerns were also raised over potential business impact on retailers resulting from any reduction in on-street car parking in the CBD.

All CBD users will become pedestrians at some point in their journey, and this should be reflected in our streetscapes and public realm with a high quality environment for people as being highly valued as close-proximity car parking.

Council will develop an action plan for priority road network upgrades based on the principles and actions outlined above.



2.2.2 Targeted Public Realm Improvements

Integrated closely with the foreshore concept design and the streets for people strategy, public realm improvements have been identified as critical for Liverpool Street and Porter Street as the most important streets in the CBD, and for South Quay Boulevard in the Marina.



Liverpool Street & Hallett Place

Liverpool St is a major arterial road into and through the city. Amenity is poor and the community wants a street that is pleasant, comfortable, green and a desirable place to shop and be. Upgrade concepts include renewal of footpaths and median and the introduction of trees and planting to transform the appearance and feel of the street.

Engagement with DPTI will continue on designs for roundabout upgrades, with the primary goal of improved pedestrian and traffic safety along Liverpool Street and Hallett Place, from Light Street to Mortlock Terrace in particular.



Trees and banner poles create vertical elements transforming the street.

Porter Street

The node of speciality shops on the south side of Porter St is on the edge of the CBD, and some public realm upgrades have recently been completed. This wide, busy street will be further enhanced to green, slow, soften and cool the environment.

DPTI is refining a proposal for the intersection of Porter and Liverpool Streets to better manage freight transport to and from the port. While this may affect what is achievable, Council will work

with DPTI towards inclusion of a “quick win” median and pedestrian refuge on Porter St between Edinburgh St and Liverpool St to demonstrate the streetscape concept.



One attractive and simple node of public space - shade, seat, bin, greening - a sign of things to come!



Porter Street vision - 3m treed median and verge planting create a boulevard effect. Rain gardens in the foreground collect, slow and treat stormwater.

2.2.3 CBD Urban Renewal

Investment in publicly owned land and facilities can be a powerful catalyst for urban renewal.

Key CBD sites for consideration include State Government owned land on the corner of Tasman Terrace and Adelaide Place as well as the Council owned land on the corner of Hallett Place and Adelaide Place, both of which have been mooted as potential locations for a mix of civic, commercial, community and tourist developments.

2.3 Marina Precinct Refresh

Lincoln Cove Marina, 4km from the CBD by road, is a busy hub for the city’s fishing fleet and tourist charters. It also contains Port Lincoln’s indoor recreation centre and swimming pool and significant and continuing residential development.

After decades of use, the marina’s future functional requirements and the ownership and governance structure need to be resolved. Built in the 1980s, some of the precinct’s heavily used public areas are now showing signs of wear and tear, detracting from both the area’s amenity and its economic potential. Pedestrian safety around the service wharf and fleet must be improved.

A Precinct Plan and improvement strategies to refresh the central marina area include:

- *Wayfinding + information*
- *Greening + public realm*
- *Parnkalla Trail upgrade*
- *Development of vacant land*
- *Activity nodes*
- *Multi-user pontoon to increase access for recreational and tourist craft*
- *Car parking + traffic management opportunities*
- *Governance + management changes*

Short term opportunities include better wayfinding, greening and Parnkalla Trail upgrades.

Council will continue to seek a review of governance at the marina to better manage opportunities for operational improvements as well as asset renewal and upgrades, in particular of the service wharf.



2.4 Wayfinding - including CBD-Marina link

The 4km route from the CBD to Lincoln Cove Marina will be upgraded with improved street tree avenues and wayfinding infrastructure. Aligning with the Urban Acupuncture theme, targeted improvements are proposed to create a legible link between the CBD and the Marina.

