



# Victor Harbor Town Centre Master Plan

May 06



## Final Report

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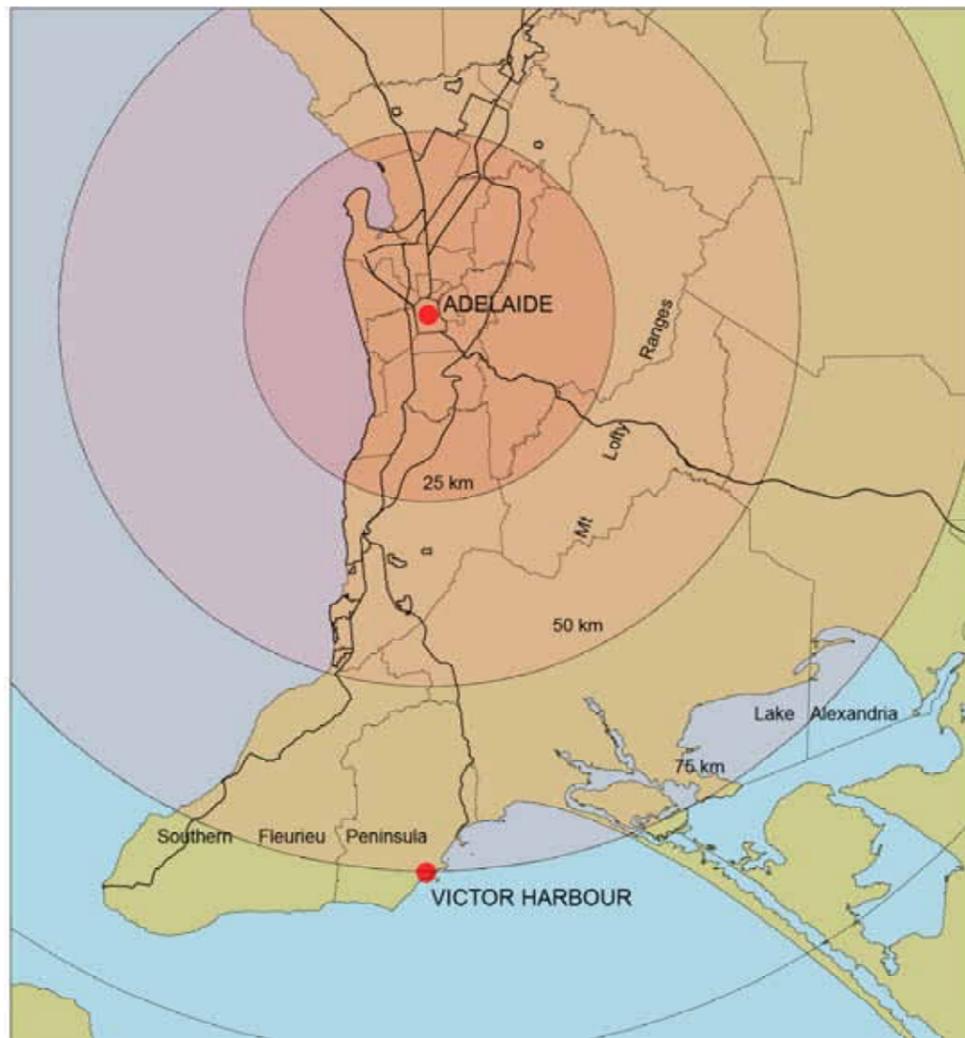
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## 1 Introduction



The City of Victor Harbor, in conjunction with Planning SA and the Places for People Program, has identified the need for an urban design strategy for the future development of the Victor Harbor Town Centre.

The purpose of the strategy is to:

- guide future development;
- set priorities for the provision of new infrastructure;
- establish a series of project initiatives in the form of a prioritised implementation and funding plan;
- position Council and the community to move with confidence into the next phases in the Town Centre improvement process.

Like many other important coastal towns in Australia, Victor Harbor is riding a wave of rapid residential growth and is the principal regional coastal town for the Southern Fleurieu. With a growth rate three times the State average Victor Harbor Town Centre does not have the strategic framework (infrastructure capacity and programs and policy) to respond to and manage this growth.

The Victor Harbor Town Centre needs a clear Master Plan for sustained growth. A Vision has been developed that builds on Victor's many strengths, sets clear performance targets and is sufficiently comprehensive to inform Development Plan amendments, specify a prioritised investment program for public infrastructure, identify private investment and development opportunities and improve the presentation and marketing of the Centre.

It is intended that this report will provide Council with strategic urban design guidance to assist it in the role of facilitating and managing development (both public and private) within the Town Centre in partnership with property owners and State agencies and ensuring this is sustainable into the future. To this end a detailed implementation strategy has been prepared identifying strategic goals and a set of key actions to deliver those goals over the next ten to fifteen year outlook.

The primary focus for the Master Plan is the sustained commercial and economic growth of the Victor Harbor Town Centre as the 'engine house' of the local economy.

Sustained growth can only be achieved through:

- building on local strengths (idyllic coastal setting, reputation as a visitor destination, growing local population)
- responding to the needs of a diversified and growing local community



- creating a fertile environment for local business investment and the creation of new jobs growth
- identifying specific investment opportunities and developing new attractions and visitor destinations
- creating an attractive, connected and accessible Town Centre

This report has been structured to present a progressive development of the master plan concepts and strategies from consultation and broad based analysis through to design concepts, action plans and responses to community feedback. The report includes the following components:

- **Analysis** – provides a detailed analysis of various aspects of the Town Centre e.g. built form, access and parking etc.
- **Consultation** – details the issues, opportunities, values and vision emanating from the initial consultation with stakeholders and the community
- **Urban Design Framework** – describes the Urban Design Principles that will drive the future design and development of the Town Centre
- **Master Plan** – describes the Master Plan design concepts and proposals through a set of strategic Goals focused on the economic, commercial and cultural development of the Town Centre
- **Development Opportunities** – highlights and describes the key private investment opportunities within the Town Centre in support of the Master Plan Goals
- **Managing and Facilitating New Development** – describes the actions and policy framework through which Council will manage and facilitate new development and private investment
- **Implementation Strategy** – provides a detailed and costed action plan for Council, Government and private investors focused on achieving the Master Plan Goals and Strategies over a 10 to 15 year program
- **Community Feedback** – details and responds to the community feedback and recommends the endorsement of the Master Plan for the purposes of the staged development and revitalisation of the Victor Harbor Town Centre.

QED Pty Ltd (project management, urban design, traffic and parking, urban planning and stakeholder consultation) has partnered with infrastructure company Kellogg Brown & Root Pty Ltd (civil engineering and support resourcing) to prepare this Urban Design Framework and Master Plan report to fulfil Council's strategic goals for the Victor Harbor Centre. The study team also includes Colliers Jardine Consulting Services (strategic property advice), Marijana Tadic (public art strategy) and Rider Hunt (cost estimates).

The study team strongly supports the key objective of the project Steering Group. That is, that Victor Harbor requires transformational improvement if it is to maintain and develop its status as a significant destination in South Australia and the regional economic focus for the Fleurieu Peninsula. The Victor Harbor Master Plan responds to the need for transformational change by establishing an action plan for sustained growth into the future built on the strengths of the present.

## 2 Analysis



### 2.1 Urban Form

Victor Harbor is largely made up of single story buildings with a gentle increase in height around the commercial centres of Ocean Street and Warland Reserve to two stories.

Most commercial development consists of finer grained, smaller buildings that offer a variety, texture and atmosphere to the streetscape. One notable exception to this is the Woolworths shopping centre which is a larger format development consisting of large, relatively featureless building surrounded by car parking.

Historically, residential developments have consisted of large single storey homes on substantial land parcels and this remains the dominant format. More recently, increased land values around the foreshore have seen a rise in the development of two and three storey medium density apartment and townhouse complexes, a trend which is expected to continue and will significantly alter the scale of built form around these areas in the coming decade.

Significant stretches of open space exist right along the foreshore that allows free access to the coast and creates an impressive and continuous foreshore reserve that wraps around the entire town centre. Significant stands of mature Norfolk Island Pines give a sense of height and majesty to the foreshore reserve and are a signature image for Victor Harbor.





## 2.2 Land Use

The study area has a dual role as a local village for residents and as a the premier visitor destination of the Southern Fleurieu, this has resulted in land uses within the study area being diverse, with a wide variety of uses being supported in a relatively small town centre environment.

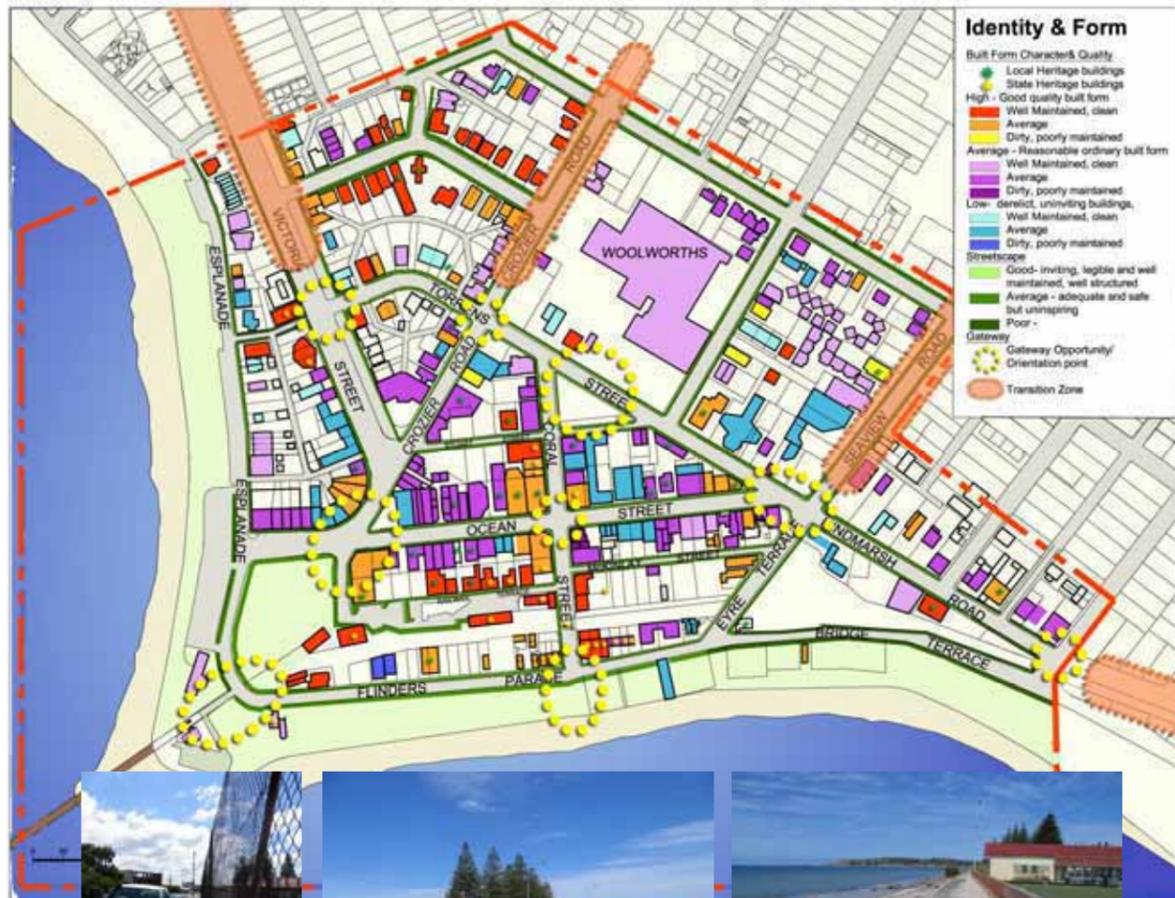
A pattern of higher intensity uses such as hospitality, speciality retail and professional offices are clustered around Ocean Street and Warland Reserve, this creates a bustling main street atmosphere and acts as a tourist drawcard. The proximity of these higher intensity areas to open space and tourist attractions such as the horse drawn tram, the whale tail and playgrounds creates a hub of activity during the summer season.

The northern portion of the study area is dominated by low density, traditional residential development and a large, internalised shopping centre servicing the community's everyday retail needs.

Land use along the main entry routes to the town centre, in particular Hindmarsh Road, is an uninviting collection of motor vehicle services, industrial and fast food premises. Victoria Street fares little better being a medley of 'back end' residential, professional and government services and a large caryard.

Large tracts of reserve along the entire foreshore service the town's recreational needs. These include passive open space, lawn bowls and clubrooms, tennis courts and clubrooms, playgrounds. Tourist attractions within the reserve include a horse drawn tram and terminus, a tram museum, whale museum, art gallery, mini golf and an outdated seasonal amusements area operating a variety of rides and sideshows aimed at younger children, however visitor attractions are not integrated and linkages between them are poor.





## 2.3 Identity and Form

### 2.3.1 Built Form & Heritage

Victor Harbor has an impressive array of both local and state Heritage buildings that give the town a unique character. Large sections of historical commercial streetscapes remain intact around Coral Street, Ocean Street and Railway Terrace giving the town historical ambience. Two large hotels with traditional balconied frontages present to Warland Reserve which supply a festive and engaging built edge to the open space.

Generally, the quality of more modern developments is average and has resulted in some incongruent additions to the streetscape. Overall the commercial buildings along Ocean Street are poorly presented and in need of upgrading and restoration.

Built form along the two main entrance roads of Hindmarsh Road and Victoria Street is inconsistent in its quality and presentation. This gives motorists an uninviting and confusing reception into the main commercial/ tourist areas.

Recent residential developments around the foreshore are moving away from the traditional single storey home to a higher density apartment/ townhouse style of dwelling. These developments usually have a high level of finish and are aimed at the upper end of the real estate market, however the bulk and scale of these developments has, and will continue to alter the traditional character of some of these areas.

### 2.3.2 Streetscape

Significant stands of mature Norfolk Island pine trees give the entire foreshore strip a unique seaside feel and provide an impressive and lofty framework to the beach. Streetscaping treatments throughout the rest of the area are discontinuous and haphazard with inconsistent tree planting, paving and street furniture.

Footpath quality and continuity is poor along the foreshore strip offering no continual seaside promenade. Footpaths throughout the rest of the study area, excluding Ocean Street are generally adequate and safe but offer little pedestrian amenity on the form of shade, width or aesthetics. Pedestrian linkages between key attractions and precincts are poor and confusing with insufficient directional signage and way finding mechanisms for visitors.



## 2.4 Street Life and Activity

Street life and activity can be broadly separated into two types, locals going about their daily business and visitor and tourist related activity.

The majority of day to day activity is focused around Ocean Street, a bustling traditional main street offering a number of services, speciality retail outlets and cafés and pubs. Some night time activity occurs around the Warland Reserve end of Ocean Street and around the Reserve itself where there is a concentration of café, take away and hotels that service the entertainment needs of both locals and visitors. Another hub of day to day activity is centred on the Woolworths shopping centre, however activity is largely internalised into the mall and limited to people moving from their vehicles into the centre.

Seasonal and tourist activity is generally concentrated along the foreshore around the various attractions and Warland Reserve precinct, with some spill into the Ocean Street retail areas and hospitality services clustered around Warland Reserve.





## 2.5 Traffic and parking

### 2.5.1 Transport Context

The City of Victor Harbor has prepared a Traffic Management Strategy and a Town Centre Traffic Management Plan concurrently with the Victor Harbor Town Centre Master Plan. The Traffic Management Strategy has

- Developed a road hierarchy for the City;
- Defined Local Traffic Areas for further study
- Defined a method for undertaking Local Area Traffic Management Studies
- Prioritised the Local Traffic Areas for study.

The Traffic Management Strategy indicated that the town centre was the highest priority for further study. The Strategy defined the road network using a two tiered road hierarchy consisting of a classical road hierarchy and a functional hierarchy including pedestrian, bicycle, public and community transport, freight, tourist and community access networks.

The Town Centre Traffic Management Plan provides a bridging of technical analysis between the Urban Design Framework and Master Plan phases of this project. Most importantly the Traffic Management Plan collected more detailed traffic data, pedestrian data, reviewed crash data and undertook a Network Road Safety Audit of the study area. The relevant sections from the Traffic Management Plan are discussed within the transport analysis of this report.

As part of the Town Centre Traffic Management Plan report traffic and pedestrian data was collected. The data is summarised in that report and discussed in more detail below.

### 2.5.2 Traffic Data

Generally the traffic speeds within the Town Centre are low. For example the 85th percentile speed<sup>1</sup> on Ocean Street is 28km/hr and on Seaview Road is 54km/hr. The only streets with an 85th percentile speed greater than the speed limit is Seaview Road (54km/hr) and Crozier Road (55km/hr). There is no traffic management reason to physically limit the speed of vehicles on other streets within the study.

The traffic volumes indicate that Ocean Street is the primary access into the town centre area east of Torrens Street. Victoria Street and Eyre Street are secondary access roads into the town centre area east of Torrens Street.

<sup>1</sup> The 85<sup>th</sup> percentile speed is the speed at which 85% of the vehicles are travelling at or below



Victoria Street is the major access out of the town centre east of Torrens Street. Eyre Terrace is the secondary access out of the Town Centre east of Torrens Street.

Seaview Road and to a lesser extent Crozier Road are access points to the town centre west of Torrens Street.

Hindmarsh Road/ Torrens Street/ Victoria Street (west) is the main arterial road link through the town centre carrying the majority of traffic.

None of the traffic volumes appear to be excessively high for the type of streets they are, Arterial Roads, Distributor Road, Collector Street or Local Streets within the town centre.

Based on a simple volume assessment there are no intersections that are operating close to capacity (typically capacity at a simple junction is reached when the sum of flows exceeds 1,500 vehicles per hour)

There has been very little change in traffic patterns over 7 years between the Traffic Management and Parking Study in 1999 and the preparation of the Traffic Management Plan in 2005. The changes that have occurred, it could be argued, are a result of the time of year when data was collected, random variations in motorists travel patterns and the completion of the Victor Harbor Ring Road (particularly for Crozier and Seaview Roads).

Generally traffic volumes were highest during the peak summer holiday weekends. The variations in traffic volumes between the peak weekends and other times relates both to the quantum of, and to changes in traffic patterns. Most noticeably is the decrease in traffic using the Esplanade and Flinders Street outside of peak weekends.

The differences between weekend and weekday traffic volumes relate to a change in traffic patterns rather than an overall increase or decrease in traffic volumes. The weekend traffic accesses the CBD along Victoria Street/ Torrens Street/ Hindmarsh Road while a more distributed pattern is observed during the weekday, i.e. using Seaview Road.

### 2.5.3 Pedestrian Data

The pedestrian data shows that there is a focus of pedestrian movement in the town centre east of Torrens Street with the highest concentration being at the Ocean Street/ Victoria Street/ Albert Place intersection.

There is a considerable change to the pedestrian movement recorded in the "tourist" section of the town centre, specifically Albert Place, The Esplanade and Flinders Street where the pedestrian volumes increase during the peak weekend by as much as 6 times.

Based on the pedestrian data recorded and on site observations pedestrian facilities should be improved at:

- The Ocean Street/ Victoria Street/ Albert Place intersection
- Flinders Parade/ Causeway
- Flinders Parade near the toilets.



#### 2.5.4 Parking

To determine the adequacy of the parking within the Town Centre a Spatial Information Model was developed using land use data collected by others and applying recognised parking demand rates. It should be noted that these rates represent the unconstrained typical weekly peak car parking demand for the different land uses. Where car parking demand is constrained a lower actual rate is anticipated, unfortunately there are no known guidelines for quantifying the constrained car parking rates.

The parking demand has been summarised for different times of the day as different land uses have different peak times, for example the Crown Hotel's peak period is in the evening while a retail shop has a peak period during normal working hours. As a result two models were developed, the first was during normal business hours and the second was during the evening. The resulting parking demands and comparisons with the current car parking provided for each block surrounded by public roads is shown in Appendix B. The results of this analysis are that during the day there is an undersupply of car parking in the area of Ocean Street and Albert Place. When adjoining blocks are considered the undersupply is most significant along Ocean Street. At night the undersupply only occurs in the area around the intersection of Ocean Street with Albert Place. When adjacent blocks are considered there is generally adequate car parking available for night time uses.

In summary, there is a requirement for more car parking to be provided in the area of Ocean Street and that any more development that occurs should be accompanied with a net increase in available parking so as not to increase the undersupply of car parking.

#### 2.5.5 Road Safety Hazards

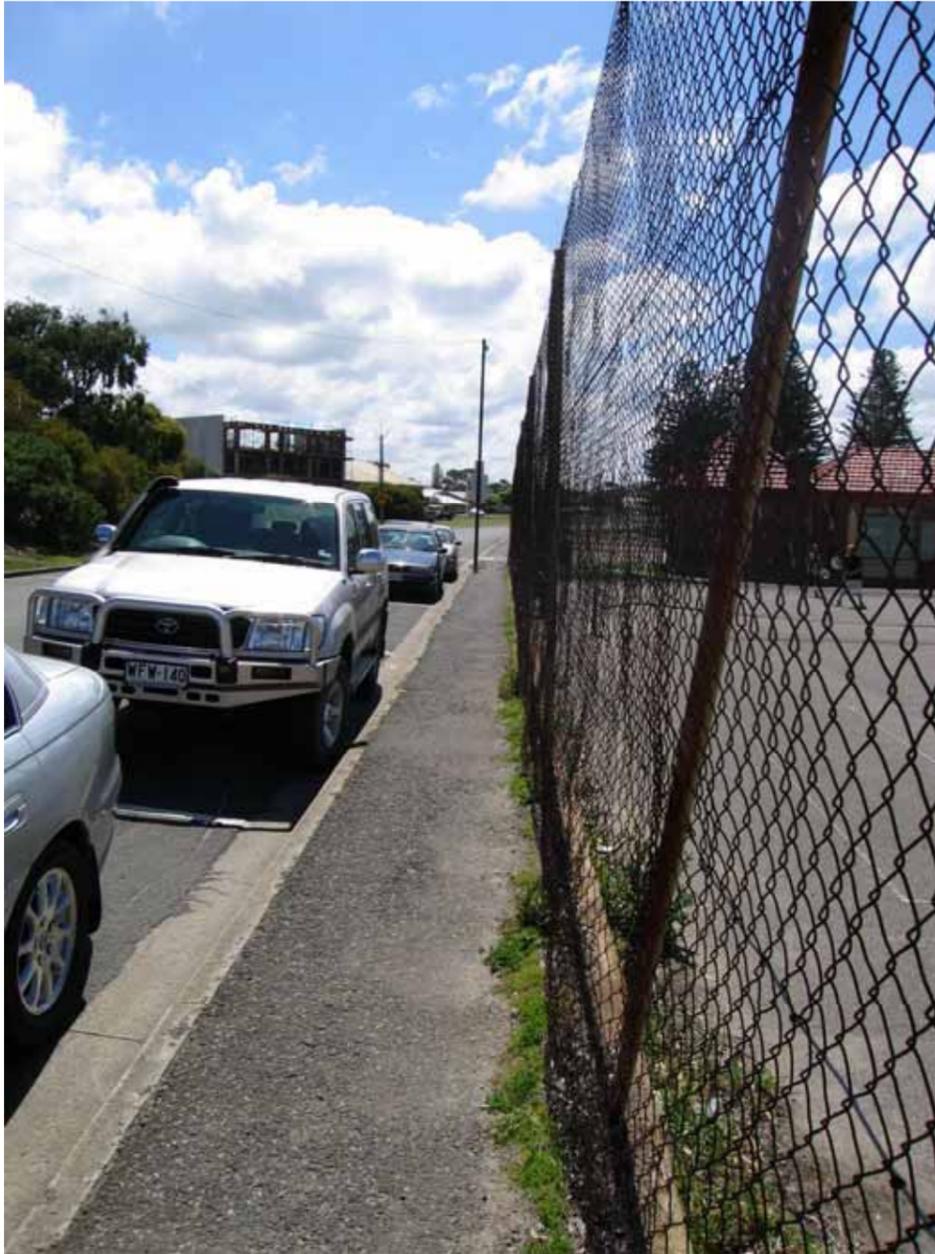
As part of the Town Centre Traffic Management Plan a Network Road Safety Audit was undertaken of the study area. In addition there was a more detailed audit of a number of locations with high hazard ratings or with high crash rates. The key road safety issues identified are both systemic though out the network and at specific locations as discussed below.

Systemic Road Safety Hazards are hazards that were noted at multiple locations and include.

- **Kerb ramps not to standard** – Most kerb ramps do not have tactile ground surface indicators as required under current Australian Standards. More importantly many of the kerb ramps are either too steep or lead pedestrians into traffic lanes or obstacles. It was also noted that there were no kerb ramps at some locations limiting the accessibility of the pedestrian network for people with any type of mobility difficulty. Previous studies undertaken by QED<sup>2</sup> indicate that as many as 20% of the population have some type of mobility impairment, be that using a pram, a wheelchair, walking stick or just having difficulty walking. The City of Victor Harbor has undertaken a

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Unley Pedestrian and Bicycle Plan, City of Unley, 2005



number of Disability Discrimination Act (DDA) audit projects which have identified actions for upgrading the footpath network including kerb ramps.

- **Lack of adequate footpaths** – Some of the roads within the study area have a footpath on only one side of the road, while others have no footpath. Given the intensity of the pedestrian movements in the town centre this is considered inappropriate.
- **Street lighting** – The street lighting is typically only at intersections on the local streets. This is a hazard for pedestrians walking along these streets at night and for vehicles where the road changes alignment.
- **Four way junctions** – there are a number of four way junctions under give way control. The intersecting roadways are often wide, typically over 9m wide which results in the give way sign being well to the left of the motorists field of vision.

There are a number of locations where specific intervention may be required to improve safety, the key locations include:

- **Hill Street, Torrens Street to Acraman Street** – two way road with high demand for parallel parking on both sides of the road resulting in a narrow traffic lane, less than 5.5m.
- **Esplanade/ Albert Place** – very wide junction that is difficult for pedestrians to cross and poorly delineated.
- **Albert Place/ Ocean Street** – very wide junction that is difficult for pedestrians to cross. Pedestrians are not encouraged to cross at refuge due to the glass panel fence around the Crown Hotel's outside dining
- **Coral Street/ Torrens Street** – intersection is at an acute angle resulting in some difficulty viewing vehicles to the right when exiting Coral Street. The roadway is wide. There is no sheltered right turn lane on Torrens Street and there is an entrance to the Woolworths shopping centre from Torrens Street close to the intersection resulting in an increase in conflicting traffic movements.
- **Crozier Street/ Stuart Street** – stop sign at the alignment of kerb rather than near the edge of the traffic lane. A stopped vehicle at this location has limited sight distance to approaching vehicles. Sight distance is improved if a vehicle moves forward to the edge of the traffic lane.
- **Crozier Street/ Torrens Street** – There have been a number of traffic accidents at this location although no fatalities. Sight distance is adequate, however some motorists may perceive that the site distance is not adequate. There are no right turn storage lanes on Torrens Street and no facility to assist pedestrians crossing the roads.
- **Ocean Street/ Coral Street** – raised plateau resulting in roadway and footpath being at one level. This generates confusion with pedestrians and motorists about who has right of way.
- **Ocean Street** – raised plateaus mid block that are seen by many pedestrians as safe crossing points. This causes confusion between motorists and pedestrians about who has right of way.



- **Torrens Street, between the Crozier Road and Victoria Street** – there is a slight kink in the road and there is a stobie pole close to the edge of the road at this kink that could be hit by vehicles that leave the road.
- **Torrens Street between Stuart Street and Ocean Street** – angle parking across reserve into private allotment resulting in vehicles reversing across footpath onto arterial road to exit the car parking spaces. This is a conflict location for pedestrians.
- **Flinders Parade** – pedestrian desire lines are from the Warland Reserve to the Granite Island Causeway and to the public toilets. The roadway at these locations is wide, greater than 9m wide.
- **Torrens Street/ Hindmarsh Road/ Seaview Road/ Eyre Street roundabout** – there have been a relatively high number of crashes recorded at this intersection, although no fatalities. The car park on the eastern side of Hindmarsh Road exits onto Eyre Terrace in close proximity to the roundabout. To cross Torrens Street pedestrians were noted to have to run or were delayed for a reasonable time due to the lack of adequate gaps in the traffic.
- **Eyre Terrace railway crossing** – the crossing is controlled by Give-way signs only, there are no gates as there are on Coral Street. There is no pedestrian maze on the south side of the road.
- **Bridge Street/ Hindmarsh Road** – the delineation of who has right of way at this intersection is poor due to the number of manoeuvres that can be undertaken at the intersection and the vertical grade over the railway line. The railway crossing is only defined by give way controls which adds to the confusion of this intersection.



### 3 Consultation

#### 3.1 Introduction

Consultation was rigorous and extensive, it included input from the Victor Harbor City Council, Steering Committee, key stakeholders, the residential community of Victor Harbor and non-resident ratepayers. The Stage One Consultation Process gave all stakeholders and members of the community the opportunity to contribute to the development of the Victor Harbor Town Centre Master Plan.

Consultation involved a range of activities leading to the preparation of a vision, values and key directions for the town centre that will underpin the master plan, including:

- SWOT analysis of the Victor Harbor Town Centre with the Steering Committee;
- Interviews with key business owners and stakeholders;
- Questionnaire to the local community and non-resident ratepayers (over 700 questionnaire were received from the community);
- Informal community design workshop (attended by more than 70 people);
- Two formal community workshops, in Victor Harbor and Adelaide (attended by more than 80 people);
- Liaison with the Ramindjeri and Ngarrindjeri Aboriginal Communities;
- Liaison with local and Adelaide based media;
- Ongoing use of Council's Web Page; and
- Ongoing liaison has been maintained with Council representatives.

This chapter summarises the key outcomes of the Stage One Consultation Process.

#### 3.2 Key Outcomes

The consultation process identified a range of values, issues, opportunities and vision concepts that were incorporated into the key directions and draft master plan.



### 3.2.1 Values

The values most often expressed by participants included:

- Natural;
- Heritage;
- Art and culture;
- Greenness;
- Parking;
- Retail;
- Tourist and Family attractions; and
- Youth facilities.

Some of the frequently occurring examples of values were:

- Seascapes, beach walks and peaceful areas;
- Avenues of trees;
- Open space;
- Granite Island and the Causeway;
- The Whale Tail;
- Public art and culture;
- Character and heritage;
- Railway station and trains;
- Amusements and family activities;
- Skate Park and youth activities; and
- Car parking.



### 3.2.2 Issues

A number of issues were identified, the most frequently raised included:

- Footpaths narrow, poorly maintained and need to be safe;
- Lack of signs to direct traffic and people;
- Continuous stream of traffic, traffic congestion;
- Major intersections confusing;
- Insufficient parking, including disabled parking;
- Poorly built and maintained buildings;
- City entrances unimpressive and unwelcoming;
- Few youth activities besides skate park;
- Need to protect heritage;
- High rise development detracts from City's charm;
- Don't want a second Gold Coast;
- Lack of 4 star accommodation; and
- Coast needs to be a town feature.

Many participants indicated that it is difficult for them to cross the road at the Torrens Street and Ocean Street intersection as pedestrians. The Crozier Road - Torrens Street and Eyre Terrace - Torrens Street intersections stood out as the most frequently identified difficult intersections for drivers to navigate. The intersection of Grantly Avenue and Hindmarsh Road (near the railway crossing) was also identified frequently as being difficult to navigate in a car.

### 3.2.3 Opportunities

Frequently mentioned opportunities included:

- Improve quality of footpaths and create walking paths connecting the town and the coast;
- Create more parking spaces near Coral Street;
- Remove parking meters from the foreshore;
- Maintain and strengthen the special characteristics, heritage and character precincts that make Victor Harbor (including keeping Railway Terrace as a heritage street);



- Performing Arts Centre (drama and music);
- Improve streetscaping of Flinders Parade and Bridge Terrace;
- Add more gardens to the formal Memorial Gardens;
- Extend the horse drawn tram into the Town Centre;
- Build a boardwalk along the foreshore;
- Market 'Winter in Victor' as temperate – not frosty and cold; and
- All weather heated swimming centre – to extend tourist season.

Of the visual opportunities presented, pictures of busy and active streetscapes stood out as by far the most popular of the ideas presented.

#### 3.2.4 Vision Concepts

The following words and phrases represented the top vision concepts from the visioning exercise in the formal workshops:

- Cultural excellence;
- Coastal views, beauty and character;
- Environmental and historical inheritance;
- Pedestrian environment and access;
- Streetscaping/landscaping;
- Integration/integrated;
- Future sustainability;
- Family friendly/welcoming;
- Relaxing/renewal/tranquil;
- Elegant/sophisticated/good design;
- Village atmosphere;
- Maintain tapestry and diversity;
- Foreshore/Warland Reserve;
- Accessibility from Adelaide;



- Community and cultural amenities;
- Tapestry and diversity;
- Character coastal/heritage;
- Exciting; and
- Economic sustainability.

### 3.2.5 Ways to Achieve the Vision

Priority actions suggested by key stakeholders and the community have been grouped under Management; Project Based Ideas; and Quality Design Outcomes. Key actions are summarised below.

#### Management

- Commitment be made to realize the master plan;
- Co-ordination (between all levels of government);
- Access to money to implement plan ; and
- Community support and ownership/pride incentives.

#### Project Based Ideas

- Town/Village Square development;
- Develop foreshore (as a community space);
- Develop a cultural centre;
- Introduce a coastal promenade;
- Introduce a one way road and angle parking (Flinders parade);
- Provide more parking;
- Move train turntable or link by signage; and
- Switch over pay parks and market lawn.



#### Quality Design Outcomes

- Traffic (cars) not to play dominant role in CBD;
- Maintain, enhance and reinforce existing assets (i.e.. heritage, character & nature);
- Quality (exciting) public space;
- Lifting business standards especially in prominent areas;
- Preserve and enhance inheritance; and
- Set design guidelines.

## 4 Urban Design Framework



### 4.1 Introduction

The primary urban design recommendations of this report are conveyed in two parts, an Urban Design Framework which is the subject of this section and a Town Centre Master Plan which is described in the following section.

The Urban Design Framework provides the high level strategic directions that will guide the approach to the future development of the Town Centre and is described as a set of Urban Design Principles.

The Master Plan takes the guidance provided by the Urban Design Principles to create specific urban design concepts and investment opportunities focused on achieving a set of strategic Goals for the Town Centre. These take the form of concept designs for the redevelopment of the foreshore, the creation of new attractions and destinations, improvements to the pedestrian network and street environment, an access and parking strategy and proposals for an investment in and commercial redevelopment of key properties.

### 4.2 Urban Design Principles

To define the key directions for the Urban Design Framework ten Urban Design Principles are proposed. The Principles are intended to address the key issues and opportunities that are described in the Analysis section and that emerged through the preliminary stakeholder consultation processes. For each Urban Design Principle a simple graphic image has been prepared to convey the design intent of the strategy.

The Urban Design Principles are:

**Principle 1: Welcome and guide visitor**

**Principle 2: Develop and active, sustainable and iconic foreshore**

**Principle 3: Connect the town to the foreshore**

**Principle 4: Develop visitor destinations and activity nodes**

**Principle 5: Create a walkable and attractive town**

**Principle 6: Create easy access and convenient parking**

**Principle 7: Differentiate the roles of the Town Centre**

**Principle 8: Activate key edges and create night time nodes**



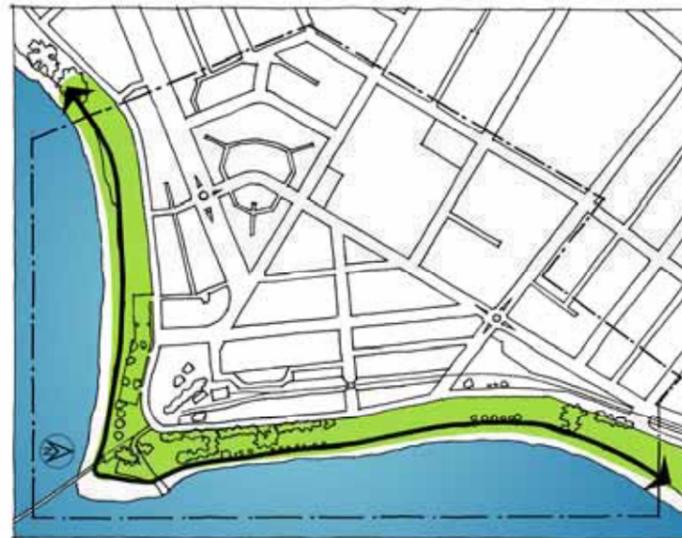
**Principle 9: Reinforce the existing urban form**

**Principle 10: Establish the Town Centre as the cultural focus of the region**

The following pages describe the intent of each Urban Design Principle.



Principle 1: Welcome and guide visitors



Principle 2: Develop an active, sustainable and iconic foreshore

#### 4.2.1 Principle 1: Welcome and guide visitors

For most visitors to Victor their first experience of the town is from the lookout at the top of Hindmarsh Road. The town centre nestles into the small promontory that links across to Granite Island via the causeway. It appears an idyllic coastal setting.

Unfortunately the actual arrival experience along Hindmarsh Road and into Torrens Street does not fulfill the promise of the first glimpses of the town. The arrival points are unclear, the streetscape quality is poor and, apart from some isolated examples, the general presentation of buildings and businesses is inconsistent and lacking interest.

The purpose of this first Principle is to emphasise the need for a positive and welcoming experience for visitors. It is also critical the key orientation points at Grantley Avenue, Eyre Terrace, Crozier Road and at Wills Street along Victoria Street, provide clear direction to the key elements of the Town e.g. the foreshore, parking, shopping and visitor destinations.

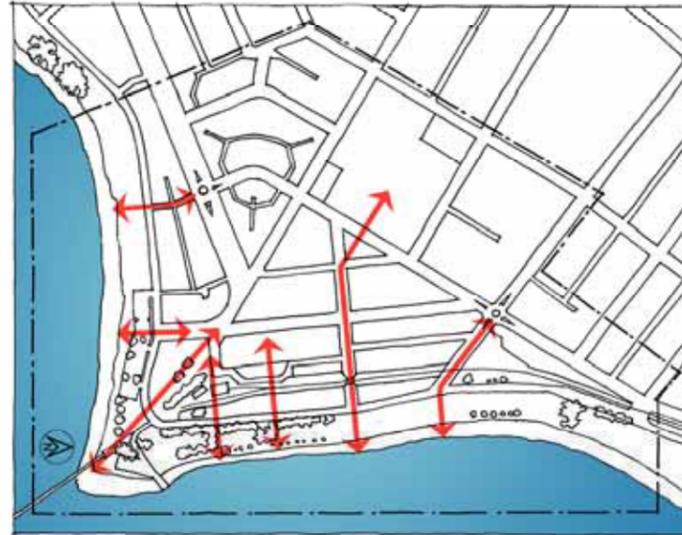
Design elements such as streetscaping, signage, lighting and artworks will play an important role in making the arrival experience welcoming, positive, informative and uniquely 'Victor Harbor'.

#### 4.2.2 Principle 2: Develop an active, sustainable and iconic foreshore

The design team is of the view that Victor Harbor's greatest asset is the foreshore environment and the link to Granite Island. This is what makes Victor a unique destination within the southern Fleurieu Peninsula.

The foreshore has many strong features but overall it lacks a consistent and integrated presentation theme, the pedestrian environment and pedestrian accessibility are poor and apart from the horse drawn tram, the visitor environment lacks interest and requires new attractions.

Principle 2 calls for the reinterpretation of the foreshore environment, building on its strengths to create an iconic and memorable experience for visitors and locals. A continuous dual use pedestrian/cycle promenade is proposed for the full length of the foreshore connecting the town centre to adjacent coastal areas



Principle 3: Connect the town to the foreshore



Principle 4: Develop visitor destinations and activity nodes

#### 4.2.3 Principle 3: Connect the town to the foreshore

Despite the fact that Victor Harbor has Encounter Bay on two sides of the town centre, it is possible to stand in Ocean Street and not be aware that the sea is only 120 metres away.

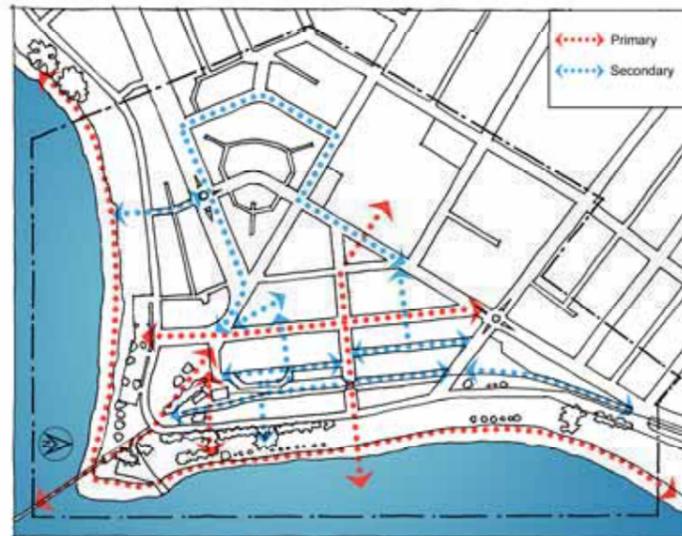
Principle 3 seeks to re-emphasise the connection of the town centre to the foreshore through improved pedestrian access, framing and re-establishing vistas and the activation of the town 'edge' that faces the coast with cafes, hospitality venues, visitor attractions and accommodation.

#### 4.2.4 Principle 4: Develop visitor destinations and activity nodes

While Victor Harbor town centre has well recognised draw cards (the horse drawn tram and Granite Island) it lacks a sense of place and suffers from a lack of integration of key attractions. In addition, the progressive development of the Victor Central Shopping Centre has robbed Ocean Street of its former status as the retail and commercial focus of the town.

Principle 4 seeks to create new settings for existing attractions, develop new destinations and integrate one attraction with the next to create a network of activity nodes and destination precincts which provide the primary focus for visitor interest.

This Principle also seeks to encourage a new level of private investment into key commercial and retail nodes such as Ocean Street and Coral Street to reinvigorate these precincts with increased activity, day and night.



Principle 5: Create a walkable and attractive town



Principle 6: Create easy access and convenient parking

#### 4.2.5 Principle 5: Create a walkable and attractive town

Walking and cycling are increasingly popular activities for visitors and locals alike. However, the pedestrian and cyclist environments in Victor Harbor are poorly connected, lack amenity and are potentially unsafe.

Principle 5 calls for an integrated network of high amenity pedestrian and cyclist paths. These will be established by creating a foreshore promenade and a railway promenade, improving the existing street network, introducing new pedestrian crossings and establishing new secondary pedestrian connections between destinations and activity nodes. Improved signage, walking trail interpretation and lighting are also envisaged

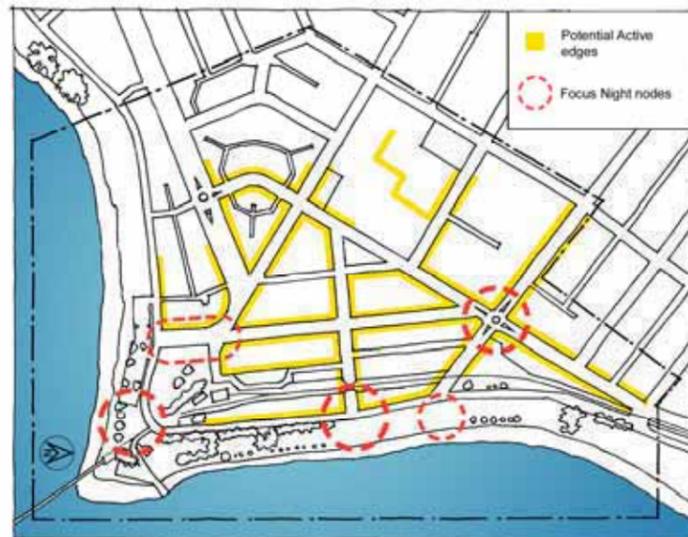
#### 4.2.6 Principle 6: Create easy access and convenient parking

Victor Harbor town centre can be a confusing place to access and a frustrating place in which to find a car park, particularly in the peak summer period. It is common for visitors to find themselves drawn into Ocean Street as a natural entry point but then, without having found a park or identified where the key activities are, find themselves driving back out of town.

Principle 6 seeks to make Flinders Parade the primary arrival experience for visitors by directing them off Hindmarsh Road at Grantley Avenue or Eyre Terrace. From Flinders Parade visitors can be directed to new multi decked parking in McKinlay and Stuart Streets or continue south to be provided with an initial experience of the primary destination precinct after which parking can be found. The access strategy also seeks to make this primary visitor destination precinct (refer Principle 7) a pedestrian priority zone.