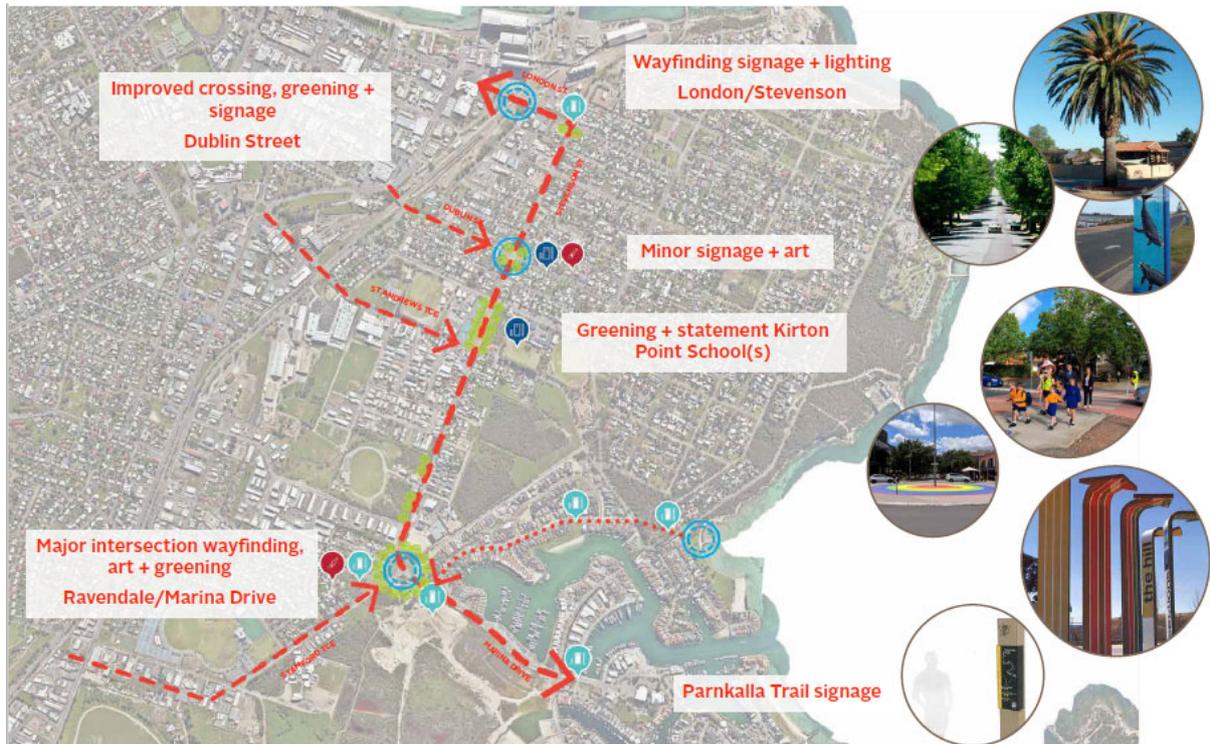
Improvements will include signage, art and/or landscape markers, avenue tree planting and greening, pedestrian crossings where warranted, and other physical connections like bike paths.

Together with significant avenue tree planting, nodal upgrades will be implemented at key intersections between the CBD and the Marina:

- London/Stevenson Streets
- Dublin/Stevenson Streets
- St Andrews/ Stevenson Streets
- Ravendale Road/Stamford Tce/Marina Drive.

In addition, regular wayfinding elements will be spaced between these nodes including minor art, signage and greening.

Local wayfinding signage at other key locations and City entry points will also be improved.



2.5 Art + Cultural Framework

The stories from Port Lincoln’s Aboriginal and European history and from every day community life offer great potential for art to reveal, enhance and activate the city’s public spaces. This can add a new dimension to the quality of the places and to the user experience, including:

- *Revealing through wayfinding and paving artworks*
- *Enhancing through permanent and temporary enhancement of public infrastructure*
- *Activating the public realm through projection, light box art, street art and temporary projects.*

Using Urban Acupuncture to implement an art and cultural framework, small-scale but culturally catalytic interventions into the city’s fabric will continue. This is intended to stimulate community engagement with cultural / art activities in the public realm, enhancing the development of diverse and culturally rich urban places and society.