Principle 7: Differentiate the roles of the Town Centre



Principle 8: Activate key edges and create night-time nodes

#### 4.2.7 Principle 7: Differentiate the roles of the Town Centre

The Victor Harbor town centre is both a local village and the major visitor destination of the southern Fleurieu Peninsula. It also has a clearly defined character residential precinct and business precincts along its access corridors.

Principle 7 suggests that the future planning of the centre needs to acknowledge these differing roles through such mechanisms as:

- development policy amendments
- the management of access and parking
- the establishment of integrated pedestrian precincts in the visitor areas
- the design of the public realm

#### 4.2.8 Principle 8: Activate key edges and create night-time nodes

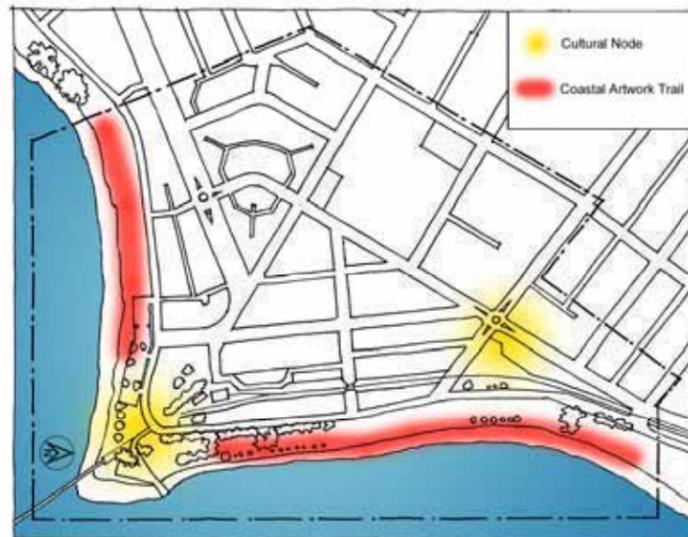
Activated street frontages are achieved where there is a high proportion of building frontages that trade directly onto the street through cafes frontages, engaging window displays and animated and interesting building form. Active street frontages are what make good towns interesting and safe places to visit and in turn attract more activity.

Similarly, an over emphasis on internalized arcade based shopping can sap the pedestrian activity from the streets and create lifeless town centre environments. These are particularly important concepts for Victor Harbor given its status as a visitor destination.

Principle 8 seeks to encourage active street environments and foreshore edges as well as focused night-time nodes (clusters of night activity) to ensure vibrant street-life is maintained both day and night. Care will be required in the planning for noise conflict between residential and non-residential land uses.



Principle 9: Reinforce the existing Urban form



Principle 10: Establish the Town Centre as a cultural focus for the region

#### 4.2.9 Principle 9: Reinforce the existing urban form

Part of Victor Harbor's special character is the structure and grain of its urban form, displayed through:

- the distinctive coastline
- the promontory location of the centre
- the irregular road pattern
- the broad and continuous foreshore park
- the dramatic stands of Norfolk Island Pines.

Principle 9 seeks to give strength to these distinctive features through:

- juxtaposing the alignments of key axes and creating an integrated approach to the foreshore landscape
- encouraging a strong built edge to the foreshore and reinforcing the primary and secondary road pattern through streetscaping schemes

#### 4.2.10 Principle 10: Establish the Town Centre as the cultural focus of the region

Victor Harbor is the largest community in the southern Fleurieu Peninsula and one of the fastest growing towns in South Australia. It also has a diverse cultural history and an active cultural community.

Principle 10 highlights an opportunity to celebrate the Aboriginal and European cultural heritage of Victor Harbor through an integrated public art and cultural development program for the town centre that would see it become the cultural focus for the region. Features of the strategy would include a new cultural centre, a major public art program, a Victor Harbor sculpture prize and a cultural events program.

## 5 Master Plan



### 5.1 Introduction

The key words Victor Harbor Council used in defining its objectives for this project are 'transformation' and 'significant improvement'. The study team endorses this transformational approach and it is clear from the stakeholder consultation processes that the community recognises the need for change and improvement, albeit built around Victor Harbor's existing strengths.

The Urban Design Principles detailed in the previous section establish the key directions this transformational change needs to take. This section describes, in the form of a Master Plan for the town centre (refer to the following page), the specific urban design concepts that have been created in response to these strategic directions.

The primary design themes that provide a consistency of interpretation across different aspects of the Master Plan are as follows:

- The overall level of presentation of the town centre will be improved through consistent streetscaping
- A series of activity nodes and destination precincts will be created to focus visitor activity
- European and Aboriginal Heritage will drive the cultural themes within the design concepts
- Public-Private partnerships will be created by matching public realm improvements with suggested development opportunities
- Landscape themes will build around the retention and reinforcement of the large stands of Norfolk Island Pine and the use of palm trees as highlight coastal plantings
- An integrated approach to materials and street furniture will be developed
- Environmental sustainability will guide design choices





## 5.2 Master Plan Goals

The key outcomes of the Master Plan are described by the following strategic Goals. The Goals respond to the directions provided by the Urban Design Principles and establish a compelling and focused vision for the future commercial and cultural development of the Town Centre.

**Goal 1:** A clear sense of arrival and orientation for visitors

**Goal 2:** Memorable visitor destinations that set Victor Harbor apart

**Goal 3:** An active, sustainable and iconic foreshore

**Goal 4:** An accessible and convenient town centre

**Goal 5:** A walkable and attractive place

**Goal 6:** A commercially vibrant and attractive shopping and business centre

**Goal 7:** A regional focus for cultural activity and expression

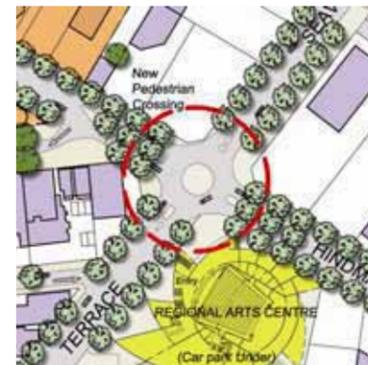
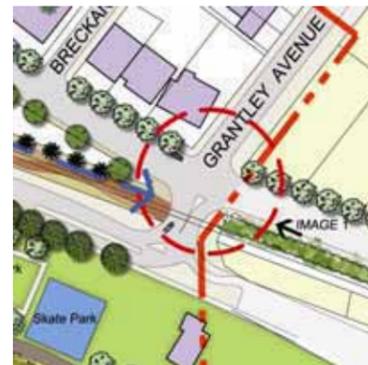
**Goal 8:** A policy framework that facilitates the achievement of the Urban Design Framework

These Goals also form the basis of the Implementation Strategy detailed in Section 8.



Image 1 - After – View of proposed Hindmarsh Road entry statement

Before – View of existing Hindmarsh Road streetscape



### 5.3 Goals and Strategies

#### 5.3.1 Goal 1: A clear sense of arrival and orientation for visitors

##### Strategy 1.1 Establish key entry gateways into the Town Centre

Entry gateways are proposed at the following intersections:

- Grantley Avenue - Hindmarsh Road
- Seaview Road – Eyre Terrace – Hindmarsh Road – Torrens Street
- Torrens Street – Crozier Road
- Victoria Street – Torrens Street

The key elements of the gateways will be:

- New sculptural welcoming signs
- Specialised entry paving to footpaths incorporating pavement art
- New street lighting poles incorporating banner displays for special events promotions
- Undergrounding of power cables
- Street tree planting

To provide an indication of the impact of this approach a preliminary sketch has been prepared for the entry gateway at the intersection of Grantley Avenue and Hindmarsh Road (refer to image opposite).



Image 1 - After – View of proposed Hindmarsh Road entry statement

**Strategy 1.2 Develop the Victoria Street/Torrens Street/Hindmarsh Road Boulevard**

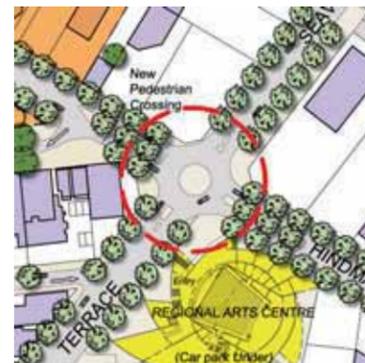
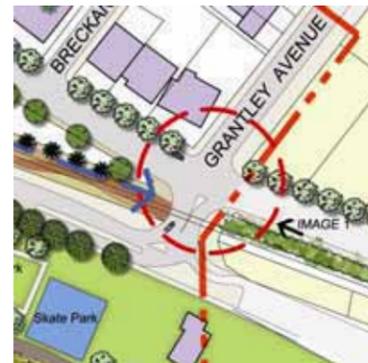
To continue the theme established in Strategy 1.1 an integrated streetscaping program for the main entry thoroughfare through the town centre is proposed. Currently the presentation of Hindmarsh Road and Torrens Street is patchy, inconsistent and unattractive. Streetscaping incorporating new paving, street trees, improved lighting and the undergrounding of power, is an effective way to create a consistent welcoming theme along this main access corridor.

**Strategy 1.3 Develop an integrated direction signage system**

An integral part of the streetscape branding of the town centre is the implementation of an integrated signage system. The direction system would incorporate the following features:

- Assist with 'way finding' and orientation of visitors
- Provide directions to the key destinations, attractions and activities in the town centre
- Provide interpretation and story telling at key sites and points of interest
- Provide consistent branding of the town centre within the public realm

Before – View of existing Hindmarsh Road streetscape





### 5.3.2 Goal 2: Memorable visitor destinations that set Victor Harbor apart

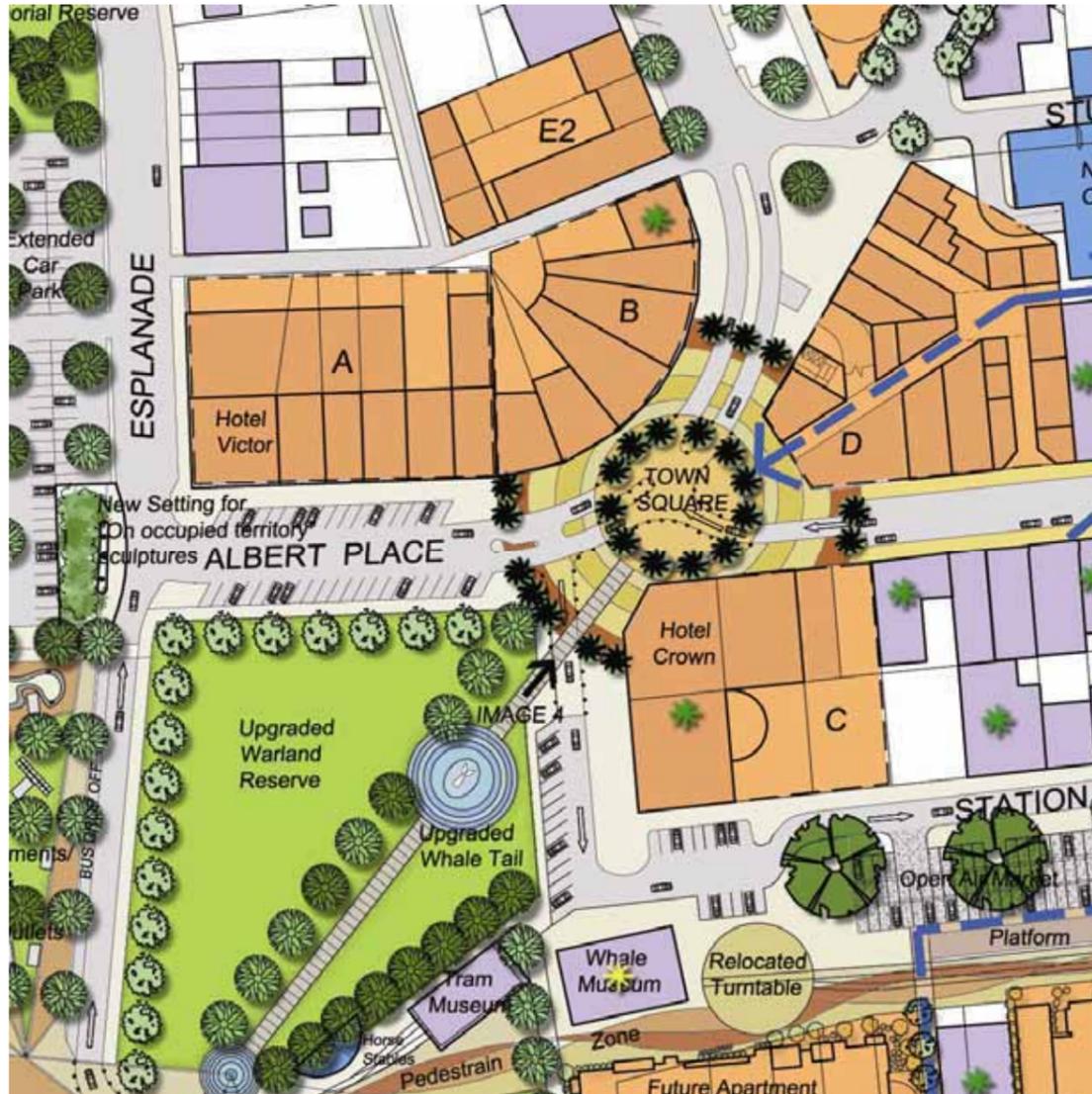
The primary purpose of this Goal is to create a set of 'must see' visitor destinations that people tell their friends about. That means:

- They build on and better integrate the recognised Victor Harbor icons – 'Granite Island', 'Horse drawn Tram'
- They have broad appeal, including for children and families
- They are linked to a program of changing events
- They are iconic and distinctively 'Victor Harbor' in nature
- They generate a sense of quality and authenticity
- They integrate passive and active components
- They capitalize on the opportunity to combine coastal views with hospitality venues and cafes

Four linked destination precincts are proposed

- 'Town Square' and Warland Reserve Environs
- 'Victor Promontory' (incorporating the Horse Drawn tram and Causeway)
- 'Station Square' (incorporating Railway Terrace)
- 'Anchorage Gardens' and the Pedestrian Jetty Environs

Each precinct will be themed and create its own distinctive character but will be easily accessed from the adjacent precincts and combined create the primary focus for visitor and tourist activity.



**Strategy 2.1 Develop and implement the 'Town Square' concept and Warland Reserve upgrade**

The intersection of Albert Place, Ocean Street, Victoria Street and Crozier Road is one of those interesting and special places in Victor Harbor which is currently not fulfilling its promise. The wonderful curved, heritage facades running around Albert Place, the corner locations of the Crown and Victor Hotels and the close proximity of Warland Reserve create a special juxtaposition of elements.

Unfortunately the place is dominated by the motor vehicle, lacks a visual anchor and a sense of enclosure and some of the adjacent buildings make a negative contribution to the space. It is a perfect opportunity for a significant partnership involving major capital improvements in the public spaces and a matching investment in all of the adjacent private properties.

The concept of a 'Town Square' is proposed at this location generated by the overlay of a concentric circular paving layout to form 'gateways' into each of the adjacent streets. An inner circular of tall Washingtonia palms frames the central space which is in turn ringed by lower Canary Island palms. The central circle will also act as a 'barn dance' pedestrian crossing which will stop all traffic and allow pedestrians to cross in any direction within the circle (refer to the images on this and the following page).

Distinctive concentric patterned paving, street furniture and lighting will all assist in creating a meeting place and a central focus for pedestrian activity in the town centre. Creating a major new visitor magnet at the southern end of Coral Street will also assist in regenerating this important but tired 'mainstreet' environment.



Image 4 After – View of proposed 'Town Square'

Before – View of existing Intersection



The centre of the Town Square aligns exactly with the existing pathway through Warland Reserve and will thus connect the Town Square to the 'Whale Tail' fountain (with new setting) and then through to the new 'Victor Promontory, Causeway entrance and amusement areas. Effectively all the existing features will be linked as one visitor destination precinct. New planting and streetscaping at the edges of Warland Reserve and within Albert Place will assist in creating an integrated event space and major attraction.

Critical to the success of this concept will be the redevelopment, and in some cases the restoration, of adjacent properties. This matter is discussed in some detail in Section 6 Development Opportunities, but of particular note here is the redevelopment of strategic Site D which is an amalgam of separately owned properties but which has the potential to create a consolidated site for a major new mixed use, landmark building within this part of town.

The ground floor of the building would be cafes and retail outlets linking through to the existing arcade and a new decked car park in Stuart Street. Above there is potential for well positioned apartments, visitor accommodation or even commercial offices.



**Strategy 2.2 Develop and implement the 'Victor Promontory' and Flinders Parade concepts**

Complementary to the 'Town Square' precinct is the 'Victor Promontory' which involves a complete redesign of the intersection of Warland Reserve and adjacent car park, the Causeway connection and Flinders Parade, linking this area through to the foreshore area and the beach.

Currently dissected by Flinders Parade, access roads, the boat ramp and the associated car park, this area appears disjointed and lacks any a sense of place or amenity. A transformational redesign of this pivotal location is proposed incorporating:

- the realignment and transformation of Flinders Parade as a one-way, slow speed local access road passing through an integrated pedestrian zone
- the redesign and partial relocation of the existing Warland Reserve car park (similar capacity) further west
- the development and upgrading of the amusements, rides and food concessions area within the former Warland Reserve car park but with the food outlets adjacent to an upgraded horse drawn tram stop
- relocated and improved horse stables and viewing area
- the relocation of the existing boat ramp to a more appropriate location along the foreshore area
- a formalized tourist bus set down and short term parking area
- the creation of a themed and iconic 'whale bone' water sculpture and play area with specialized lighting effects providing a major public attraction and meeting place that will be animated the year round
- interpretative artworks
- the 'Promontory Outlook'
- feature paving lighting and furniture
- extended and rejuvenated coastal planting and dune environment wrapping around the promontory
- redevelopment of the information centre, café and mini golf to incorporate the horse drawn tram ticketing/retail and first floor restaurant with views out to sea and back into the promontory





Image 3 - After – View of proposed 'Victor Promontory'

Before – View of existing reserve and fairground



The inspiration for the graphic and iconic urban design concept for the Promontory has been the interplay of the European and Aboriginal stories linked to the location. The design team has consulted with representatives of the Ngarrindjeri and Ramindjeri communities and understands the importance of this part of the coast in the Ngurunderi dreamtime.

Ngurunderi is the all powerful ancestor of the local Aboriginal communities and his dreamtime story traces his journey down the Murray River into the Coorong and back around the coast to Kangaroo Island. According to the story it was around about Encounter Bay where he rested on his journey and created fishing grounds and islands, such as Granite Island, Pullen Island and Wright Island, with a swing of his club.

It is also along this coastline on Monday 8 April 1802 that the British explorer Matthew Flinders and the French navigator Nicolas Baudin met unexpectedly in the waters off Encounter Bay near Victor Harbor.

The interplay between these two stories are metaphorically captured in the intersection of two axes - the causeway axis represents the European story and the extension of the 'whale tale' path represents the swing of Ngurunderi's club as he creates fishing grounds (the blue concentric paving patterns of the 'whale bone' sculpture) and islands (a large granite rock in the head of the club – lookout platform).



**Strategy 2.3 Develop and implement the 'Station Square' and 'Railway Promenade' Concepts**

The Railway Terrace environs is one of those special places in Victor Harbor but one that is often missed by visitors because it is not easily accessed from adjacent areas and is poorly connected to Ocean Street and the foreshore areas.

Sometimes used as an open air market, the existing road pattern and poor paving and drainage limit the usability of the space for similar activities and public events.

It is proposed that this area, Station Square, be redesigned and reformatted to improve it as a pedestrian space, an event venue and a heritage precinct and to improve access and parking. Key features of the proposal include:

- an improved road pattern so as not to cut across the Station forecourt but maintain a low speed environment
- a revised parking layout, at grade and integrated into the pedestrian areas to allow for the parking to closed off at times when the space is used for markets and public events
- the relocation of the railway turntable into the area just north of the Whale Museum to create a new visitor attraction alongside the station
- the removal of un-required rail lines and the creation of a new pedestrian zone south of the station connecting Station Square to the Victor Promontory. The alignment of the rail lines will be represented within the new paving.
- the protection and integration of the existing Fig trees
- improved pedestrian accessibility
- feature paving, lighting and street furniture
- an improved setting for the station building and other heritage buildings
- the investigation of potential commercial uses of the station building
- the creation of a palm lined Railway Promenade linking Grantley Avenue to the station. The tall line of Washingtonia palms, which have a strong historic link with railway infrastructure in South Australia, will be seen from all parts of the town centre and will also create an orientation feature
- the creation of a 'gravel works' sculpture using different coloured ballast gravels to create interesting patterns along the rail corridor
- the Railway Promenade and the Gravel Works will transform an eyesore into a new feature



**Strategy 2.4 Develop and Implement the Anchorage Gardens, Pedestrian Jetty and Bowling Club environs concepts**

Coral Street is one of the primary vistas in Victor Harbor. Lined with State listed heritage buildings Coral Street connects Grosvenor Gardens, to Ocean Street, to the rail line and through to the foreshore. Unfortunately, this important axis terminates in a rather uninspired manner and is partially block by the intrusion of the southern bowling greens of the Victor Harbor Bowling Club.

It is proposed that a comprehensive redevelopment of this part of the foreshore, 'Anchorage Gardens', be undertaken including the following elements:

- a new 'Palm Plaza' and amphitheatre terminating Coral Street vistas and creating a new meeting place and event space
- the Anchorage Jetty, a pedestrian, non-commercial jetty interconnecting with the foreshore promenade and 'Palm Plaza'
- feature paving, lighting and street furniture
- interpretative art works
- the redevelopment of the Victor Harbor Bowling Club including:
  - reformatted greens
  - new club rooms (potentially shared with a related club)
  - new beach side café and outdoor dining decks
  - new off street parking



Image 2 - After – View of proposed Anchorage Garden and seaside promenade



Before View



### 5.3.3 Goal 3: An active, sustainable and iconic foreshore

#### Strategy 3.1 Develop and implement a continuous Foreshore Promenade

It is clear from the consultation process that one of the most popular recreational activities in Victor Harbor is walking along the foreshore. Currently this can be a very difficult process with the existing foreshore path being incomplete, too narrow or in a poor state of repair.