2.6 Public Realm Design Guidelines

Public realm design elements and treatments identified in the Precincts Master Plan will be further developed into an implementation manual to enable progressive installation of public realm fixtures, furniture and materials that complement the respective locations across the City. This will be based on the following public realm design objectives.

Elements	Objectives
WAYFINDING	A coordinated style for signage, to apply to the urban foreshore and CBD areas as well as the working marina wharf and coastal settings.
PLAY ELEMENTS	A greater range of play and active recreation opportunities and experiences along the foreshore.
SHELTERS	Shelters in the foreshore precinct that complement the expansive coastal environment, maximise shade for seating and are robust and cost effective over whole of life.
SEATING	A consistent, contemporary and timeless suite of furniture both along the foreshore and within the CBD, with intuitive visual cues linking the two precincts.
SMART TECH	Introduction of useful smart technology into the public realm to benefit Council operations, residents and visitors.
SUNDRY FURNITURE	An overall, coordinated street furniture style that enables variation at key locations to enhance the recognition and identity of high profile areas.
PAVING	A simple, robust and consistent foreshore and CBD environment that enables variations by location but contributes overall to Port Lincoln's identity and character.
LIGHTING	Extend and enhance the use of the public realm by improving lighting to the foreshore and the key CBD streets and laneways.
TREES	Healthy and attractive foreshore and street trees that contribute to the identity of the city, provide amenity and create green street corridors, providing maximum shade when needed.
AMENITY PLANTING	A variety of plant palettes for the urban foreshore and the CBD area, reflective of Port Lincoln's coastal setting.

2.7 Precinct Management

Physical improvements will be supplemented by management actions supporting successful and sustainable outcomes. These actions will be delivered within the capacity of Council's existing staff on a prioritised basis, but may be advanced more quickly if a 'project officer' approach is adopted (subject to funding priority).

Precinct Management Actions	
1	Foreshore: Increase frequency of events and festivals, even if they are small niche or boutique events
2	CBD: Strengthen and activate trader groups and organisations
3	Marina: Overhaul marina management and maintenance with key owners and user groups

2.8 Investment Attraction

Public realm investment often inspires and supports significant private sector investment in adjacent buildings, spaces and businesses. This can create important economic and community improvements.

The following actions will be considered as key public realm project elements are designed and delivered.

Investment Attraction Actions	
1	Economic and Social Impact Study to assess benefit to Port Lincoln and Eyre Peninsula
2	Negotiate a Regional and/or City Deal with State and/or Federal governments to accelerate implementation of the master plan
3	Engage with existing local business sectors and property owners along gateway corridors in key precincts
4	Develop a prospectus for Port Lincoln's activity precincts
5	Develop a marketing campaign
6	Engage with investors locally, interstate & overseas
7	Hold targeted events to promote our activity precincts' attractions
8	Use the Precincts Master Plan to guide investors to specific priorities
9	Provide a rapid development advisory service
10	Liaise with real estate agents to fill vacant properties, eg, 'pop-up' tenancies

3 Implementation

4.1 Resourcing

The Precincts Master Plan projects represent a large scope of capital works for a medium-sized regional city to undertake. With over \$35 million of works identified including the Parnkalla Trail extension, the progressive implementation of the Precincts Master Plan concepts can only occur through a focussed long-term strategy that prioritises these projects in asset, financial and annual business planning.

The Precincts Master Plan projects will be delivered progressively, with continual review of project priorities and a focus on these works as the preeminent choice for partner funding proposals. Priorities may need to change at times in order to align with partner funding priorities. Achievement of significant windfall and grant revenues will enable accelerated project implementation.

Council will confirm the optimal priority of Precinct Master Plan works, understanding that progress will be faster and possibly in different order as partner funding commitments are achieved, or as Council's financial capacity improves over future years. Project priorities will be based initially on:

- what can be planned based on existing known capacity
- what is likely or possible if partner and windfall assumptions are added
- what must be acknowledged as more ambitious and longer-term priority, unless major unforeseen funding becomes available.