A wide, shared use Foreshore Promenade is proposed for the full length of the town centre foreshore area connecting to adjacent beaches and linking into the Victor Promontory. The features of the promenade will include:

- integrated walkway and cycle path
- feature pavement and boardwalk elements
- feature lighting and street furniture
- themed interpretive artworks
- beach access and rest areas
- rejuvenation of coastal vegetation and dune structures
- linking into regular destination points e.g. Promontory, Anchorage Gardens, Bowling Club Café, Anchorage Jetty



**Strategy 3.2 Redevelopment of the Soldiers Memorial Gardens and Soldiers Memorial Reserve**

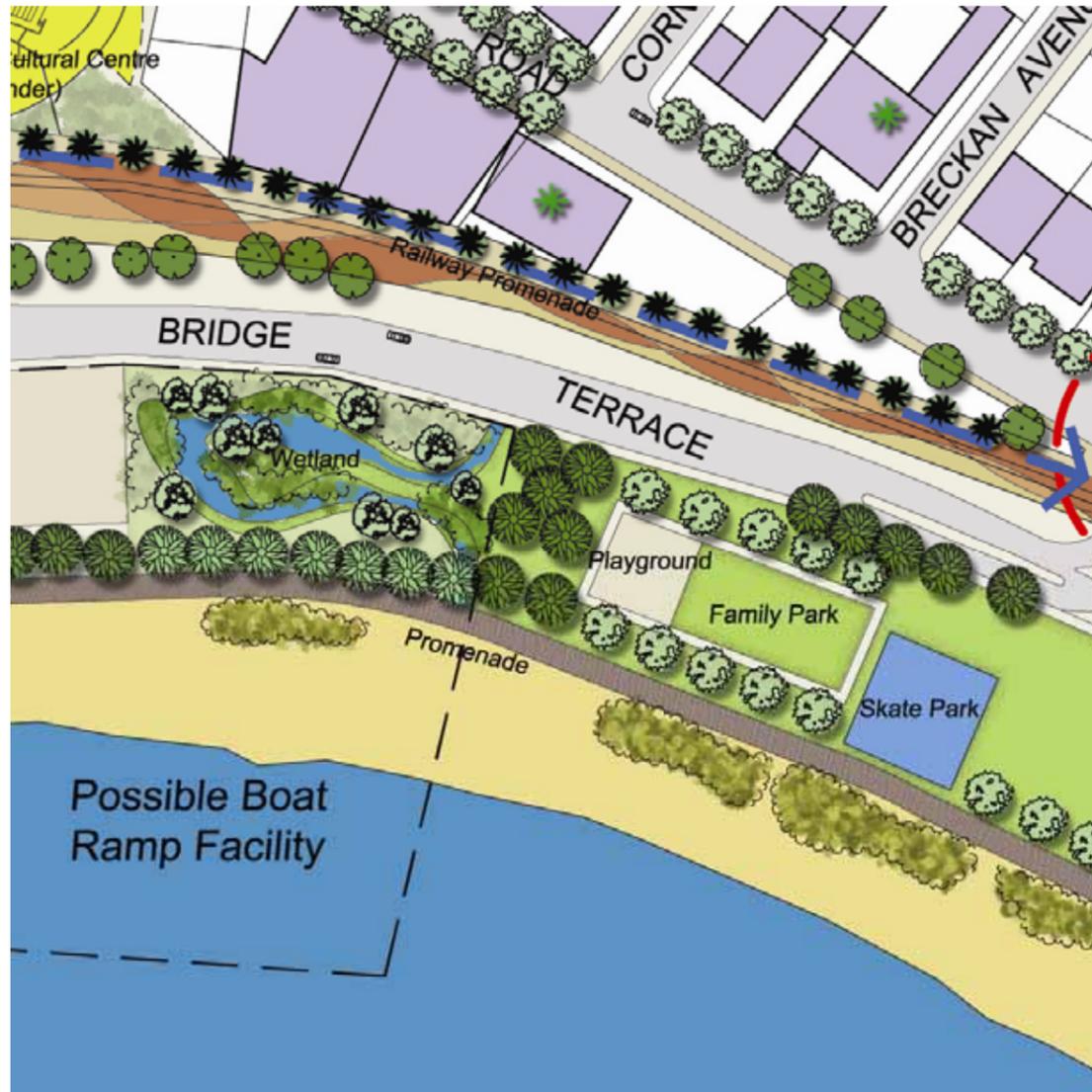
Two existing memorial parks are incorporated within the foreshore open space areas. Of particular note are the Soldiers Memorial Gardens which form one of the largest, lawned open space areas in Victor and in their heyday provided a spectacular floral display.

With the Norfolk Island Pines now in a mature state maintaining a floral display will not be practical. However, it would be possible to re-establish the formal structure of the former gardens layout by using coastal and native plants of varying colours and textures to recreate floral patterns of yesteryear.

The key features of this proposal are:

- reinterpretation of original formal garden designs
- formal paths layout and decorative gardens
- feature paths, lighting and furniture
- reinterpretation and improvement of the settings of the soldiers memorials in consultation with key stakeholders





**Strategy 3.3 Redevelop family parks centred on Grantley Avenue (skate park) and Wills Street**

Victor Harbor is recognised as a regular family destination for both visitors and the local community and it is therefore essential that family accessibility is maintained despite the transformational changes that might occur in future.

To this end it is proposed that existing family based foreshore parks at Grantley Avenue and Wills Street be upgraded. The key elements of these changes will include:

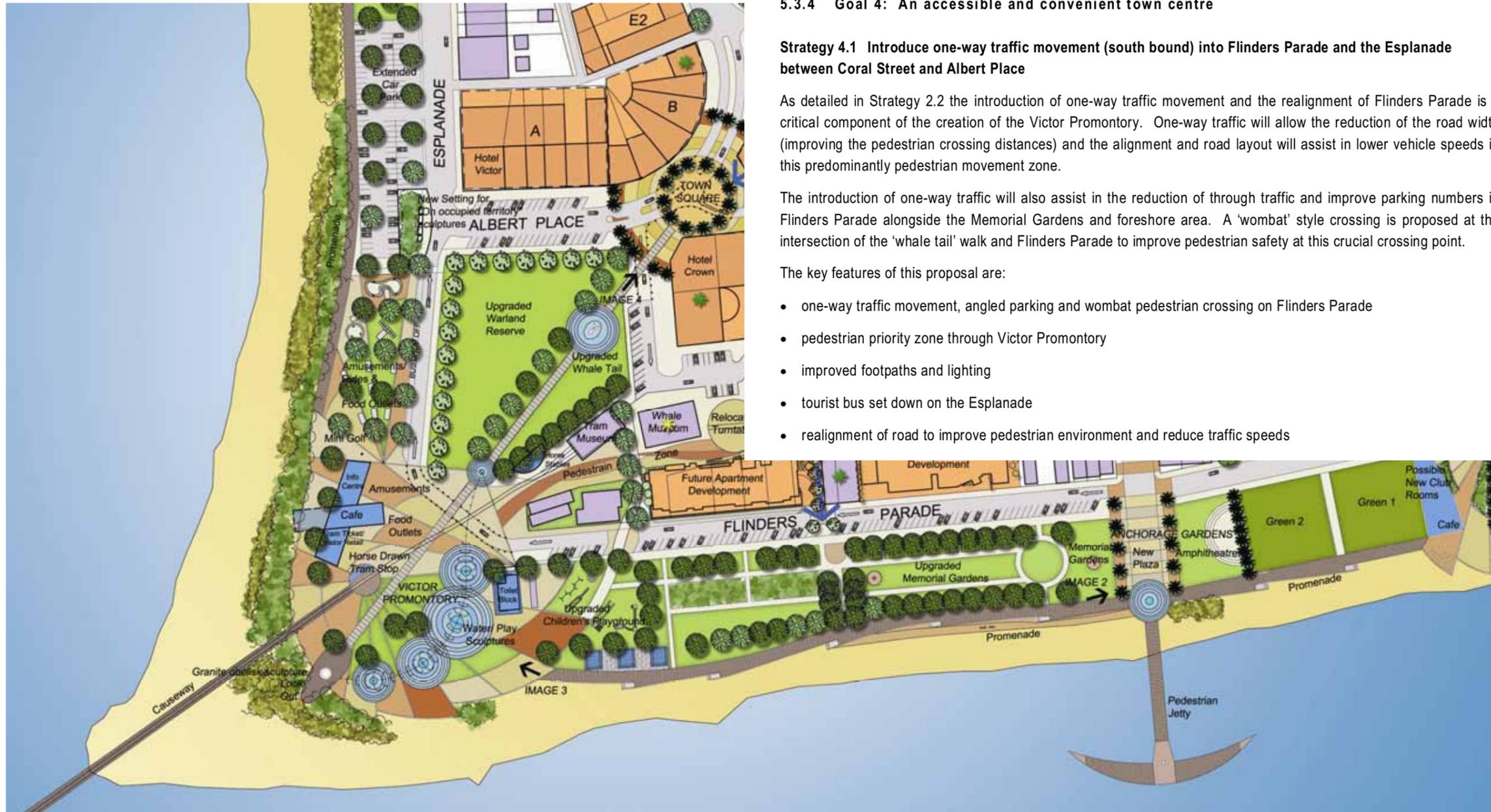
- improved landscaping
- upgrade BBQ's, shelters and park furniture
- improved lighting
- better play equipment
- public and community art

**Strategy 3.4 Develop stormwater management wetlands adjacent Bridge Street**

At present a large diameter, stormwater catchment pipe discharges in to the foreshore area adjacent Bridge Street with relatively little water management controls systems.

An opportunity exists to improve stormwater management systems, create a coastal edge wetland system and improve the general amenity of the area. The key features of this strategy will include:

- improved stormwater management and water quality systems
- feature wetlands landscape
- improved coastal planting and dune management
- improved habitat environments
- environmental management demonstration and interpretative systems
- public art



**5.3.4 Goal 4: An accessible and convenient town centre**

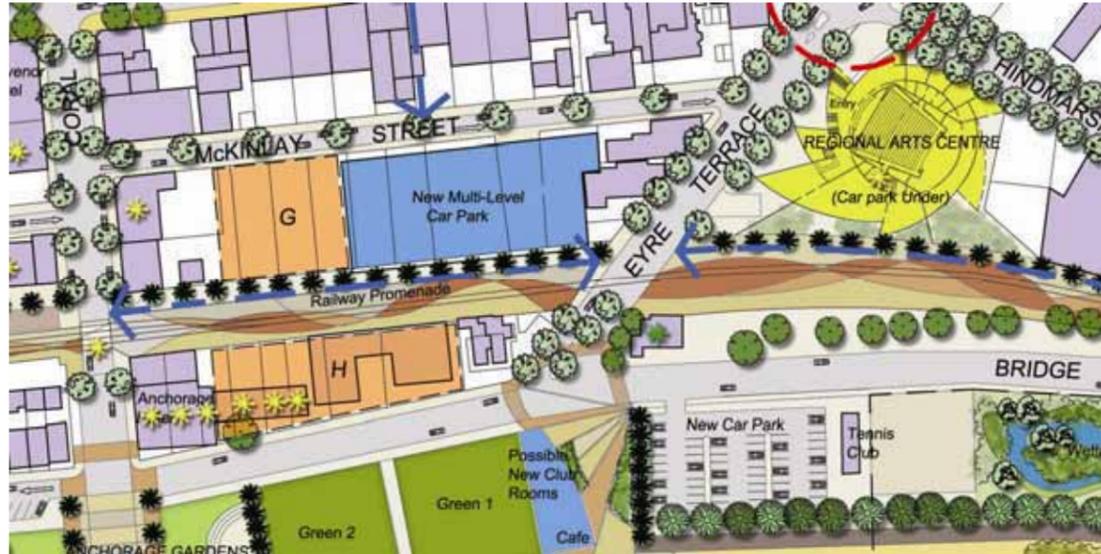
**Strategy 4.1 Introduce one-way traffic movement (south bound) into Flinders Parade and the Esplanade between Coral Street and Albert Place**

As detailed in Strategy 2.2 the introduction of one-way traffic movement and the realignment of Flinders Parade is a critical component of the creation of the Victor Promontory. One-way traffic will allow the reduction of the road width (improving the pedestrian crossing distances) and the alignment and road layout will assist in lower vehicle speeds in this predominantly pedestrian movement zone.

The introduction of one-way traffic will also assist in the reduction of through traffic and improve parking numbers in Flinders Parade alongside the Memorial Gardens and foreshore area. A 'wombat' style crossing is proposed at the intersection of the 'whale tail' walk and Flinders Parade to improve pedestrian safety at this crucial crossing point.

The key features of this proposal are:

- one-way traffic movement, angled parking and wombat pedestrian crossing on Flinders Parade
- pedestrian priority zone through Victor Promontory
- improved footpaths and lighting
- tourist bus set down on the Esplanade
- realignment of road to improve pedestrian environment and reduce traffic speeds



**Strategy 4.2 Upgrade key intersections to improve safety, traffic management and road priority**

The Master Plan includes a number of changes to traffic management and pedestrian movement are proposed to improve safety and traffic circulation. There are also many detailed traffic management and safety issues that will need to be rectified progressively as detailed in section 2.5.5. The key changes are detailed in Appendix B and involve the following:

- the 'Town Square'
- Ocean Street
- Flinders Parade
- Eyre Terrace, Torrens Street, Seaview Road, Hindmarsh Road (including signalised pedestrian crossing)
- Crozier Road, Torrens Street
- Bridge Terrace, Hindmarsh Road
- Seaview Road and Acraman Street
- Crozier Road and Acraman Street

**Strategy 4.3 Introduce upgraded off-street parking in key locations**

Based on the car parking analysis provided in Section 2 and Appendix A, it is evident that there is a requirement for more car parking to be provided in the area of Ocean Street and that any more development that occurs should be accompanied with a net increase in available parking so as not to increase the undersupply of car parking at peak periods.

The following off-street parking improvements are proposed:

- McKinlay Street four level car park (approx 370 cars)
- Stuart Street decked car park (approx 120 cars)
- Bridge Terrace open lot car park (approx 66 cars)
- Esplanade Car park reformatted

**Strategy 4.4 Reconfigure existing on-street parking to improve efficiency**

A number road layout changes are proposed within the primary visitor destination precinct (refer to Urban Design Principle 7) to improve pedestrian safety and amenity and to create a more walkable environment.

In each case, while there has been some removal of parking at specific locations to accommodate pedestrian amenity issues, the overall level of on-street parking has been maintained or increased. The layout reconfigurations include:

- Flinders Street one-way traffic and angled parking
- Albert Place alignment changes to accommodate the 'Town Square' concept
- Railway Terrace alignment changes to accommodate the 'Station Square' concept.



### 5.3.5 Goal 5: A walkable and attractive place

#### Strategy 5.1 Provide improved signalised pedestrian crossings across Torrens Street

Site analysis and a review of pedestrian data has suggested the strategic realignment of the existing signalized pedestrian crossing on Torrens Street opposite Grosvenor Gardens and the introduction of a new signalized crossing on Torrens Street adjacent to Ocean Street.

These changes will provide more convenient and direct access into the Victor Central Shopping Centre and better accommodate pedestrian movement across Torrens Street into Ocean Street. The specific actions required for this strategy include:

- reposition the existing Shopping Centre signalised crossing to align with the main shopping centre entry
- negotiate with Shopping Centre owner to create a 3 m wide tree lined pedestrian access path through car park from the new crossing to the shopping centre entry and improved tree planting in car park
- introduce new signalised pedestrian crossing just south of Seaview Road on Torrens Street



**Strategy 5.2 Provide improved pedestrian 'wombat' crossing points between the foreshore and town centre**

Consistent with Urban Design Principle 3 'Connect the town to the foreshore' a number of 'wombat' pedestrian crossings over Flinders Parade and the Esplanade are proposed. In each case the new crossings will hook into the upgraded pedestrian network and improve the walkability and safety of the town centre and particularly the visitor precincts.

Crossings are proposed at the following locations:

- Grantley Avenue (Flinders Parade)
- Eyre Terrace (Flinders Parade)
- Coral Street (Flinders Parade)
- RSL Building (Flinders Parade)
- Playground (Flinders Parade)
- Albert Place (Esplanade)
- Wills Street (Esplanade)



**Strategy 5.3 Establish new pedestrian linkages at key locations within the town centre**

Generally east-west pedestrian movement within the town centre is far more difficult than north-south pedestrian movement. In particular, there are east-west pedestrian desire lines that are not currently catered for linking Ocean Street, Railway Terrace and the foreshore and linking Torrens Street through to the McKinnlay Street car park.

In addition, there is an opportunity to transform the current railway corridor into an important tourist trail. These three pedestrian linkages are actioned through this Strategy.

- Route A — link between Ocean Street south to the Foreshore through Station Square
- Route B — Link between former police station on Torrens Street through to the proposed McKinnlay Street car park
- Route C — Railway Promenade link

Each route will include improved paving, lighting, street furniture and planting. In the cases of Routes A and B implementation will require the involvement of some private land.



**Strategy 5.4 Implement a streetscaping program on key streets throughout the town centre**

Urban Design Principle 9 calls for the reinforcement of the urban form of the town. This principle helps to capture the unique character of Victor by enhancing the inherent patterns of the town.

One of the most cost effective ways of achieving this and creating a consistent town centre 'brand' is through a modest streetscaping program of the key streets as called for by Strategy 5.4. The primary components of the strategy are:

- street tree planting
- paving, lighting and street furniture

**Strategy 5.5 Develop and implement a branded street signs program and town centre directional and information signs program**

Reinforcing the 'branded' theme identified in Strategy 5.4 above is the concept of branded street name signs. This is a very cost effective way of reinforcing a consistent street appearance and of creating an important navigational tool for visitors.

The branded approach to signage would apply to:

- town centre street signs
- directional signs
- informational and interpretative signs



**Strategy 5.6 Develop and implement a 'Precinct Pride' program to encourage upgrading and refurbishing of existing buildings**

Transformational change in a town like Victor is not simply about making improvements in the public streets and open space. It is about a partnership between the Council and the commercial and private ratepayers in the town. It is only through this type of partnership that a genuine improvement in the presentation and amenity of a town can be delivered. To address this issue a 'Precinct Pride' program is proposed having the following elements:

- coordinate with Strategy 5.4 Streetscaping Program
- provide design assistance and colour schemes for façade upgrades
- offer annual Precinct Pride prizes and other incentives for private upgrade projects
- manage the program through a co-ordinating team that includes Council representatives, community leaders and key ratepayers
- seek sponsorship of the program by major paint and building supply companies who also have something to gain from the program



**5.3.6 Goal 6: A commercially vibrant and attractive shopping and business centre**

**Strategy 6.1 Develop and implement a revised streetscaping image for Ocean Street**

Ocean Street is the traditional shopping street in Victor Harbor. The growth of the Victor Central Shopping Centre on Torrens Street has drawn a significant proportion of the regular convenience retail market away from Ocean Street although it remains a strong business and retail focus within the town.

The northern end of Ocean Street tends to provide the business and services needs of the community with the southern end focusing on tourist based retail, hospitality services and convenience food.

Ocean Street underwent a streetscape treatment some time ago and it is therefore appropriate that a much needed facelift be programmed with the introduction of the 'Town Square' concept at its southern end.

Based on feedback from owners and operators the design team does not support the removal of vehicular access and the introduction of a mall as this would kill its 'street life' quality, particularly after dark. However, the overall appearance of the street needs to be lifted and lightened. It is expected that a revised image for the street would involve:

- larger format, lighter coloured paving units
- improved lighting
- improved furniture and rest spots
- improved pedestrian crossing points
- feature artworks e.g. pavement art, fountain
- improved opportunities for outdoor dining e.g. protuberance to create larger areas of outdoor dining





**Strategy 6.2 Partner with the owners of the Victor Central Shopping Centre to facilitate the activation of Torrens Street and the expansion of the Centre**

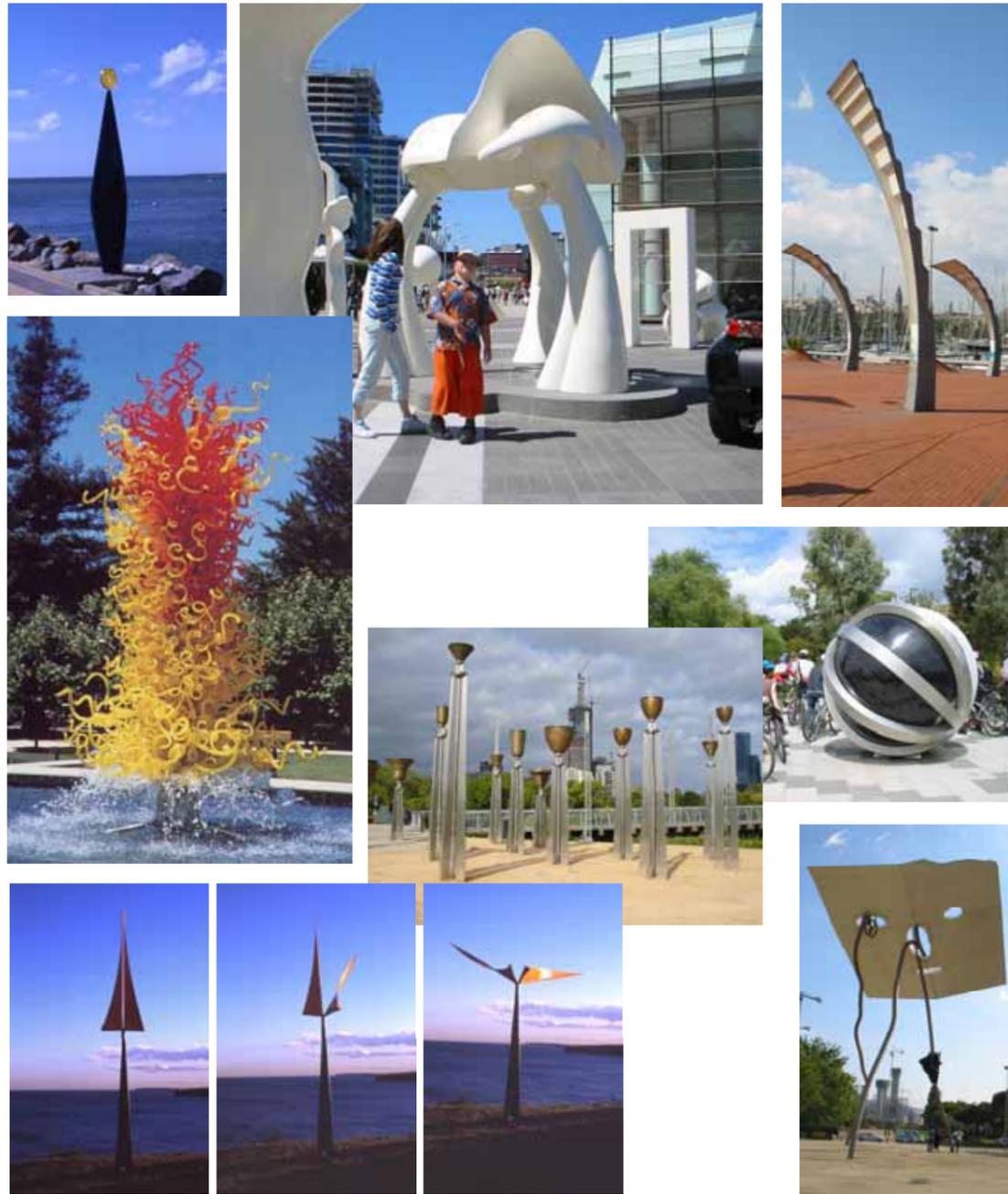
With the continued growth of Victor Harbor it is clear that the Victor Central Shopping Centre is a focus for convenience retail at present and has the potential to strengthen this position with the owners currently considering the further expansion of the Centre.