Funding capacity for this extensive series of projects will be based on a number of sources:

- asset maintenance budget
- asset renewal budget
- new/upgrade capital budget
- partner direct funds contributions
- partner work-in-kind
- appropriate allocation of Reserve Funds held by Council
- windfall revenues.

Funding partnerships with Federal and/or State Governments will be critical in the implementation of Precincts Master Plan priority projects. These opportunities will be pursued, both by working with RDA Eyre Peninsula towards a regional package of public investment across Eyre Peninsula and on a city basis where partnership options will be optimised through existing and new programs together with potential unique partner arrangements.

Access to significant levels of Commonwealth and/or State Government partner funding may require a 'matched funding' approach by Council. In that circumstance Council may consider the use of borrowings – at currently historic low interest rates – but only if this is a long-term financially sustainable approach.

4.2 Delivery and Funding Principles

The Precincts Master Plan and Council's Consultation Responses will provide the platform for individual project development on a prioritised basis. The priority of works based on asset condition

and community value, together with Council's financial capacity (including partner funding), will be the key determinants of specific project commitments within the Annual Business Plan and Budget each year.

An outline schedule of works will be developed in the context of Council's Long Term Financial Plan and Infrastructure and Asset Management Plan. This will also have regard to Council's capacity to properly manage the implementation of a series of small and large capital works projects at any one time, and will recognise that larger projects need to span more than one financial year from idea and concept to physical delivery.

The following principles will be applied:

- Apply operational Asset Maintenance resources based on the Public Realm Design Guidelines to progressively implement Precincts Master Plan themes.
- Allocate an appropriate portion of all Precinct Master Plan projects to the Asset Renewal program, recognising that 'end of asset useful life' may be brought forward to ensure that high profile public places meet contemporary community and visitor service expectations.
- Focus Council's funding partnership proposals on Precinct Master Plan projects - have a range of higher priority projects and packages 'grant ready', but be prepared to change priorities to achieve better funding program alignment.
- Review and confirm the scope of each project to ensure best community value and impact.
- Apply windfall revenue to Precinct Master Plan priority projects when opportunities arise.
- Consider the option of 'responsible debt', particularly if it allows Council to achieve well-leveraged partner funding, on the basis that loan repayments will be funded by operational savings and/or new operational revenue/s.
- Pursue a 'Regional and/or City Deal' with the State and/or Federal Government and local stakeholders.
- Consider minor revenue options to help fund public realm improvements.
- Target at least 50% partner funding for the Parnkalla Trail extension project. Consider delivering the less complex northern portion of the project as a first stage.

4.3 Major Project Cost Estimates

Precinct	New Project Elements	Cost Estimate
Foreshore	Sports Activity Node	\$2.7 M
	Reconciliation Plaza Node	\$1.6 M
	Beach Edge Treatment (Node 2 – Node 3)	\$1.2 M
	Jetty Plaza Node	\$6.1 M
	Town Jetty Upgrade	\$2.6 M
	Lewis Street Node	\$2.1 M
	Northern Gateway Node	\$1.2 M
CBD	Liverpool St – Streetscape Upgrade	\$3.5 M
	Porter St – Streetscape Upgrade	\$1.0 M
Marina	Wayfinding Including CBD-Marina Link	\$1.0 M
	Marina Refresh	\$4.0 M
	<u>Sub-TOTAL Precincts Master Plan</u>	<u>\$27 M</u>

Total Project Elements	Cost Estimate
New Projects - Precincts Master Plan	\$27 M
Existing Project - Extension of Parnkalla Trail to Axel Stenross	\$8.0 M
<u>TOTAL</u>	<u>\$35 M</u>

4.4 Quick wins

The Precincts Master Plan identifies a number of projects and actions to be prioritised as eminently deliverable, modest cost and demonstrative of what can be achieved.

Quick wins projects should provide a springboard for the implementation of larger project elements. They can include modest public realm projects integrated into projects such as planned major DPTI works on Liverpool Street.

Quick wins should be deliverable in the 2020 to 2022 period, starting as soon as practicable and including smaller scale works, influencing projects by other parties and informing Council's future priorities.