The opportunity therefore exists to maximize the benefits of this private investment by engaging with the owners to negotiate preferred outcomes that will benefit the Shopping Centre as well as improve the viability of Torrens Street as an active main street of town.

Three strategic opportunities for the shopping centre present themselves:

- redevelop the western corner of the site to improve the supermarket, specialty retail and parking. While this option is attractive the residential buffer issues will restrict overall capacity.
- capitalize on the value of the Crozier Road – Torrens Street corner and the branding of the shopping by redeveloping this street edge with retail and services trading to both Torrens Street and internally to the shopping centre
- consider the long term expansion of the shopping centre north along Torrens Street and the possible closure of Hill Street

It is anticipated that a broad based approach that considers all of these strategies will have robust, long term benefits for the shopping centre and will better activate and rejuvenate Torrens Street.



### 5.3.7 Goal 7: A regional focus for cultural activity and expression

#### Strategy 7.1 Develop and implement a public art program

The study team believes that part of what makes centres unique, interesting and attractive places to live in and visit are the stories they tell. These may be based on the history, heritage and culture of local and past communities, they may be an expression of local values and current community programs, they may be exploring opportunities raised by the Ngarrindjeri and Ramindjeri communities and other community groups.

These stories can find expression in many ways— public art, entry treatments, the design of the street environment, as well as events, activities and promotional programs. The descriptions provided in this report suggest there are many opportunities in such areas as:

- the Town Square
- the Victor Promontory
- Anchorage Gardens
- the Foreshore Promenade
- the Railway Promenade

Cultural expression can also find many forms including:

- stand alone artworks
- artworks incorporated into the public infrastructure
  - pavements and footpaths
  - street furniture and lighting
- entry statement sculptures
- play sculptures

The focus for the Council and the Community is that a specific public art program be prepared, funded and implemented in consultation with key stakeholders and local artists.



**Strategy 7.2 Develop the feasibility of a Regional Arts Centre**

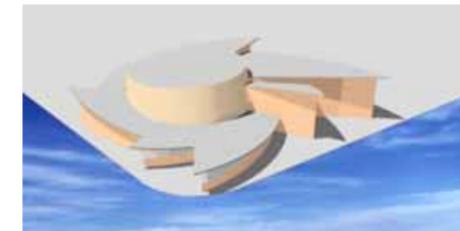
The public and stakeholder consultation process for this project has repeatedly raised the prospect of regional living arts centre for Victor Harbor. This response has come from the general public, educators, community cultural groups as well as from representatives from the Ngarrindjeri and Ramindjeri communities.

The latter two groups both expressed a desire to develop the concept of an Aboriginal Cultural Centre, potentially operating within a broader based cultural centre, and focusing on the international tourist market.

This level of interest suggests that consideration should be given by Council and the State Government to the development of a regional cultural centre serving the communities of the southern Fleurieu Peninsula.

A detailed feasibility for such a facility is beyond the scope of this project. However, it is appropriate for this document to include a strategy for the preparation of a feasibility study for this type of cultural centre. It is likely that such a centre could have long term cultural, community and economic benefits for the town centre. It is anticipated that such a centre might include:

- performance theatre
- gallery space
- meeting rooms
- aboriginal Cultural Centre
- possible artist studios
- café/restaurant (views of the coast)
- car parking





It is also appropriate for this strategy to suggest an appropriate site for a regional cultural centre. Some considerable thought has been given to this question and such options as the existing town hall and library facilities in Coral Street were considered but proved too small and impractical.

One strategically located corner site that is considered appropriate, and is predominantly in government ownership, is the current railway turntable site on the north-east corner of Eyre Terrace and Hindmarsh Road. The frontage to Hindmarsh Road is privately owned but should and could be acquired given its strategic importance for the future of the town centre.

By way of a preliminary assessment of this site the design team has prepared a preliminary design concept for a cultural centre incorporating the above facilities (refer to the images on this and the previous page). The study team strongly recommends that consideration be given to securing this site (it has broader strategic value than simply for this project) and that an in depth feasibility be prepared.

### **Strategy 7.3 Develop organisational and a physical infrastructure to sustain and promote a range of major arts festivals and cultural events**

There is evidence that successful and professionally run cultural events can generate considerable community and economic benefits. Adelaide's Festival of Arts and Fringe Festival are strong local examples. Cultural events of a more modest scale can also provide benefits to local communities but having in place the necessary organizational and physical infrastructure is a critical ingredient for success.

Strategy 7.3 focuses on providing Victor Harbor with this type of professional support and infrastructure to build on an already impressive record of staging important local cultural events such as the Rotary Arts Show. The strategy proposes the following types of elements:

- incorporate physical infrastructure in key public spaces to support cultural events e.g. amphitheatre spaces, services provision, areas for temporary structures etc
- consider developing a sponsored, biennial international sculpture competition (e.g. similar to 'Sculpture by the Sea' in Bondi or McClelland Sculpture Park in Melbourne) to help put Victor Harbor on the cultural map. The winning sculpture could be incorporated into the foreshore environment and form an outdoor sculpture gallery generating more visitor interest in the town.
- consider employing an arts promotional officer to coordinate events, secure funding and sponsorship and promote arts opportunities



**5.3.8 Goal 8: A policy framework that facilitates the achievement of the Urban Design Principles and Structure Plan**

**Strategy 8.1 Review and amend Development Plan policy consistent with the proposed Structure Plan and associated Desired Future Character Statements**

As detailed in Section 7 later in this report, a critical function of Council is to create a development policy framework that will give support to the recommendations of this study.

In particular there is a need to amend the Development Plan so it better facilitates the development directions proposed. It is envisaged that the plan amendment would need to respond to the Urban Design Principles and Master Plan Goals outlined in this report and in particular consider:

- policy encouraging activated building frontages in key locations
- improved urban design quality policies throughout the town centre
- improved management of new development adjacent heritage buildings
- a managed buffer between residential and commercial/retail development
- specific building massing assessment on key development sites
- formalising historic and character precincts
- setting appropriate height provisions within the Development for key sites Plan (1 storey above the general maximum) in support of achieving key strategy outcomes as detailed in this report e.g. reinforcing corners and landmark sites

**Strategy 8.2 Develop and initiate a strategy of 'proactive engagement' with key property owners to facilitate appropriate development and strategic outcomes on key development sites (A-I)**

The study team strongly recommends that Council continue to take an active leadership role, in accordance with its Corporate Strategy, in the future development of the town centre, particularly where this role relates to engaging the owners of strategic properties in order to secure development outcomes that benefit the owners and the town centre.

To this end the study team proposes the initiation of a 'proactive engagement' policy that would involve:

- early consultation with strategic property owners to identify development opportunities and strategic benefits for the owners and the community
- the potential to coordinate public realm improvements with development opportunities to encourage private investment
- setting appropriate height provisions within the Development Plan for key sites Plan in support of achieving key strategy outcomes as detailed in this report e.g. reinforcing corners and landmark sites



Sandblasted concrete and stone inlay



Stainless steel bin- Archetype 80L 'Vent'



Sandblasted concrete



Contemporary, pedestrian scale street lighting, Thorn Avenue F style shown



Cantilevered bench seat



Powder coated finish drinking fountain -'Wave' by Street Furniture Australia



Sandblasted concrete and stone inlay

#### 5.4 Materials, Structures and Surfaces

A careful and considered strategy needs to be applied to new materials, structures and surfaces throughout the whole study area. A policy to roll out a consistent suite of furniture and streetscaping should be applied in a staged approach. This will ensure legible and inviting streets and public spaces are created that are consistent with the Master Plan strategies and serve to reinforce the hierarchy of streets and public spaces.

Some considerations for new Materials, Structures and Surfaces are as follows;

##### Consistent Themes

This includes a consistent approach to colour, materials and form throughout the whole study area. This could include a mix of tailor made and standard furniture elements. Potential themes for these elements should be derived from the landscape, culture, and heritage and built form of the area.

##### Hard Wearing and Weather Proof

Given the seaside location and intensity of use within the study area, any new materials and furniture will need to be robust enough to withstand harsh weather, exposure to sea salt and potential vandal attacks with a minimum of maintenance and remediation work.

##### Contemporary, Stylish and Contextual

Elements will need to be of a timeless and contemporary design that will complement both the elegance and grandeur of the town's heritage whilst reinforcing the bold, playful and innovative new interventions of the proposed Master Plan.

Some examples of potential elements are pictured to the left.



Washingtonia palm



Canary Island palm



*Isolepis nodosa* - Knobby Club Rush



*Cellis occidentalis*  
Street Tree

### 5.5 Planting

A consistent approach to streetscaping throughout the study area will increase the legibility and structure of the town, this will include new street trees and lower level median strip and verge plantings where appropriate.

Along the foreshore and tourist areas feature planting will complement and reinforce the significant stands of mature Norfolk Island Pines and Canary Island Pines .

An opportunity exists to develop a showcase planting strategy that can be applied throughout the whole study area. Consideration has been given to using a mix of introduced and native species that will strike a balance between aesthetically based, feature plantings to reinforce the proposed design intentions and hardy, drought tolerant plantings that conserve resources and reinforce local biodiversity.

Restorative planting programs along the beaches and remant dunes will minimise the impact of erosion and ensure that this valuable asset is preserved for future generations.

Pictured are a sample of suggested species that could be used.



*Bouganvillea* sp.  
shrub / dwarf form



*Westringia* sp.  
Coastal Rosemary



*Auricaria heterophylla*  
Norfolk Island Pine



*Senna artemisoides*



*Grevillea thelmanniana*



*Eremophila malacoides* (green)

## **6 Development Opportunities – Potential & Prospectivity**

### **6.1 Context**

There is a commercial element to planning a future for the centre of Victor Harbor, because commercial development will be required to achieve some of the outcomes described in the Urban Design Framework (UDF) – which presupposes a commercial response from the owners of key sites to the opportunities described by the UDF.

These key sites are those where critical development mass is achievable in a location where new development would align well with the UDF. Critical mass is needed at a strategic level to ensure that the long term economic opportunity offered by Victor Harbor as a whole is best taken advantage of – not at the expense of social or environmental factors, but alongside. This is evidenced by alignment of this report with Council's strategic plan and, for that matter, the State Strategic Plan.

Not every site can sustain higher levels of development than it currently does, nor does the community want it to. However, some sites need to be further developed if the whole range of strategic objectives are to be achieved. The trick is to best manage the process in order that the objectives are achieved.

The Victor Harbor Town Centre is already undergoing a period of significant change, which is resulting in considerable development pressures.

Over the past decade, the development of the Victor Central Shopping Mall has re-focused commercial activity, becoming the principal destination for daily/weekly food and comparison shopping. Planning for further expansion of this centre is well underway.

Meanwhile, the traditional retail precinct on Ocean Street has had to reposition itself and has emerged with:-

- at its northern end, a focus on the provision of services which largely target the local population; and
- at its southern end, spilling over to the Warland Reserve precinct, more of an entertainment and tourism focus.

There has been only a low level of development in this precinct (or in the balance of the town centre) during the last decade, such as the medical clinic and the pharmacy at the northern end of Ocean Street.

There has, however, been significant development pressure from the residential sector, including proposals for development on Flinders Parade (pending), Hindmarsh Road (under construction) and the Crown Hotel site.

These changes and pressures will be ongoing and will move to other sites as both the planning regime changes and as commercial opportunities arise. Some sites will be better suited to either changes of land use and/or to more intensive forms of development than others.

There is and will continue to be (in ever greater degree), ongoing debate on the issues these matters give rise to. Indeed, the opposing sides of the debate have already engaged – over the Crown Hotel development for example.

To this end, Victor Harbor faces some decisions regarding the density (and height) of development it allows in the town centre. Amidst the property boom of the last three to four years, the sea-change phenomenon and growth pressures generally, the commercial heart of the town remains (with the exception of Victor Central) largely unchanged from what it was 15 to 20 years ago.

The issue for the town therefore appears to be how, rather than whether, to accommodate these pressures. From conversations conducted for purposes of this report, it seems that all sections of the community generally accept the fact that there will be more development. The central concern of many locals is the scale of that development, rather than the mere prospect of it occurring at all.

If this is the case, then it may be time for the debate to move to the specifics of the “how?” question. To this end, there are suggested to be a small number of key issues, including:-

- height limits per se;
- the location of sites – or precincts – where those heights will be permitted; and
- the Development Plan adjustments required to facilitate implementation of new development outcomes where desired – and, equally, to prevent unfavourable development outcomes in the wrong locations.

As to height limits, the tone of discussions with those who might generally be perceived as being on the “other side of the fence” to the development industry was that buildings of up to four storeys might be acceptable in appropriate places in the town centre.

For reasons of project economics – amortising lifts over more floors, higher fire protection requirements, etc – development at this scale needs to be as high as can reasonably be achieved in the circumstances. This report takes a view that, firstly, anything over six floors would be moving into new territory for Victor Harbor, but might nonetheless be appropriate in one or two spots, and, secondly, that in appropriate locations five levels need not necessarily present as being of a much greater scale than a four level building and would be a more economic proposition to develop.

As to location, most of the potential sites for such development are relatively tightly clustered, either around the Town Square or on Flinders Parade. Individual sites are discussed in the following section.

As to the development planning regime required to allow implementation of such development outcomes, there needs to be:

- firstly, consensus reached as to the policy outcomes sought by the Victor Harbor community – noting its split personality brought on by the differing views of permanent residents, their city based visitors (day trippers and holiday house owners), and tourists from further a field; and
- secondly, a rapid move to cement these policy outcomes in a revised Development Plan – which is a process which will need to be gone through regardless, albeit perhaps with less time pressure, to implement the structure planning changes recommended by this report (assuming they are accepted).



## 6.2 Key Sites

Within the context of the preceding discussion and with reference to the Urban Design Principles and Master Plan Goals, this report identifies a series of sites in central Victor Harbor which are considered to have potentially greater commercial capacity than is currently being realized. Without exception, realizing that capacity will entail significant development at some cost and, will usually mean demolition of a good proportion of existing improvements.

This section of the report considers these prospective sites as regards both their apparent development capacity (current provisions of the Development Plan notwithstanding) and the likelihood of that capacity being realized in the foreseeable future.

### 6.2.1 Site A – Hotel Victor

#### Current Status

This is a prime foreshore and reserve frontage site in single ownership, fully developed as an operating Hotel.

The market focus for the existing business is on tour groups. There has been some recent reconfiguration of the ground floor bars.

#### Commercial Potential

The property is likely to be redeveloped for the existing use in the medium term and it is hard to see a better outcome than a continuation of this use, other than for the possible inclusion of residential apartments on the upper floors.

Because of its single ownership, development prospectivity is high, but redevelopment would effectively require the business to close for the duration.

#### Comment

The site presents a significant opportunity to increase density in a key location. Active edges should be a mandatory requirement at ground floor level. Sufficient space should be preserved on the footpath to allow dining areas to spill outside opposite Warland Reserve.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but can go to 4 floors (14m) within a maximum setback of 30m from the Esplanade and Albert Place

*Setbacks:* no setback from the Esplanade and Albert Place permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on the Esplanade and Albert Place. Specialised treatments (e.g. beveled corner, special roof treatments) to express the corner are encouraged. Vehicle access from rear lane only.



### 6.2.2 Site B – Albert Place

#### Status

This is a high exposure site on the proposed Town Square, but is in multiple ownerships.

Current improvements comprise one and two storey buildings, with retail uses at ground level, including food & beverage.

There are heritage implications which will limit development potential.

#### Commercial Potential

Any redevelopment of this site appears most likely to be in substantially the same form as presently exists. Beyond retailing, there is however potential for both entertainment and/or residential uses on the upper levels. Entertainment might entail food & beverage, music, video games and so on, whether individually or in combination. The suitability of a residential use would be subject to the exact nature of the uses below.

The site's development prospectivity is however only medium, as the economics of redevelopment appear uncertain without a higher density outcome. Consolidation may be required to create a site which is able to sustain a more dense form of development than is presently provided.

#### Comment

Again, active edges should be mandatory, as this is one of the town's most significant nodes of activity. Capacity for outside dining should again be preserved.

The site presents an opportunity for the upper level to be activated, with such an approach contributing to the character of the Town Square.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m)

*Setbacks:* no setback from the Esplanade and Albert Place permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on the Esplanade and Albert Place. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures



### 6.2.3 Site C – Crown Hotel

#### Status

The Crown Hotel is one of the key development sites in Victor Harbor. It currently includes a significant vacant land parcel fronting both Ocean Street and Station Square.

The property is held in single ownership.

The site has a Local Heritage listing.

#### Commercial Potential

The Hotel itself is a long term proposition and is the base around which any further development will occur.

Beyond this, the property has immediate residential development potential (subject to resolution of height / density issues), perhaps in the form of serviced accommodation or perhaps as private apartments.

Because of its single ownership, prospectivity is high.

#### Comment

The site presents an opportunity to address a residential / tourism component to Railway Terrace, thereby helping to activate Station Square.

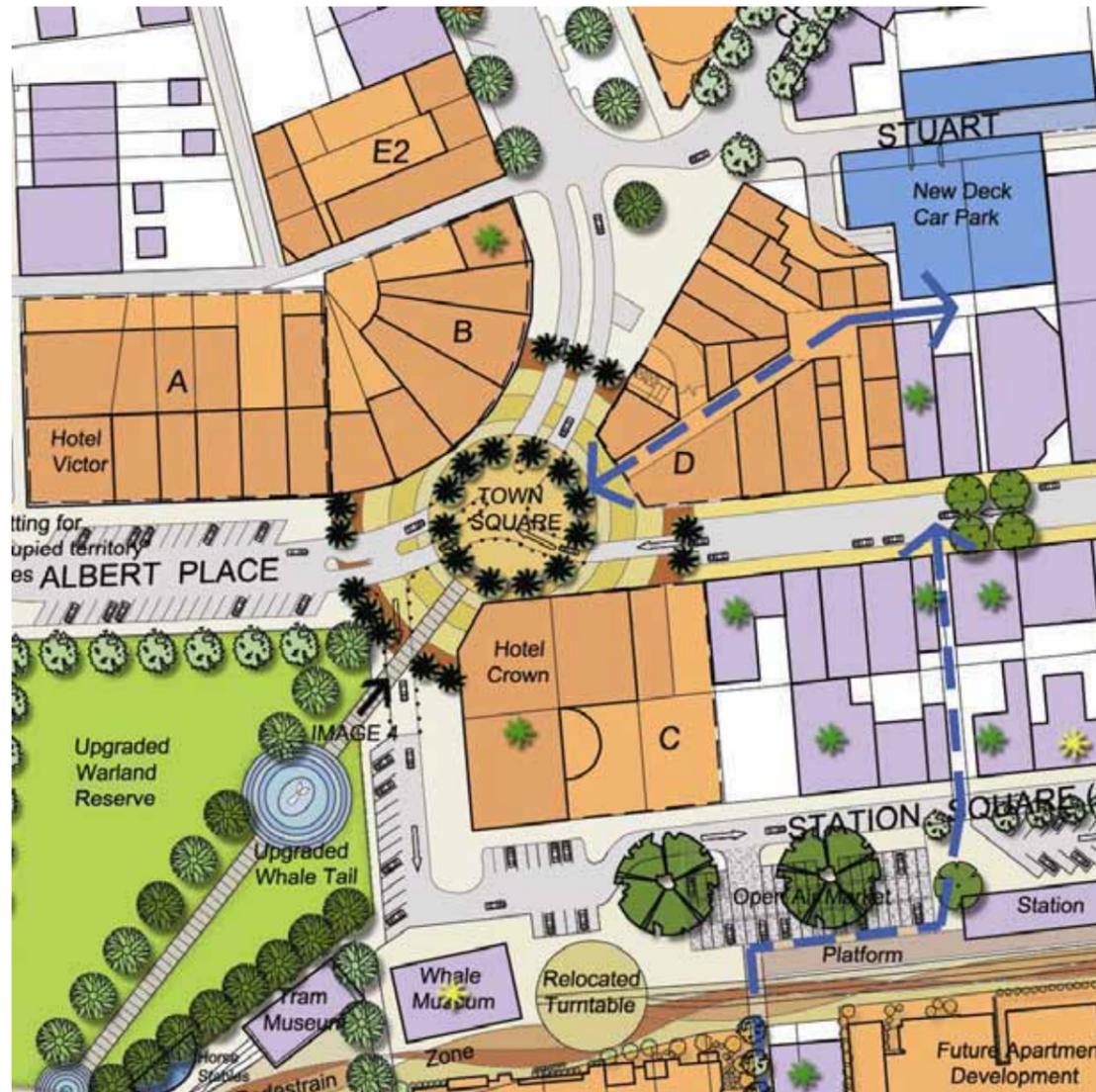
It may also facilitate a direct pedestrian link to the foreshore from Ocean Street.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 5 floors (17.5m) but a max of two floors (7m) for development facing Railway Terrace within a setback of 20m

*Setbacks:* no setback from the Ocean Street and Albert Place permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on the Ocean Street and Albert Place.



#### 6.2.4 Site D – Ocean Street Southern Entrance

##### Status

This site occupies a critical location in the heart of the town centre, with frontage to both Ocean Street and Albert Place, and views to Warland Reserve. It is also something of a current black spot on the town centre's front doorstep, with its open service yard facing onto Site B opposite.

The site delineated by this report incorporates both the corner block and the arcade behind. It is held in multiple ownerships – noting particularly that the arcade has been strata titled.

##### Commercial Potential

In aggregated form, the site has high level retail potential at ground level. The best use for any upper level(s) is more problematic and, like Site B, might include an entertainment related component.