The following quick win projects are priorities for implementation of the Precincts Master Plan.

Strategy	Quick Wins
Port Lincoln Foreshore	<ul style="list-style-type: none"> * Tuna Poler Statue installation (complete) * Pop-up foreshore café – procured via EOI and open to new or established businesses
Port Lincoln CBD: Streets for People Targeted public realm improvements Urban Renewal	<ul style="list-style-type: none"> * Traffic calming pods in 2 or 3 streets * Off-street car park wayfinding signage * Six month trial of 1hr parking * DPTI round-about works on Liverpool Street & Hallett Place * Temporary greening via tree planters, etc. in Liverpool Street and Porter Streets to demonstrate streetscape concepts. * Collaborate with State Government to develop and consult on a redevelopment framework for available DPTI & Council sites
Marina Precinct Refresh	<ul style="list-style-type: none"> * Marina wayfinding signage * Implement one activity node – trees, seating, signage * Implement one way road to South Quay Boulevard including signage and line marking
Wayfinding - including CBD-Marina Link	<ul style="list-style-type: none"> * Stobie pole art + other markers including public art on London Street Bridge * Jacaranda planting on London Street, defining the path to the Marina (complete) * Stevenson Street/Ravendale Road/Marina Drive avenue of trees and art
Art + Cultural Framework	<ul style="list-style-type: none"> * Lincoln Alive seating installation (in progress) * Tom Black plaque at the NAC (in progress) * Leisure Centre outdoor court wall mural
Public Realm Design Guidelines	<ul style="list-style-type: none"> * Develop Public Realm Design Guidelines
Precinct Management	<ul style="list-style-type: none"> * Improve Marina management & maintenance structure
Investment Attraction	<ul style="list-style-type: none"> * Develop prospectus

4.5 Staged delivery

Initial forecasts indicate that a financially conservative scenario with no borrowings and modest partner funding would enable completion of about 30% of the full projects' scope over ten years, or 50% over 15 years.

More project outcomes can be achieved over similar timeframes through combinations of:

- greater partner funding
- outcomes-linked borrowing
- reduced operating expenditure
- increased revenue.

While the progressive implementation of the Precincts Master Plan projects will be dependent on financial capacity, including Council's Annual Business Plan and Budget deliberations together with the levels of partner funding achieved, the following table outlines in principle the priorities for project implementation:

PROJECTS BY PRECINCT

Foreshore

- Sports Activity Node
- Reconciliation Plaza
- Beach Edge Treatment (Node 2 - Node 3)
- Jetty Plaza
- Town Jetty Upgrade
- Lewis Street Node
- Northern Gateway Node
- Parnkalla Trail Extension to Axel Stenross
- Engage business/property owners in key precincts
- Increase frequency of events and festivals

CBD

- Liverpool St & Hallett Place - Streetscape Upgrade
- Porter St - Streetscape Upgrade

Marina

- Improve Marina management and maintenance
- Marina Refresh - remaining scope

Wayfinding Incl. CBD-Marina Link

- City Entry Info Signage x 2
- CBD-Marina Link - remaining scope signage, art & planting

All Precincts

- Quick Wins
- Undertake Economic Impact Study
- Develop an outline schedule of works
- Develop a marketing campaign
- Engage business/property owners in key precincts
- Engage with investors
- Hold targeted events
- Promote capital works in major activity hubs
- Promote Precincts Master Plan to guide investors
- Provide a rapid development advisory service
- Liaise with real estate agents re: vacant properties
- Strengthen and activate trader groups and organisations
- Negotiate a 'City Deal' with State and Federal governments