The site presents opportunities for either food & beverage retailing, perhaps with a dining deck overlooking the Town Square – and feeding off Site B – or for an entertainment based facility, whatever form that might take.

Upper level residential development is perhaps less suited to the site given its size, location and configuration.

However, the current ownership structure means that the site has low prospectivity for such a development in the short term.

##### Comment

The site also presents an opportunity to link any new development through to the proposed car park behind, with a reconfigured arcade leading directly from a new decked car park on Stuart Street to the Town Square.

However, if the site is to realize its full potential, then it requires a consolidation strategy. This, in turn, needs careful review and a pro-active approach on the part of Council, especially if Council is to be the developer of the Stuart Street car park.

##### Urban Design Response

*Height:* minimum of 3 floors (10.5m), general maximum of 5 floors (17.5m)

*Setbacks:* no setback from the Albert Place and Ocean Street permitted. A set back of 20m from apex of the corner to Albert Place and Ocean Street is mandatory

*Built Form:* active ground floor street frontages and verandahs and pedestrian arcade access to rear parking are mandatory, upper storey balconies are encouraged. The creation of the pedestrian link through this site is essential to the success of this development, the 'Town Square' concept and the viability of the Stuart Street decked car park.



### 6.2.5 Site E1 – Corner of Victoria Street & Crozier Road

#### Status

This property comprises a car yard and showroom on a big triangular parcel of land in single ownership. It is a landmark site at the end of Victoria Street with a view to and from the Town Square.

#### Commercial Potential

The site has retail / commercial development potential, but at a lower level than the previous sites because it is slightly removed from the Town Square / Warland Reserve precinct.

It also presents an opportunity for medium density residential based development on the upper levels, whether as private residences or as serviced apartments.

Any commercial prospectivity is subject to the existing occupancy, but is otherwise high because of the single ownership.

#### Comment

If there were to be residential development, then there would be the issues of height and density to be resolved.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but can go to 4 floors (14m) within a maximum setback of 30m from the intersection of Crozier Road and Victoria Street

*Setbacks:* no setback from Victoria Street and Crozier Road permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on the Crozier Road and Victoria Street. Specialised treatments (e.g. beveled corner, special roof treatments) to express the corner are encouraged. Vehicle access from rear lane only.



### 6.2.6 Site E2 – Corner of Victoria Street and Albert Lane

This is an underutilized site, situated opposite Site E1. It is currently operating as a motel, in a facility developed circa 1950's.

The site has similar characteristics and potential to Site E1.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m)

*Setbacks:* no setback from Victoria Street permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on the Victoria Street. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures. Vehicle access from rear lane only.



### 6.2.7 Site F – Corner of Torrens & Albert Streets

#### Status

This is a key commercial site on Torrens Street, opposite Victor Central. It is held in multiple ownerships. Most current improvements are of lower end value.

There are heritage implications which may affect development potential.

#### Commercial Potential

The site presents an opportunity to provide local service and commercial functions, trading off the shopping centre opposite.

Due to its multiple ownerships, any aggregated commercial prospectivity appears low.

#### Comment

Some consolidation of the site would be desirable, but will be made difficult by high land prices. Nonetheless, it represents an opportunity which might easily be lost if redevelopment is too fragmented

Its key location means that it warrants careful review and a pro-active approach if its full potential is to be realised.

It is noted that there may be some potential impacts on the corner from future road-widening requirements.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but can go to 4 floors (14m) within a maximum setback of 30m from the intersection of Crozier Road and Torrens Street

*Setbacks:* no setback from Torrens Street, Coral Street and Crozier Road permitted

*Built Form:* active ground floor street frontages mandatory, second storey balconies and verandahs encouraged on Crozier Road and Torrens Street. Specialised treatments (e.g. beveled corner, special roof treatments) to express the corner are encouraged. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures



### 6.2.8 Site G – McKinlay Street

#### Status

This is a large, regular site in a secondary town centre location and is currently held in several ownerships

It adjoins the site of the proposed McKinlay Street car park on its northern boundary, while the railway passes to the rear.

It also has a heritage interface with the adjoining ANZ Bank building on the Coral Street corner.

#### Commercial Potential

The site has several potential development outcomes, which may not necessarily be mutually exclusive.

Firstly, it may have “destination retail” potential fronting McKinlay Street, because it could provide a large area of contiguous ground floor space – such as a Country Target might occupy. Parking for such a facility might be met via a contribution to the cost of an adjoining multi-level car park, so as to maximise the development yield.

Secondly, it presents an opportunity for residential based development on the upper levels fronting the newly refurbished rail corridor behind.

Its commercial prospectivity appears good.

#### Comment

The site presents an opportunity for medium density mixed use development – with potential sea views from the upper levels depending on future Anchorage development. This opportunity might extend to include residential development across the top of the whole of an enlarged McKinlay Street car park.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but with a set down to 2 floors (7m) within 10m of the heritage sites.

*Setbacks:* a minimum setback of 2m is required from McKinlay Street.

*Built Form:* active ground floor street frontages and verandahs are mandatory, second storey balconies and verandahs encouraged. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures.



### 6.2.9 Site H – The Anchorage

#### Status

The Anchorage is an existing tourism and food & beverage operation, which occupies a dress circle location overlooking a potentially revitalised precinct. The building is a State heritage listed building and this will limit its development potential.

#### Commercial Potential

The site is as good as any in Victor Harbor and has a particular potential for tourism development.

The site's commercial prospectivity is high.

#### Comment

A key opportunity is to better address the property to the sea so as to take full advantage of the location.

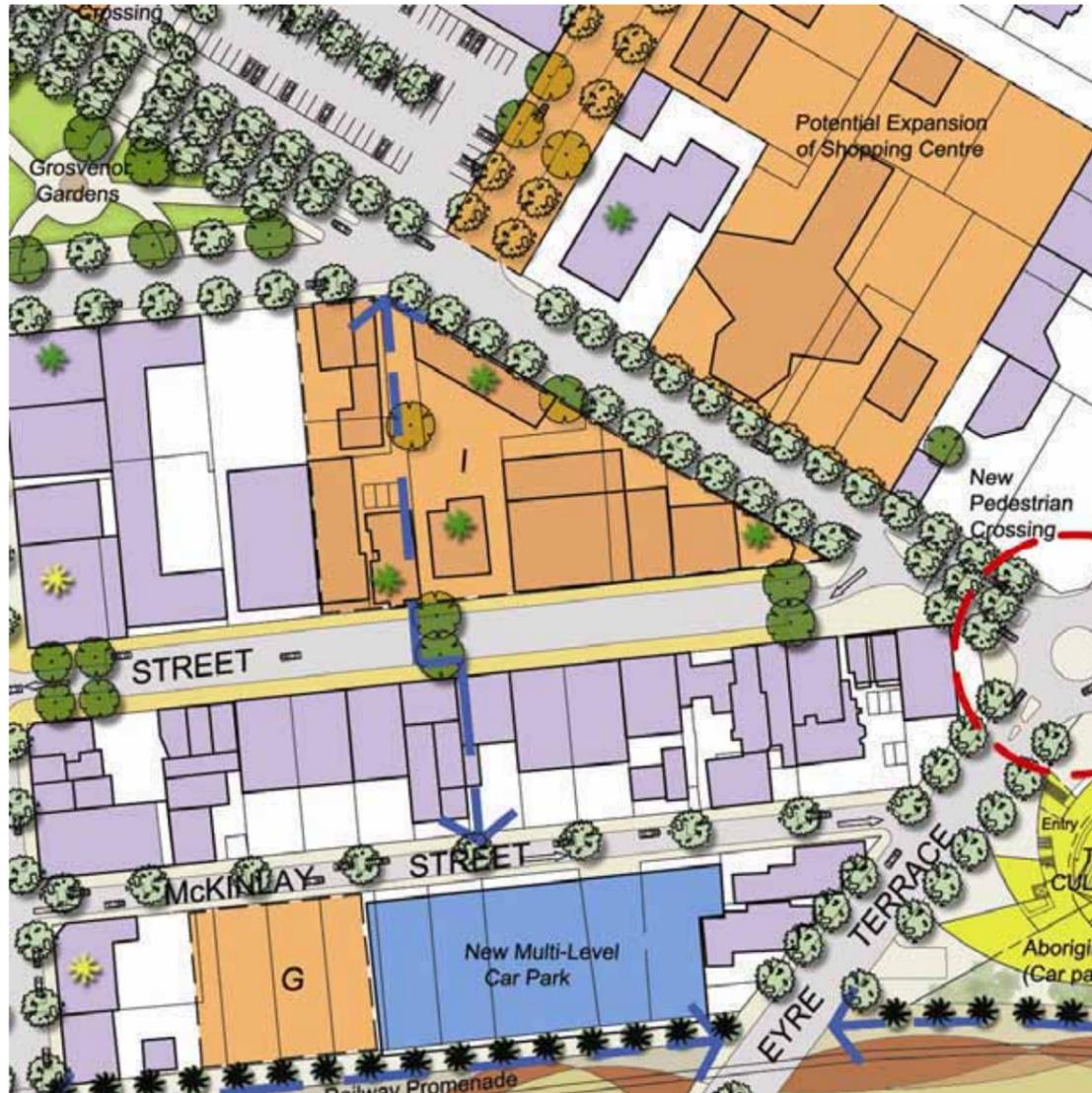
There will be height and density issues to be resolved ahead of any redevelopment – especially if the potential of Site G is to be maximised.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but with a set down to 2 floors (7m) within 10m of the heritage structures

*Setbacks:* a minimum setback of 3m is required from Flinders Parade

*Built Form:* active ground floor street frontages and second storey balconies and verandahs are mandatory. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures.



### 6.2.10 Site I – Southern Corner of Torrens & Coral Streets

#### Status

This is a landmark site at a main entry point to the town centre. It is in multiple ownerships. It is also currently a mish-mash of development, which explicitly turns its back to the town's front door.

The current development is low key. In keeping with the theme of this section of the Coral Street precinct, the occupants are service providers.

There are heritage implications given the local heritage listing of some buildings which will limit development potential.

#### Commercial Potential

The future land use is likely to remain much as is – i.e. with a commercial/medical services orientation.

Commercial prospectivity is relatively low because of the ownership structure and the high traffic volume environment.

#### Comment

A comprehensive solution to the site's Torrens Street frontage is required. Finding a solution will be complicated by the current ownership structure and heritage listing of the built form.

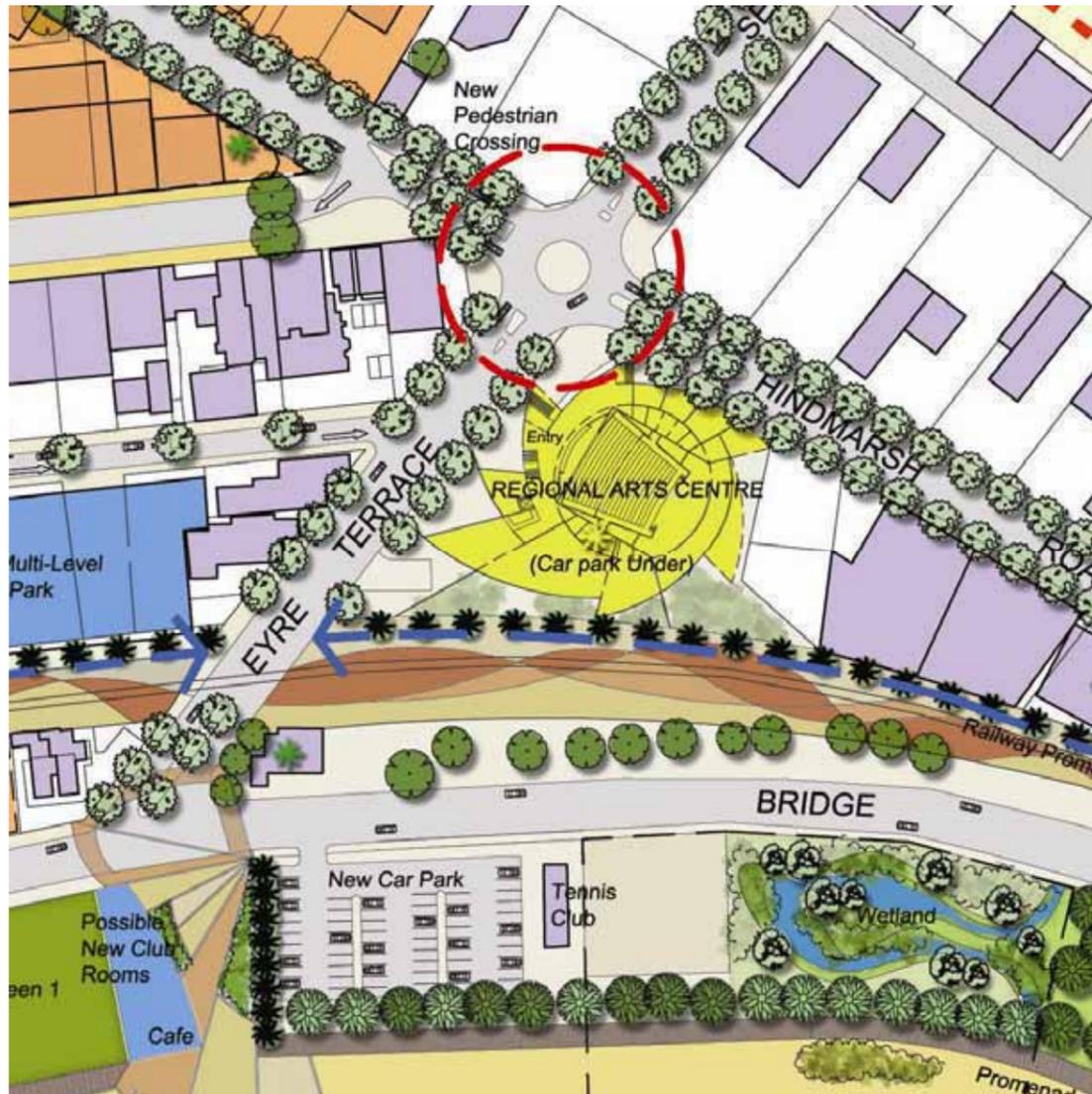
The pending relocation of the Police Station creates an opportunity to reconfigure arrangements. If it could gain control, Council might consider using the old Police station site to leverage a solution.

#### Urban Design Response

*Height:* minimum of 2 floors (7m), general maximum of 3 floors (10.5m) but with a set down to 2 floors (7m) within 10m of the heritage structures

*Setbacks:* no setback from Torrens Street and Ocean Street permitted

*Built Form:* active ground floor street frontages and verandahs are mandatory. Second storey balconies are encouraged. Careful consideration should be given to the articulation, modeling and proportioning of new built form adjacent to heritage structures. No vehicle access permitted from Torrens Street. Creation of pedestrian access from Stuart Street to Ocean Street is encouraged.



### 6.2.11 Site J – Regional Arts Centre

#### Status

This is arguably the key site in town – being located at the main gateway to the town centre and with sea views.

It comprises:-

- the railway turntable site, which will become surplus to requirements when the turntable is relocated; and
- older style commercial premises on the Hindmarsh Road frontage.

While acknowledging that the existing turntable is a State listed heritage item the site is totally underutilised at present given the strategic importance of the location<sup>3</sup>.

#### Commercial Potential

The site has enormous potential for either commercial or residential development, whether with a tourism component or not.

It also presents as the only parcel of land in town which is big enough to accommodate a gateway community and cultural centre.

Its commercial prospectivity is high, given plans to relocate the turntable, but is, in part at least, subject to the future ownership and occupancy of the Hindmarsh Road properties.

#### Comment

The issue for Council is whether it wants the site for the community, or whether it allows it to pass off for redevelopment by the private sector.

If the former, then Council should seek to take control of the surplus railway land and to acquire the adjoining sites fronting Hindmarsh Road as soon as possible, notwithstanding the cost. Whilst none of the land is formally on the market, recent activity in the area is such that Council should regard it as all being “in play”.

#### Urban Design Response

Urban design modeling has been prepared for this site as described in Section 5 Master Plan

<sup>3</sup> The proposed relocation of the existing turntable is noted.



### 6.3 Ocean Street

Ocean Street remains the town centre's "High Street" and warrants detailed consideration in its own right.

Planning for its future requires review of its form, its function and its presentation.

Its form needs to be considered as part of the wider debate canvassed in Section 1, and will be informed by its function and desired future character.

As to that function and desired future character, it is suggested that:-

- at the northern end:-
  - a local service centre function should drive land use;
  - the convenience factor should be retained;
  - development should generally be at a lower density; and
  - there is limited scope for residential development; and
- at the southern end:-
  - there should be more of a pure retail function, including food & beverage;
  - businesses should cater for both locals and visitors/tourists;
  - there is some scope for mixed use development, perhaps including residential/accommodation above ground level;
  - a high standard of presentation is required in the public domain; and
  - there should be strong pedestrian linkages to adjoining precincts.

Finally, as to presentation, a common theme in the consultation undertaken for this report was that Ocean Street is looking tired. The general consensus is that it's time to smarten the place up, which is exactly what the UDF seeks to do. A comprehensive solution will, however, require a response from all stakeholders, not just Council.



## 7 Managing and Facilitating New Development

### 7.1 Introduction

Critical to the future success of Victor Harbor Town Centre will be the protection and enhancement of existing character and the management of new development in ways that enhance the desired future character of the Centre.

Development Control is currently managed through the Victor Harbor District Centre Zone Development Plan policies. The policies provide District-wide Objectives and Principles of development control as well as detailed policies within the following Policy Areas:

- District Business Policy Area
- District Shopping Policy Area
- Tourist Accommodation Policy Area
- Railway Station (Esplanade) Policy Area

The policy framework provides broad general development guidance and attempts to differentiate appropriate land use and character precincts sympathetic to the structure of the Town Centre. However, it has a number of failings which have limited Council's ability to appropriately deal with current development demand and to facilitate the revitalization of the Town Centre. Based on the analysis and consultation provided earlier it appears some of the key failings relate to:

- Lack of clear guidance on the management of retail development particularly, the scale of development and the distribution of retail types
- Inappropriate delineation of the District Centre boundary to support appropriate development e.g. on the northern side of Hindmarsh Road between Seaview Road and Grantley Avenue
- Lack of clear guidance on the development off-street parking – location, size and appearance
- Lack of clear guidance on access and movement – pedestrian, bicycle and vehicles
- Lack of a precinct based approach to heritage management
- Lack of urban design guidance in the design of new development
- Lack of precision in the delineation of policy area boundaries relative to land use and character structure

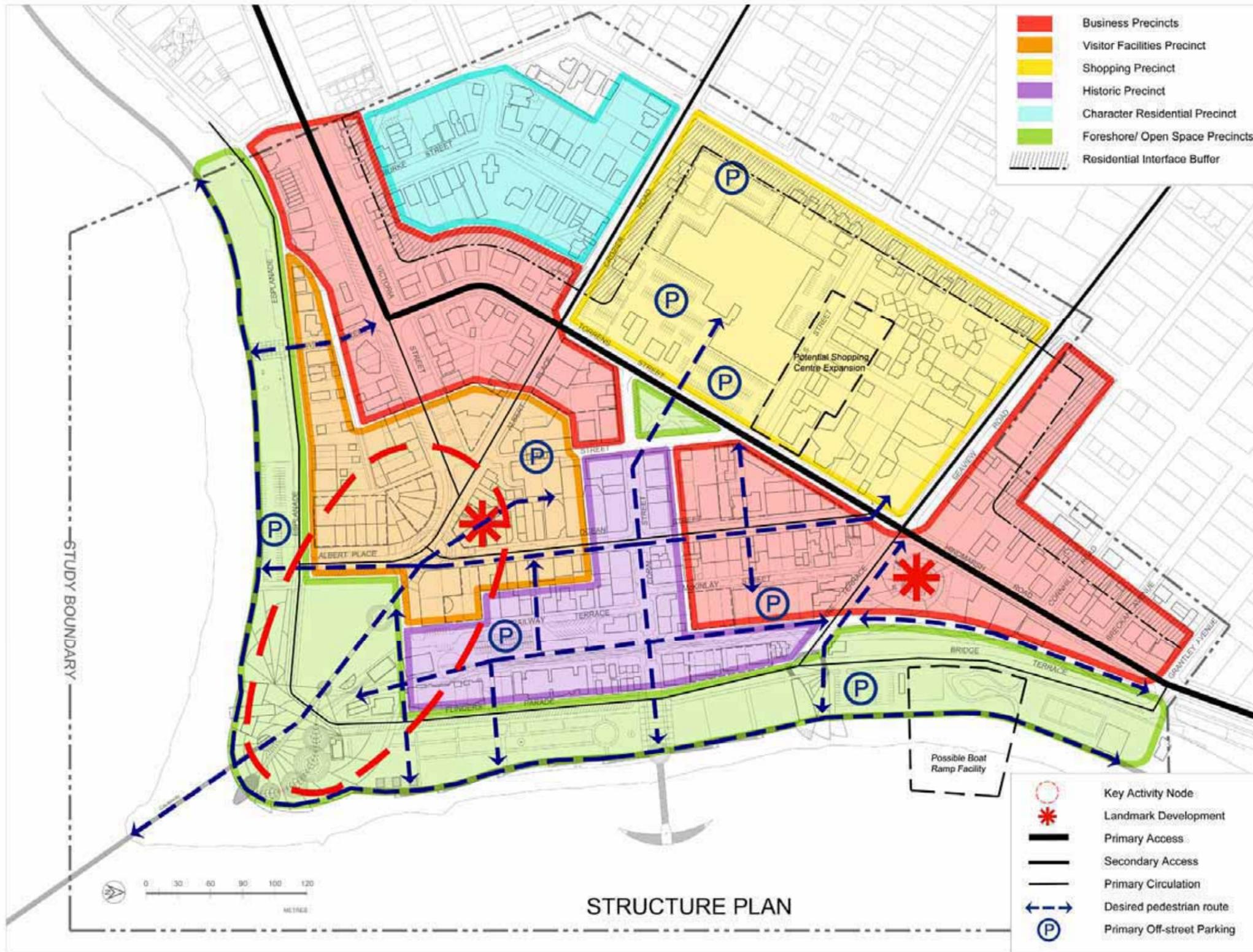
- Inadequate description of policy areas (e.g. lack of a historic precinct definition and the generalised nature of the Business Policy Area) and an inappropriate allocation of zoning to some areas (e.g. residential zoning on the northern frontage of part of Hindmarsh Road)
- Lack of clear policy control over the development of the District Centre foreshore precinct

The study team is of the view that a plan amendment is required to address these failings and to provide a development policy framework better able to facilitate appropriate development in the Town Centre. It is not the role of this urban design study to advise on new development policy for the Town Centre. However, it is appropriate to provide guidance on a structure plan framework that would support and facilitate the strategic master planning recommendations of this study. To this end a broad 'structure plan' is proposed together with desired future character statements for the proposed redefined precincts and the Town Centre as a whole.