	1-2 Yrs	2-3 Yrs	3-5 Yrs	5-10+ Yrs
Sports Activity Node		Develop / Design & Document		Implement / Construct
Reconciliation Plaza	Develop / Design & Document	Implement / Construct		
Beach Edge Treatment (Node 2 - Node 3)		Develop / Design & Document	Implement / Construct	
Jetty Plaza		Develop / Design & Document	Implement / Construct	
Town Jetty Upgrade		Develop / Design & Document	Implement / Construct	
Lewis Street Node		Develop / Design & Document		Implement / Construct
Northern Gateway Node		Develop / Design & Document		Implement / Construct
Parnkalla Trail Extension to Axel Stenross		Develop / Design & Document		Implement / Construct
Engage business/property owners in key precincts	Implement / Construct	Implement / Construct		
Increase frequency of events and festivals		Implement / Construct		
Liverpool St & Hallett Place - Streetscape Upgrade		Develop / Design & Document	Implement / Construct	
Porter St - Streetscape Upgrade		Develop / Design & Document	Implement / Construct	
Improve Marina management and maintenance	Implement / Construct	Implement / Construct		
Marina Refresh - remaining scope		Develop / Design & Document	Implement / Construct	
City Entry Info Signage x 2		Develop / Design & Document	Implement / Construct	
CBD-Marina Link - remaining scope signage, art & planting	Develop / Design & Document	Implement / Construct		
Quick Wins	Implement / Construct			
Undertake Economic Impact Study	Develop / Design & Document			
Develop an outline schedule of works	Develop / Design & Document			
Develop a marketing campaign		Develop / Design & Document		
Engage business/property owners in key precincts	Implement / Construct			
Engage with investors		Develop / Design & Document	Develop / Design & Document	Develop / Design & Document
Hold targeted events		Develop / Design & Document	Develop / Design & Document	Develop / Design & Document
Promote capital works in major activity hubs		Develop / Design & Document	Develop / Design & Document	Develop / Design & Document
Promote Precincts Master Plan to guide investors		Develop / Design & Document	Develop / Design & Document	Develop / Design & Document
Provide a rapid development advisory service		Implement / Construct	Implement / Construct	Implement / Construct
Liaise with real estate agents re: vacant properties		Develop / Design & Document		
Strengthen and activate trader groups and organisations		Develop / Design & Document	Develop / Design & Document	Develop / Design & Document
Negotiate a 'City Deal' with State and Federal governments	Develop / Design & Document			



4.6 Synergies and Interdependencies

The progressive implementation of project elements of the Precincts Master Plan will be supported by aligned strategies and priorities in many of Council's other planning documents.

It will be critical that Council's overarching Strategic Directions Plan continues to identify the multiple Goals and Key Focus areas supported by Precincts Master Plan project implementation.

Other plans will also need to reflect Council's commitments to the Precincts Master Plan progressive implementation including:

- Infrastructure and Asset Management Plan
- Long Term Financial Plan
- Southern Eyre Peninsula Regional Public Health Plan
- Urban Image (Urban Design) Action Plan
- Port Lincoln & Southern Eyre Peninsula Tourism Strategy
- Reconciliation Action Plan
- Public Art Strategy
- CBD Parking Plan Strategy
- Footpath Strategy.

Council's commitment to the Precincts Master Plan implementation will see the integration of key aspects of this Implementation Strategy into maintenance programs, asset renewal works and provision for new and upgrade capital works for the period until at least 2031.

4.7 Further Communication and Engagement

Community engagement in the master plan development process showed overall readiness and enthusiasm for the proposed public realm improvements. Further engagement will be integral to the successful planning and delivery of project components identified in this Implementation Strategy.

Project planning will include engagement actions, based on Council's Community Engagement Action Plan, Community Engagement Policy and the IAP2 framework.

While it will not always be possible to meet the expectations of every individual or group, Council will keep the community informed, will listen to and carefully consider feedback and make decisions based on all of the information available and the best interests of the whole community.

5 Measuring Success

To understand and assess how successfully or otherwise the Implementation Strategy is achieving its objectives, a Benefits Realisation Plan will be prepared. This will include:

- expected benefits to be delivered by the implementation of the Precincts Master Plan
- key factors that will enable the achievement of the benefit
- means of measuring the success for each of the key factors
- parties accountable for the achievement of the key factors
- timeframes for measuring the success or otherwise of the benefit.

APPENDIX A – Council Response to Public Consultation

The following table includes Council’s response to community feedback on the Public Consultation Draft of the Precincts Master Plan, September 2019. This response was included in the Precincts Master Plan Consultation Report (FINAL207) adopted at the August 2020 Ordinary Council Meeting.

TOPIC	COUNCIL RESPONSE
Precincts Master Plan Generally	<p>Council will maintain commitment to the Precincts Master Plan, implementing the eight strategies over time subject to funding:</p> <ol style="list-style-type: none"> 1. Port Lincoln Foreshore – the premier destination for locals and visitors 2. Marina refresh 3. Wayfinding including CBD-Marina link 4. Streets for people 5. Targeted public realm improvements 6. Art and cultural framework 7. CBD urban renewal 8. Implementable projects that will make the difference city-wide. <p>Council’s response to community feedback is set out below against key focus areas or topics and indicates how Council proposes implementation in each respective area.</p>
Foreshore Precinct Generally	<p>Re-development of the foreshore, in particular upgrades to the Jetty Node, Town Jetty, Parnkalla Trail and sea wall, will remain the highest priority for future works planning.</p> <p>Requirements for current and future events will be incorporated in all foreshore design work, including provision of sufficient open space and services such as power, water and communications infrastructure.</p> <p>Provision of an enclosed and shaded playground to provide a safe place for families with toddlers will remain a requirement for the foreshore.</p> <p>Barngarla, Native Title and Aboriginal Heritage processes will be confirmed, and implemented where appropriate.</p> <p>The foreshore precinct will be expanded for the purposes of future project planning to incorporate the Parnkalla Trail extension to Axel Stenross Maritime Museum.</p>
Foreshore – Sports Node	<p>The layout of this node will require careful consultation with existing users and further planning to ensure any new or expanded elements do not preclude or significantly compromise existing uses.</p> <p>The plaza area at this node is to be trafficable by vehicles and flexible in its use, with any fixed elements not restricting ease of access for events and vehicles. The plaza need not be expansive and will be suitably sized to facilitate the desired ‘pop-up’ activation opportunities.</p> <p>Upgrading the toilet facilities and boat ramps to improve accessibility and</p>

TOPIC	COUNCIL RESPONSE
	<p>DDA compliance are both priorities for this node. Providing shelter, picnic and BBQ facilities as well as realignment of the Parnkalla Trail are also strong priorities, with more aesthetic handrails and improved coastal plantings.</p> <p>A half-court basketball court will be included somewhere on the foreshore, and ideally at this node if it can be suitably accommodated in a revised node layout.</p> <p>The ‘urban skate plaza’ proposed for this node will not be a traditional skate park, but rather skate-able street furniture and minor elements integrated in to the plaza aimed specifically at providing young children - who may find the main skate park daunting - a space to experiment.</p>
Foreshore – Reconciliation Plaza Node	<p>No change to node concept. Essential to the success of this node is a strong partnership and shared vision between Council, Barnjarla Determination Aboriginal Corporation who are the native title holders, the City of Port Lincoln Reconciliation Action Plan Working Party, and other relevant Aboriginal stakeholder groups. Input in design, artwork selection and interpretive content and messaging will be a key outcome of this partnership, ensuring the node is culturally relevant and makes a strong contribution toward reconciliation for the Port Lincoln community.</p> <p>The adjacent existing playground will remain until an alternate playground is constructed, however this will not inhibit progressing development of this node.</p>
Foreshore – Jetty Node	<p>As the natural energy centre of the foreshore, the vibrancy, quality of public realm and level of service offered at this node is pivotal for Port Lincoln. Detailed design and documentation of this node will therefore be prioritised including an upgrade of the town jetty’s capacity to better support tourism activities.</p> <p>Further design development will include the consolidated multi-purpose building for toilets, stage, etc. however adaptive reuse of the toilet structure will also be considered.</p> <p>Creation of a destination play space for children of all ages remains an objective for this node, however interactive play options other than water play will also be considered.</p> <p>Detailed design will include further targeted consultation with local traders and other major stakeholders. Aspects such as the quality of public realm, pedestrian and tourism experience will be balanced with access to adequate parking.</p>
Foreshore – Lewis St Node	<p>The terraced retaining wall structure in the transition between Tasman Terrace and the foreshore extending North of the Town Jetty is an important asset for Port Lincoln. Ensuring its ongoing structural stability for coastal protection, managing damage caused by Norfolk pine trees, as well as overall amenity for users of the Parnkalla Trail remain major priorities for Council.</p> <p>Widening and improving the Parnkalla Trail in this location will provide a significant benefit to all trail users. This will be included in the</p>