## 7.2 Structure Plan

A broad Structure Plan (refer to image on next page) has been prepared for the Town Centre intended to address the issues and short comings of the existing planning policy framework raised above as well as integrating the intent of the Urban Design Framework and Master Plan recommended in this study. In particular, the Structure Plan:

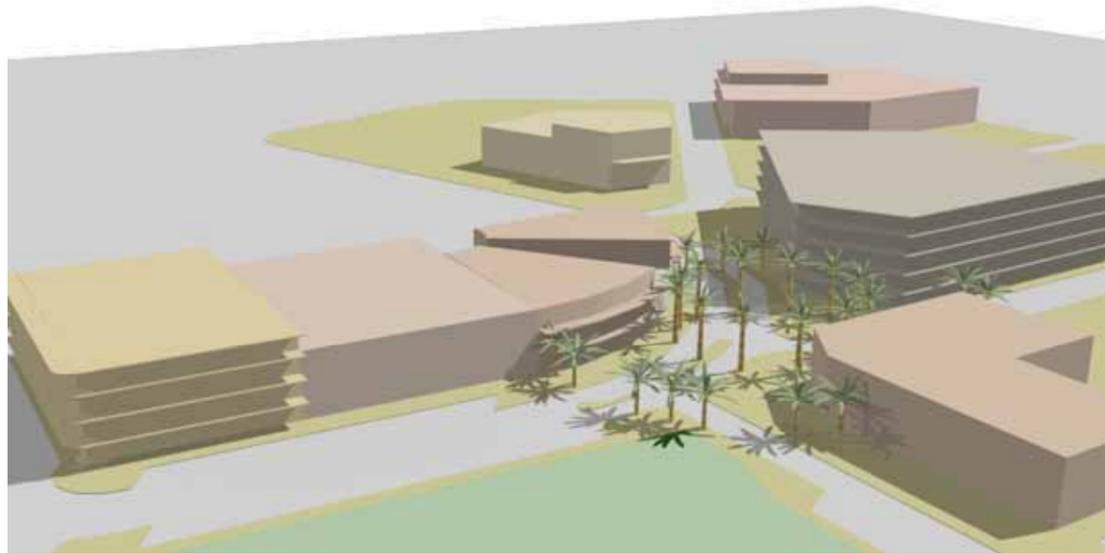
- Identifies six District Centre Precincts intended to better differentiate land use and character zones
- Introduces a specific policy zone for the foreshore and open space areas to better manage development of these sensitive and important zones
- Introduces the concept of a Residential Interface Buffer to better manage the impacts of the District Centre Zone on the adjacent Residential Zones – intended to limit development to two storeys within the buffer, introduce policy to control noise and over looking, provide a transition in scale, provide a minimum road setback of 3 meters and introduce building articulation, scale management and appropriate landscaping and restrict direct access by service vehicles
- Identifies a road network hierarchy to better differentiate the access roles of key roads
- Identifies a network of desired pedestrian routes
- Delineates Primary Off-street Parking opportunities
- Proposes a Key Activity Node intended to highlight the focus of key visitor destinations and activity
- Introduces the concept of Landmark Development sites to give special focus to two prominent locations which have the potential to create primary arrival points into the Town Centre – corner of Hindmarsh Road and Eyre Terrace linking the main street to the foreshore and the corner of Ocean Street and Crozier Road terminating the Victoria Street vista and providing a 'hinge point' for the proposed Town Square



STRUCTURE PLAN

The Structure Plan proposes six District Centre precincts as detailed in the following table:

Proposed District Centre Precinct	Primary Rationale
Business Precincts	<ul style="list-style-type: none"> <li>Establishes Business Precincts on either side of the gateway roads into the Town Centre (Victoria Street and Hindmarsh Street) to better accommodate existing and future commercial development</li> <li>Addresses the failing of the existing Business Policy Area to differentiate the varying roles of Ocean Street north (primarily business) and Ocean Street south (primarily visitor retail and hospitality).</li> <li>Expands the District Centre Zone to appropriately accommodate existing and future business development on Hindmarsh Road west and Seaview Road north</li> </ul>
Visitor Facilities Precinct	<ul style="list-style-type: none"> <li>Expands the concept of the existing Tourist Accommodation Policy Area to address Visitor Facilities more broadly (accommodation, hospitality, entertainment and retail)</li> <li>Integrates the southern end of Ocean Street to better respond to existing and desired land use patterns</li> </ul>
Shopping Precinct	<ul style="list-style-type: none"> <li>Acknowledges the existing and future role of the precinct in primarily providing supermarket and convenience shopping</li> <li>Introduces the concept of a Residential Interface Buffer to better manage the impact of large scale supermarket development on adjacent residential development</li> </ul>
Historic Precinct	<ul style="list-style-type: none"> <li>Captures and reinforces the integrated heritage character of the Railway Terrace and Coral Street environs</li> <li>Provides an integrated, precinct based approach to the management and protection of significant heritage listed structures and places</li> </ul>
Character Residential Precinct	<ul style="list-style-type: none"> <li>Acknowledges the special character of the Burke Street environs</li> <li>Provides an integrated, precinct based approach to the management of an integrated mix heritage listed and character properties</li> </ul>
Foreshore/Open Space Precincts	<ul style="list-style-type: none"> <li>Provides for the first time and integrated and strategic approach to the development and management of the foreshore and open space precincts as key environmental and visitor assets of the Town Centre</li> </ul>



Indicative massing model of key sites around 'Town Square'

A Broad Desired Future Character (DFC) Statement has been prepared for the District Centre. There is much about the existing Development Plan Policy that is consistent with an appropriate development of the Victor Harbor Town Centre. The emphasis of the following DFC statement is a focus on highlighting the differences in approach between the proposed Structure Plan and the existing planning policy framework. In particular, a brief description of each of the proposed Precincts is given to provide guidance for the PAR process that will follow this study.

### 7.3 Desired Future Character Statement

*The Victor Harbor District Centre Zone fulfills the role of the preeminent commercial, visitor and cultural focus for the southern Fleurieu Peninsula and should develop to provide a range of retail, administrative, visitor, cultural, entertainment, community, business, educational and recreational facilities as well as residential and visitor accommodation appropriate to the needs of the township and the rural and visitor catchments it serves.*

*Conservation and enhancement of the cohesive heritage and character precincts is a prime criterion for assessing development which should respect and respond to the scale and character of such precincts, particularly development in close proximity to heritage places. The development of vacant and underutilized land provides considerable opportunities to revitalise the centre particularly with the consolidation and linking of strategic sites. Development which creates active and vibrant street frontages, particularly along the Foreshore Precincts and within Ocean Street, Coral Street, Railway Terrace and Albert Place, should be encouraged*

*Development should generally be 3 levels (10.5m) but be limited to 2 levels (7m) on land facing Railway Terrace. A Residential Interface Buffer will manage the impact of Centre development on adjacent residential zones. There are however, a number of key sites (some corner sites and sites within the vicinity of the Town Square) where their strategic and urban design significance is such that an increased height limit of 4 levels (14m) and in the case of some key sites (corner of Crozier Road and Ocean Street), 5 levels (17.5m) is appropriate. The image on this page shows the impact of these strategic height increases in and around the Town Square as defined in more detail in Section 6.*

*Movement systems to provide an appropriate balance between ease of access and parking on the one hand and high pedestrian connectivity, safety and amenity on the other. Through traffic should be encouraged to use alternative routes.*

*There should be an emphasis on the provision of a safe and attractive pedestrian network throughout the District Centre Zone particularly within and adjacent to the foreshore areas. Opportunities to develop new pedestrian connections between Ocean Street and the foreshore should be explored within and through private developments.*

#### **Business Precincts**

*The Business Precincts will establish the primary commercial heart of the Victor Harbor along the key gateways into the Centre, Victoria Street, Torrens Street and Hindmarsh Road. There will a focus for banking, professional consulting rooms, offices, specialty shopping, personal services, government services and general community facilities.*

*Development should establish an integrated and cohesive streetscape along Victoria Street, Hindmarsh Street, Seaview Road and Ocean Street north with buildings sited on or close to street frontages and on-site parking provided at the rear of developments and be interconnected between sites where possible.*

#### **Visitor Facilities Precinct**

*The Visitor Facilities Precinct shall be managed and enhanced as the main focus for visitor accommodation, hospitality services, cafes and restaurants, tourist based retail and holiday apartments. Development should reinforce the role and image of the precinct as the focus of visitor activity and a key destination in the Town Centre.*

*Medium to high density mixed use developments that create active building frontages at ground level and visitor accommodation at upper levels should be encouraged. Development should respect and enhance the scale and character of existing heritage buildings but opportunities exist for high quality, iconic infill development to set new standards for the precinct.*

*An enhanced pedestrian environment will be a primary goal for the precinct and will be achieved through improved pedestrian linkages, streetscape upgrades and active building frontages for new development. The consolidation and redevelopment of the Landmark Development site on the corner of Albert Place and Ocean Street will create the opportunity to establish a new pedestrian arcade linking new parking facilities in Stuart Street to the Warland Reserve.*

#### **Shopping Precinct**

*The Shopping Precinct will remain the primary focus of supermarket and convenience shopping with opportunities for the consolidation of sites and the redevelopment of the existing shopping centre.*

*Development will minimize its impact on adjacent residential precincts through the careful design and management of building bulk and scale, service access and car parking. The redevelopment of the Victor Central shopping centre will create opportunities to re-establish an active shopping frontage on the corner of Torrens Street and Crozier Road and to create an improved and activated pedestrian access into the centre.*

#### **Historic Precinct**

*The Historic Precinct will be protected and enhanced as the most intact and cohesive heritage precinct within Victor Harbor. Consolidating the Railway Terrace and Coral Street environs provides the Precinct with a distinct character ranging from the majestic nineteenth century commercial buildings to single storey cottages.*

*Conservation and enhancement of the existing heritage fabric and character of the precinct is the prime criterion for assessing development. Development will be required to conserve and respect the scale, character, environmental quality and place values of the precinct and incorporate high standards of design, materials and landscape.*

*New development, particularly along Flinders Parade, should provide a transition in scale to adjacent heritage structures and shall incorporate materials choices, proportioning systems and building articulation to ensure a compatible juxtaposition of new and old.*

*A predominantly pedestrian environment is to be maintained and enhanced, particularly within Railway Terrace environs and opportunities should be explored to create new pedestrian linkages to adjacent precincts. Vehicle traffic will be primarily for local and visitor traffic.*

#### **Character Residential Precinct**

*The Residential Character Precinct captures an intact mix of heritage and character properties within the Burke Street environs creating a predominantly single and double storey integrated streetscape. Opportunities exist for sensitive infill development to enhance the cohesive qualities of the precinct.*

*New development will be required to complement local character through careful management of building setbacks and proportions, clear expression of individual residences, sensitive selection of materials and colours, articulation of building form, careful response to existing roof forms and an avoidance of high front boundary fences.*

*A high degree of pedestrian amenity should be maintained. Vehicular traffic will be primarily for local access with streetscaping treatments limiting through traffic movements.*

#### **Foreshore/Open Space Precincts**

*The Victor Harbor foreshore shall be protected and enhanced as one of the key visitor attractions for the town centre and will be the focus of tourism, leisure, recreational, cultural, entertainment and family activities and major events*

*Existing visitor attractions will be developed and enhanced and new attractions will be introduced to broaden visitor appeal and revitalize the precinct. New infrastructure will be introduced to support events, performances and civic activities.*

*Enhancement and development of the pedestrian environment and pedestrian linkages with the town centre will be a key driver in the revitalization of the precinct. A dual purpose pedestrian and bicycle foreshore promenade will be developed linking the foreshore precinct to adjacent coastal areas and providing a focus of foreshore activity.*

*There will be a progressive upgrading of existing sporting facilities and these will be retained and developed only where they can provide a broad based community benefit. New development will only be permitted where this is shown to provide broad based community and visitor benefit and supports the visitor appeal of the precinct. Limited opportunities for commercial activities such as foreshore cafes will be considered but only where high quality design and service standards are maintained. Activities inconsistent with the pedestrian, visitor and recreational character of the precinct should be relocated e.g. the boat ramp.*

*Opportunities for artistic endeavour will be maximized throughout the precinct in the design of external spaces, the introduction of a cultural and interpretative programs and the provision of support infrastructure.*

## 8 Implementation Strategy

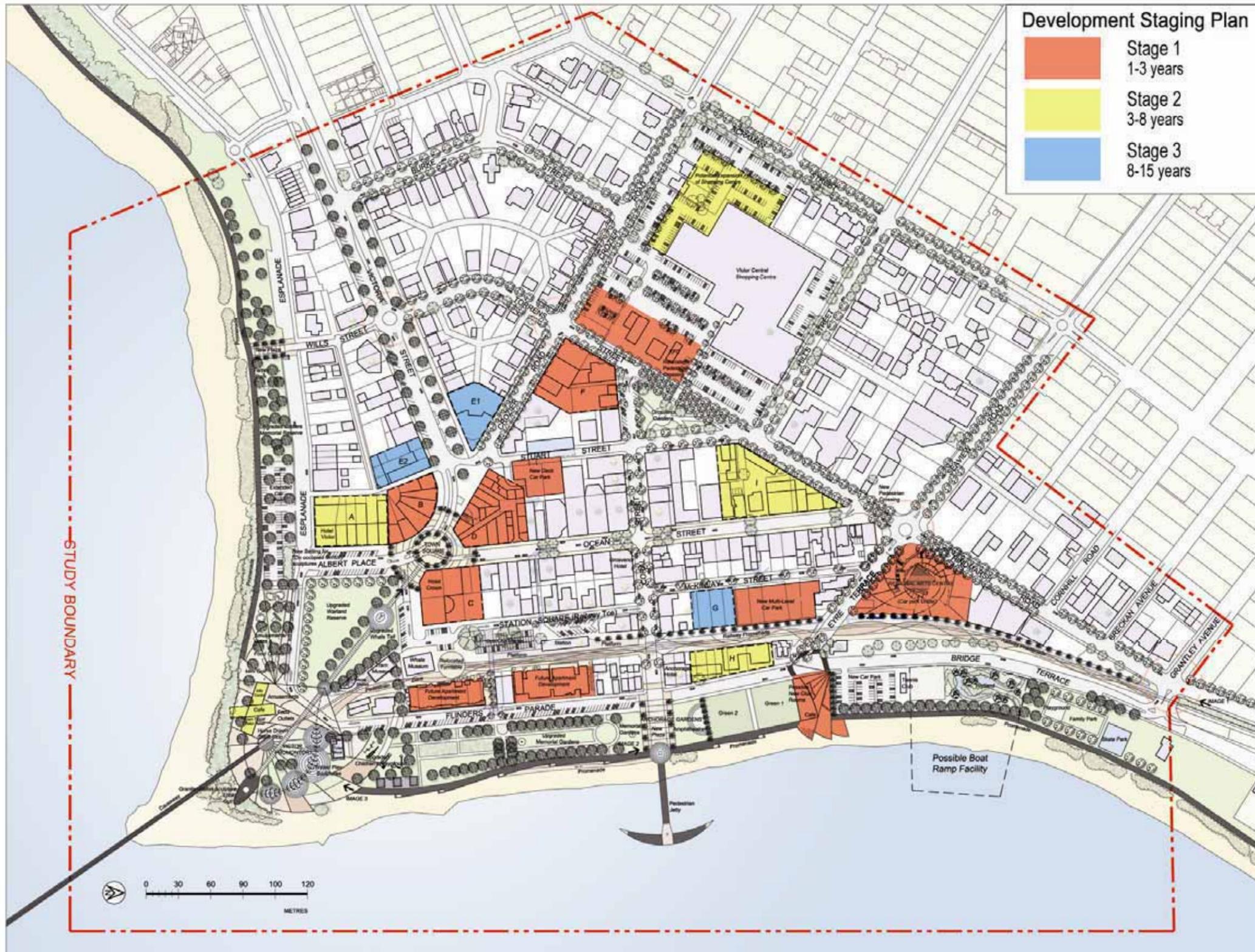


### 8.1 Introduction

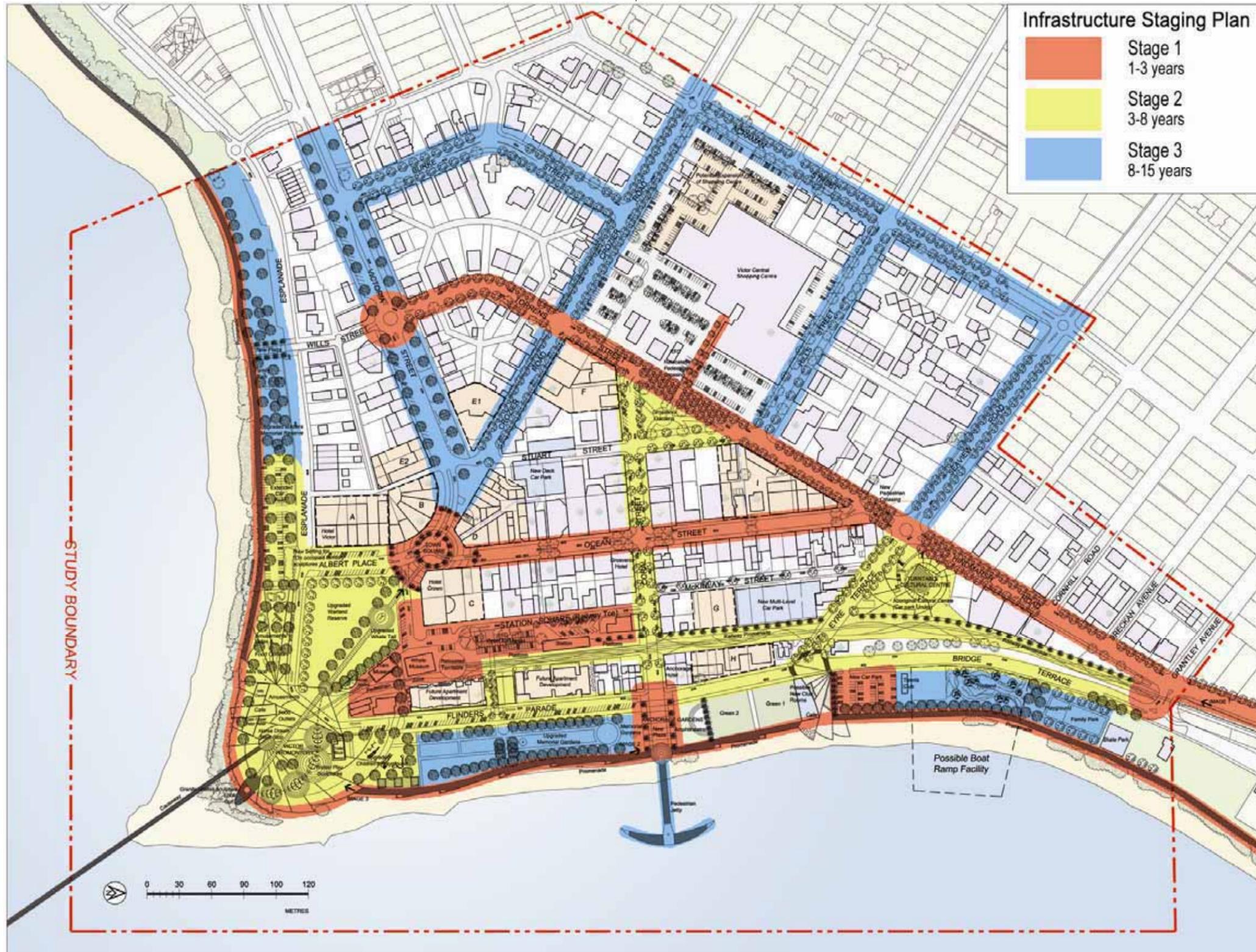
A detailed implementation strategy has been prepared framed around the Master Plan Goals and Strategies and identifying a set of key actions to deliver those goals over the next ten to fifteen year outlook. The implementation strategy also identifies

- action priorities
- indicative budget estimates for each action
- funding opportunities
- implementation responsibilities

To provide an easy and graphic representation of the key priorities of the implementation strategy for private development opportunities and public infrastructure projects have been prepared (refer to following pages). The diagrams provide colour coded staging of the high (1-3 years), medium (3-8 years) and lower priority (8-15 years) projects.