TOPIC	COUNCIL RESPONSE
	consideration of sea wall renewal where it can be accommodated.
Foreshore – Northern Gateway Node	<p>As outlined for the Lewis Street node above, Council’s priorities for this node include ensuring the ongoing structural stability of the sea wall for coastal protection, managing damage caused by Norfolk pine and Morton Bay fig trees, as well as overall amenity for users of the Parnkalla Trail.</p> <p>Council will also resume engagement with stakeholders regarding the Parnkalla Trail extension to Axel Stenross given the strong community support expressed.</p>
Marina Refresh	<p>An initial package of works for this precinct will include wayfinding signage, upgrades to form a recreational node, targeted consultation and traffic engineering to consider a one-way configuration of South Quay Boulevard.</p> <p>Council will engage with owners of vacant land to identify possible short term or temporary opportunities for car parking and landscaping improvements until the land is developed.</p> <p>A feasibility study and needs analysis including concept design will be commissioned by Council for the multi-user pontoon.</p> <p>Council will also lead a review of governance issues at the Marina with the tripartite agreement partners to identify opportunities for operational improvements, as well as asset renewal, in particular the service wharf.</p>
Marina Link-Way	<p>Nodal upgrades will be implemented at key intersections as route decision points between the CBD and Marina:</p> <ul style="list-style-type: none"> ▪ London/Stevenson ▪ Dublin/Stevenson ▪ St Andrews/ Stevenson ▪ Ravendale/Stamford/Marina Drive <p>In addition, regular wayfinding elements will be spaced between these nodes including minor art, signage and greening.</p>
Streets For People	<p>Council will establish a ‘Streets for People’ Task Force to develop a sensitive and progressive action plan for priority road network upgrades based on the principles and a review of the recommendations included in the ‘Streets for People’ strategy.</p> <p>The Task Force will consider how the quality of public realm, pedestrian and tourism experience can be balanced with a consideration of adequate access to parking and traffic flow. This will be achieved by considering parking quantity, location, duration, accessibility, enforcement and regulatory aspects. It will also consider means of improving the pedestrian experience including crossings and pedestrian safety, wayfinding, CCTV, lighting, traffic speed limits and the like.</p>
Public Realm Upgrade – Liverpool Street	<p>Council will continue engagement with DPTI on designs for roundabout upgrades with a focus on pedestrian and traffic safety.</p> <p>Council will also progress concept designs for the proposed Liverpool Street and Hallett Place streetscape upgrade in consultation with DPTI with</p>

TOPIC	COUNCIL RESPONSE
	<p>the aim of introducing trees, plantings and general improvements to the quality of public realm. Opportunities to engage with landowners regarding associated improvements to frontages and private open space will also be pursued.</p>
Public Realm Upgrade – Porter Street	<p>Design of works in Porter Street will be preceded by consultation with local retailers. Design will focus on refinements to limit any loss of car parks & to ensure the median strip provides for pedestrian safety but does not preclude accessing Plaza parks from the opposite side of the road.</p> <p>Porter Street is a DPTI road and any modification works proposed will require their agreement. DPTI are currently refining a design proposal for the intersection of Porter and Liverpool Streets to better manage freight transport. That work may impact any future designs for Porter Street between Liverpool and Edinburgh Streets.</p>
Public Art	<p>Progressively advance incorporation of public art within all precincts.</p>