Development Staging Plan



Infrastructure Staging Plan

## Implementation Strategy

### Goal 1: A clear sense of arrival and orientation for visitors

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>1.1 Establish key entry gateways into the Town Centre</b> <ul style="list-style-type: none"> <li>New welcoming signage and town branding</li> <li>Specialised paving treatments</li> <li>Feature lighting</li> <li>Artwork signs</li> <li>Street tree planting and feature landscaping</li> </ul>	1.1.1 Prepare detailed concept plans 1.1.2 Implementation program Stage 1 – Hindmarsh Road / Grantley Ave – Victoria Street / Torrents Road Stage 2 – Seaview Road / Hindmarsh Road – Crozier Road/Torrents Road	Council Council	\$50,000 \$550,000 \$700,000	Council / PSA Council, PLEC, Planning SA Transport SA, Art for Public Places	High (Immediate) High High
<b>1.2 Develop the Victoria Street/Torrents Street/Hindmarsh Road Boulevard.</b> <ul style="list-style-type: none"> <li>Street tree planting</li> <li>Feature road and pedestrian lighting</li> <li>Footpath upgrade</li> </ul>	1.2.1 Prepare detailed concept plans 1.2.2 Implementation Program Stage 1 – street tree planting Stage 2 – paving and lighting upgrade	Council Council	\$50,000 \$200,000 \$1,125,000	Council / PSA Council, Public Lighting Environment Committee (PLEC) PSA, TSA, Black Spot Program	High (Immediate) High Med
<b>1.3 Develop an integrated direction signage system (based on previous study and Master Plan)</b> <ul style="list-style-type: none"> <li>Directions to key destinations and parking</li> <li>Integrated Victor Harbor branding</li> </ul>	1.3.1 Prepare signage strategy 1.3.2 Implement strategy	Council Council	\$25,000 \$125,000	Council / Tourism Com Council / Tourism Com	High High

## Implementation Strategy

### Goal 2: Memorable visitor destinations that set Victor Harbor apart

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority	
<p>2.1 <b>Develop and implement the 'Town Square' concept and Warland Reserve upgrade</b></p> <p><i>Public realm themes</i></p> <ul style="list-style-type: none"> <li>• Feature circular paving defining the boundaries of the 'square'</li> <li>• Feature palm trees to define the spatial enclosure of the 'square'</li> <li>• Feature lighting</li> <li>• Pavement artworks</li> <li>• 'Barn dance' pedestrian crossing</li> <li>• Redefined outdoor dining areas</li> <li>• Warland Reserve and 'Whale Tale' setting</li> </ul> <p><i>Private Opportunities</i></p> <ul style="list-style-type: none"> <li>• Development Site D               <ul style="list-style-type: none"> <li>— Mixed use retail/hospitality/residential with arcade connection to decked parking</li> </ul> </li> <li>• Development Site B</li> <li>• Development Site C</li> </ul>	2.1.1	Consult key adjacent land owners through 'proactive engagement strategy' (refer to Goal 8)	Council	NA	Council / PSA	High (Immediate)
	2.1.2	Prepare detailed concept plans	Council / PSA	\$85,000	Council / PSA	High
	2.1.3	Implementation program	Council	NA	Council / PSA / TSA PLEC / Art for Public Place	High
		Stage 1 – Secure commitment of key property owners particularly Site D owners		\$2,200,000		High/Med
		Stage 2 – Implement public works. (staged to suit adjacent developments)		NA		Med
	Stage 3 – facilitate adjacent developments					

## Implementation Strategy

### Goal 2: Memorable visitor destinations that set Victor Harbor apart

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<p><b>2.2 Develop and implement the 'Victor Promontory' and Flinders Street concepts</b></p> <p><i>Public realm themes:</i></p> <ul style="list-style-type: none"> <li>Town Square–Promontory axis walkway</li> <li>Feature 'whale bone' water sculpture and play area and special lighting effects</li> <li>Feature paving</li> <li>Tourist bus set down area</li> <li>Interpretive artworks</li> <li>Feature lighting, seating and furniture</li> <li>Reinforced Norfolk Island pines planting</li> <li>Upgraded and relocated horse drawn tram stop</li> <li>Upgraded horse stables</li> <li>Rejuvenated coastal planning and dunes</li> <li>Traffic calmed pedestrian precinct</li> <li>Reformatted and upgraded amusements, rides and food outlets precinct</li> <li>Upgrades existing playground and integrated redeveloped BBQ shelters</li> </ul> <p><i>Private Opportunities</i></p> <ul style="list-style-type: none"> <li>Redevelopment of information centre, café and mini golf to incorporated horse drawn tram ticketing/retail and first floor restaurant</li> <li>Purpose designed amusements and food outlets precinct</li> </ul>	2.2.1 Consult key stakeholder and lessees	Council	NA	Council / PSA	High (Immediate)
	2.2.2 Prepare detailed concept plan	Council / PSA Council	\$200,000	Council / PSA / Tourism Commission / Federal Government	High
	2.2.3 Implementation Program				
	Stage 1 – Secure commitment of key lessees, licence holders and stakeholders		NA	Tourism and Environment Funding / Art for Public Places	High
	Stage 2 – Implement realignment and one-way traffic for Flinders Parade/Esplanade (refer Goal 4)		Refer Strategy 4.1		Med/High
Stage 3 – Implement public realm improvements		\$6,000,000		Med	
Stage 4 – Implement information centre/restaurant		NA			

## Implementation Strategy

### Goal 2: Memorable visitor destinations that set Victor Harbor apart

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority	
<b>2.3 Develop and implement the 'Station Square' and 'Railway Promenade' concepts</b>  <i>Public realm themes</i> <ul style="list-style-type: none"> <li>Relocated turntable with pedestrian viewing area</li> <li>Improved traffic circulation</li> <li>Weekend 'market' area/car parking</li> <li>Improved parking</li> <li>Improved setting and entry for station building</li> <li>Investigate alternative commercial uses for the station building</li> <li>Improved setting and entry for Whale Centre</li> <li>Feature paving, lighting and street furniture</li> <li>Pedestrian palm lined promenade from Grantley Avenue to the Station</li> <li>Pedestrian precinct linking 'turn table' to the 'Victor Promontory'</li> <li>'Gravel works' artwork along railway corridor</li> </ul> <i>Private opportunities</i> <ul style="list-style-type: none"> <li>Integration of Hotel Crown Site C redevelopment with Station Square</li> </ul>	2.3.1	Consult key stakeholders	Council	NA	High (Immediate)	
	2.3.2	Prepare detailed concept plan	Council / PSA	\$120,000	Council / PSA	High (Immediate)
	2.3.3	Implementation program	Council		Council / PSA	High
		Stage 1 – Relocate turntable		NA	Art for Public Places	
		Stage 2 – Implement public realm works				
		2.1 Station Square		\$2,430,000		Med/High
		2.2 Railway Promenade		\$650,000		Med/High
	Stage 3 – Facilitate redevelopment of Site C through preparation of modelling study		\$10,000			

## Implementation Strategy

### Goal 2: Memorable visitor destinations that set Victor Harbor apart

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>2.4 Development and Implement the Anchorage Gardens, Pedestrian Jetty, Bowling Club environs concepts</b>  <i>Public realm themes</i> <ul style="list-style-type: none"> <li>• New Palm Plaza terminating Coral Street</li> <li>• New amphitheatre performance space and park</li> <li>• Anchorage pedestrian jetty</li> <li>• Feature paving, lighting and street furniture</li> <li>• Art works</li> </ul> <i>Private opportunities</i> <ul style="list-style-type: none"> <li>• Redevelopment of the bowling club including:               <ul style="list-style-type: none"> <li>– Reformatted greens</li> <li>– New club rooms</li> <li>– New beach side café and decks</li> <li>– New off street parking</li> </ul> </li> <li>• Development of hospitality and accommodation facilities of Site H</li> </ul>	2.4.1 Consult key stakeholders and land owners through Proactive Engagement Strategy	Council	NA	Council / Bowling Club / PSA	High (Immediate)
	2.4.2 Prepare detailed concept plans and environmental studies	Council	\$120,000	Council / PSA, Coastal Protection Art for Public Places	High
	2.4.3 Implementation Program				
	Stage 1 – Secure commitment of Bowling Club		NA		High
	Stage 2 – Redevelop Bowling Club to Café		NA		Med
Stage 3 – Implement Anchorage Gardens Concept			\$990,000		Med
Stage 4 – Implement Pedestrian Jetty concept			\$2,620,000		Med

## Implementation Strategy

### Goal 3: An active, sustainable and iconic foreshore

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>3.1 Develop and implement a continuous Foreshore Promenade</b> <ul style="list-style-type: none"> <li>Integrated walkway and cycle path</li> <li>Feature pavement and boardwalk elements</li> <li>Feature lighting and street furniture</li> <li>Themed interpretive artworks</li> <li>Beach access and rest areas</li> <li>Rejuvenation of coastal vegetation and dune structures</li> </ul>	1.3.1 Prepare detailed concept plans	Council / PSA	\$120,000	Council, PSA, Bicycle SA	High (Immediate)
	1.3.2 Implementation program	Council		Council, PSA, Bicycle SA	High (Immediate)
	Stage 1 – Causeway to Coral Street		\$1,690,000	Coastal Protection	High (Immediate)
	Stage 2 – Causeway to Wills Street		\$800,000	Art for Public Places	Medium
	Stage 3 – Coral Street to Skate Park		\$800,000		Low
	Stage 4 – Wills Street to King Street		\$150,000		
<b>3.2 Redevelopment of the Soldiers Memorial Gardens and Soldiers Memorial Reserve</b> <ul style="list-style-type: none"> <li>Reinterpretation of original formal garden designs</li> <li>Formal paths layout and decorative gardens</li> <li>Feature paths, lighting and furniture</li> <li>Reinterpret settings of memorials and structures</li> </ul>	3.2.1 Consult with RSL and other key stakeholders	Council	NA		High
	3.2.2 Prepare detailed concept plans	Council	\$30,000	Council / RSL	High
	3.2.3 Implementation Program	Council		Council / RSL	Med
	Stage 1 – Soldiers Memorial Gardens – Flinders Parade		\$250,000		Med
	Stage 2 – Soldiers Memorial Reserve – Esplanade		\$50,000		

## Implementation Strategy

### Goal 3: An active, sustainable and iconic foreshore

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
3.3 <b>Redevelop family parks centred on Grantley Avenue (skate park) and Wills Street</b> <ul style="list-style-type: none"> <li>Improved landscaping</li> <li>Upgrade BBQ's, shelters and furniture</li> <li>Improved lighting</li> <li>Improved play equipment</li> </ul>	3.3.1 Prepare detailed concept plans	Council	\$25,000	Council	Med
	3.3.2 Implementation Program Stage 1 — Skate park setting Stage 2 — Wills Street Park	Council	\$380,000 \$290,000	Council / Community Groups	Med Low
3.4 <b>Develop stormwater management wetlands adjacent Bridge Street (Note: also potential boat ramp site)</b> <ul style="list-style-type: none"> <li>Stormwater management and quality systems</li> <li>Feature wetlands landscape</li> <li>Potential habitat environments</li> </ul>	3.4.1 Prepare detailed concept plans	Council	\$15,000	Council / DEH	Med
	3.4.2 Implementation program	Council	\$340,000	Council / DEH Catchment Authority	Med

## Implementation Strategy

### Goal 4: An accessible and convenient town centre

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority	
<b>4.1 Introduce one-way traffic movement (south bound) into Flinders Parade and Esplanade between Coral Street and Albert Place</b> <ul style="list-style-type: none"> <li>One-way traffic movement, angled parking and wombat pedestrian crossing on Flinders Parade</li> <li>Pedestrian priority zone through Victor Promontory</li> <li>Improved footpaths and lighting</li> <li>Tourist bus set down on Esplanade</li> <li>Realignment of road to improve pedestrian environment</li> </ul>	4.1.1 Consult key stakeholders and rate payers	Council	NA		High (Immediate)	
	4.1.2 Prepare detailed concept plans	Council	\$50,000	Council	High	
	4.1.3 Implementation program	Council	\$1,300,000	Council	High	
<b>4.2 Upgrade key intersections to improve safety, traffic management and road priority</b> <ul style="list-style-type: none"> <li>Stage 1 Grantley Avenue, Bridge Terrace, Hindmarsh Road</li> <li>Stage 2 Seaview Road, Eyre Terrace, Hindmarsh Road (including signalised pedestrian crossing)</li> <li>Stage 3 Ocean Street and Albert Terrace (signage 'barn dance' crossings)</li> <li>Stage 4 Esplanade and Albert Terrace</li> <li>Stage 5 Seaview Road and Acraman Street</li> <li>Stage 6 Crozier Road and Acraman Street</li> <li>Stage 7 Crozier Road, Albert Terrace, Torrens Street</li> </ul>	4.2.1 Prepare detailed concept plans	Council	\$50,000	Council	High	
	4.2.2 Implementation program	Stage 1 – 1,2,3 and 4		\$750,000	Council / TSA	High
		Stage 2 – 5 and 6		\$450,000		Medium
		Stage 3 – 7		\$220,000		Low

## Implementation Strategy

### Goal 4: An accessible and convenient town centre

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>4.3 Introduce upgraded off-street parking in key locations</b> <ul style="list-style-type: none"> <li>McKinlay Street four level car park (approx 370 cars)</li> <li>Stuart Street decked car park (approx 60-120 additional)</li> <li>Bridge Terrace open lot car park (approx 66 cars)</li> <li>Esplanade Car park reformatted</li> </ul>	4.3.1 Consult key stakeholders	Council	NA	Council / Car Park Fund	High (Immediate)
	4.3.2 Prepare detailed concept plans	Council	Included in stage costs		High
	4.3.3 Implementation Program Stage 1 — Stuart Street Stage 2 — McKinlay Street Stage 3 — Esplanade Stage 4 — Bridge Street	Council	\$1,800,000		High (Immediate)
			\$250,000		High
<b>4.4 Reconfigure existing on-street parking to improve efficiency (offsets reductions in on street parking)</b> <ul style="list-style-type: none"> <li>Flinders Street angled parking</li> <li>Albert Place</li> <li>Station Square</li> </ul>	4.4.1 Consult key stakeholder and rate payers	Council	NA	Council Council	High
	4.4.2 Prepare detailed concept plans	Council			High
	4.4.3 Implementation Program Stage 1 — Flinders Street Stage 2 — Station Square Stage 3 — Albert Place	Council	Cost linked to strategies 4.1, 2.3 & 2.1 respectively		High
					Med
			\$7,500,000	Med/High	
			\$290,000	Med	

## Implementation Strategy

### Goal 5: A walkable and attractive place

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>5.1 Provide improved signalised pedestrian crossings across Torrens Street</b> <ul style="list-style-type: none"> <li>• Reposition the existing Shopping Centre signalised crossing to align with the main shopping centre entry</li> <li>• Negotiate with Shopping Centre owner to create a 3 m wide tree lined pedestrian access path through car park from the new crossing to the shopping centre entry and improved tree planting in car park</li> <li>• Introduce new signalised pedestrian crossing just south of Seaview Road on Torrens Street</li> </ul>	5.1.1 Consult key stake holders 5.1.2 Prepare detailed concept plans 5.1.3 Implementation program Stage 1 — Relocated Shopping Centre crossing and car park access path Stage 2 — Seaview Road Crossing	Council Council Council	NA \$20,000 \$300,000 \$300,000	Council Council / Shopping Centre Owner	High (Immediate) High High Med
<b>5.2 Provide improved pedestrian 'wombat' crossing points between the foreshore and town centre</b> <ul style="list-style-type: none"> <li>• Grantley Avenue</li> <li>• Eyre Terrace</li> <li>• Coral Street</li> <li>• RSL Building</li> <li>• Playground</li> <li>• Albert Place</li> <li>• Wills Street</li> </ul>	5.2.1 Consult key stakeholders 5.2.2 Prepare detailed concept plans 5.2.3 Implementation Program Stage 1 — Coral Street, Playground, Albert Terrace Stage 2 — RSL Building, Eyre Terrace, Wills Street, Grantley Avenue	Council Council Council	NA \$15,000 \$110,000 \$145,000	Council Council	High (Immediate) High High Med

## Implementation Strategy

### Goal 5: A walkable and attractive place

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>5.3 Establish new pedestrian linkages at key locations within the town centre</b> <ul style="list-style-type: none"> <li>Route A — link between Ocean Street south to the Foreshore through Station Square</li> <li>Route B — Link between former police station on Torrens Street through to the proposed McKinlay Street car park</li> <li>Route C — Railway Promenade link</li> <li>Improved paving, lighting, street furniture and planting</li> </ul>	5.3.1 Consult key land owners and stakeholders through to 'Proactive Engagement' strategy	Council	NA		High (Immediate)
	5.3.2 Prepare detailed concept plans	Council	\$25,000	Council	High
	5.3.3 Implementation Program	Council	NA		High
	Stage 1 — Route A Ocean Street to Railway Terrace		\$100,000	High (Immediate)	
	Route B Ocean Street to McKinlay Street		\$100,000	High (Immediate)	
	Route C Railway Promenade		\$500,000	High	
	Stage 2 — Route A Railway Terrace to Flinders Parade		\$250,000	Medium	
Stage 3 — Route B Torrens Street to Ocean Street		\$150,000	Low		
<b>5.4 Implement a street scaping program on key streets throughout the town centre</b> <ul style="list-style-type: none"> <li>Street tree planting</li> <li>Paving lighting and street furniture</li> </ul>	5.4.1 Consult key stakeholders and rate payers	Council	NA	Council	High
	5.4.2 Prepare detailed concept plans	Council	\$20,000		High
	5.4.3 Implementation Program	Council		Councils Maintenance Program	High
	Stage 1 — Street tree planting		\$280,000		Med
Stage 2 — Paving, lighting and street furniture					

## Implementation Strategy

### Goal 5: A walkable and attractive place

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>5.5 Develop and implement a branded street signs program and town centre directional and information signs program</b> <ul style="list-style-type: none"> <li>Town Centre branded street signs</li> <li>Directional signs</li> <li>Informational and interpretative signs</li> </ul>	5.5.1 Consult key stakeholders 5.5.2 Develop signage concepts 5.5.3 Implementation Program Stage 1 — Branded street signs Stage 2 — Directional signs Stage 3 — Informational and interpretative signs	Council Council Council	NA \$30,000 \$75,000 \$75,000 \$75,000	Council / Tourism Commission Council / Tourism Commission	High High High High Med
<b>5.6 Develop and implement a 'Precinct Pride' program to encourage upgrading and refurbishing of existing buildings</b> <ul style="list-style-type: none"> <li>Coordinate with Strategy 5.4 Streetscaping Program</li> <li>Provide design assistance and colour schemes for façade upgrades</li> <li>Offer annual Precinct Pride prizes for private upgrade projects</li> <li>Seek sponsorship of program by major paint and building supply companies</li> </ul>	5.6.1 Develop program 5.6.2 Seek sponsorship and launch program 5.6.3 Implementation program Stage 1 — Trial in Ocean Street, Torrens Street, Hindmarsh Road Stage 2 – Remaining streets	Council Council Council	\$5,000 \$5,000 NA	Council / Sponsor	High (Immediate) High High Med

## Implementation Strategy

### Goal 6: A commercially vibrant and attractive shopping and business centre strategy

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>6.1 Develop and implement a revised streetscaping image for Ocean Street</b> <ul style="list-style-type: none"> <li>Larger format, lighter coloured paving units</li> <li>Improved lighting</li> <li>Improved furniture and rest spots</li> <li>Improved pedestrian crossing points</li> <li>Feature artworks e.g. pavement art</li> <li>Improved opportunities for outdoor dining</li> </ul>	6.1.1 Consult key stakeholders and ratepayers	Council	NA	Council / PSA Council / PSA / Art for Public Places	High (Immediate)
	6.1.2 Prepare detailed concept plans	Council	\$35,000		High
	6.1.3 Implementation program	Council	\$430,000		High
	Stage 1 — Ocean Street south Stage 2 — Ocean Street north		\$430,000		Med
<b>6.2 Partner with the owners of the Victor Central Shopping Centre to facilitate the activation of Torrens Street and the expansion of the Centre</b> <ul style="list-style-type: none"> <li>Redevelop the western corner of the site to improve the supermarket, specialty retail and parking.</li> <li>Capitalize on the value of the Crozier Road – Torrens Street corner and the branding of the shopping by redeveloping this street edge with retail and services trading to both Torrens Street and internally to the shopping centre</li> <li>Consider the long term expansion of the shopping centre north along Torrens Street and the possible closure of Hill Street</li> </ul>	6.1.1 Consult key stakeholders and ratepayers	Council	NA	Refer Strategy 1.1	High (Immediate)
	6.1.2 Negotiate a development approach with property owner	Council/Owner	NA		High
	6.1.3 Co-ordinate the streetscaping of Torrens Street with shopping centre redevelopment	Council	Refer Strategy 1.1		Refer Strategy 1.1

## Implementation Strategy

### Goal 7: A regional focus for cultural activity and expression

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>7.1 Develop and implement a public art program incorporating</b> <ul style="list-style-type: none"> <li>• Stand alone artworks</li> <li>• Artworks incorporated into the public infrastructure               <ul style="list-style-type: none"> <li>– Pavements and footpaths</li> <li>– Street furniture and lighting</li> </ul> </li> <li>• Entry statement sculptures</li> <li>• Play sculptures</li> </ul>	7.1.1 Consult art groups and key stakeholders	Council	NA	Council / Art for Public Places Linked to capital funding	High
	7.1.2 Develop detailed program	Council	\$50,000		High
	7.1.3 Implementation program	Council	Costs included in relevant capital projects		High
	Stage 1 — Entry statements				Med
Stage 2 — Foreshore promenade environs		Med			
	Stage 3 — Station Square			Low	
	Stage 4 — Secondary streets				
<b>7.2 Develop the feasibility of a Regional Arts Centre incorporating:</b> <ul style="list-style-type: none"> <li>• Performance theatre</li> <li>• Gallery space</li> <li>• Meeting rooms</li> <li>• Aboriginal cultural centre</li> <li>• Possible artist studios</li> <li>• Café/restaurant (views of coast)</li> <li>• Car parking</li> </ul>	7.2.1 Consult key arts groups and stakeholders	Council	NA	Council / Arts SA	High (Immediate)
	7.2.2 Consider acquisition strategy for key sites	Council / Arts SA	Commercial value		High (Immediate)
	7.2.3 Develop the concept and feasibility and pursue funding options (State and commonwealth and private)	Council / Arts SA	\$300,000	Council / Arts SA	High/Med
	7.2.4 Identify key champions and pursue implementation program	Council / Arts SA	\$13.3 million	Council / Private / State and Federal Governments	Med/Low

## Implementation Strategy

### Goal 7: A regional focus for cultural activity and expression

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<p>7.3 <b>Develop organisational and a physical infrastructure to sustain and promote a range of major arts festivals and cultural events</b></p> <ul style="list-style-type: none"> <li>Incorporate physical infrastructure in key public spaces to support cultural events e.g. amphitheatre spaces services provision, areas for temporary structures etc</li> <li>Consider developing a major arts competition e.g. 'Sculpture by the Sea'</li> <li>Consider employing an arts promotional officer to coordinate events, secure funding and sponsorship and promote arts opportunities</li> </ul>	<p>7.3.1 Consult key arts groups and stakeholder</p> <p>7.3.2 Develop arts infrastructure strategy</p> <p>7.3.3 Implement strategy</p>	<p>Council</p> <p>Council / Arts Groups</p> <p>Council</p>	<p>NA</p> <p>\$50,000</p> <p>Dept on strategy</p>	<p>Council / Arts SA</p> <p>Council / Arts SA</p>	<p>High</p> <p>High</p> <p>Med</p>

## Implementation Strategy

### Goal 8: A policy framework that facilitates the achievement of the Urban Design Principles and Structure Plan

Strategies	Actions	Primary Responsibility	Budget	Funding	Priority
<b>8.1 Review and amend Development Plan policy consistent with the proposed Structure Plan and associated Desired Future Character Statements in particular:</b> <ul style="list-style-type: none"> <li>• Policy encouraging activated building frontages in key locations</li> <li>• Improved urban design quality policies throughout the town centre</li> <li>• Improved management of new development adjacent heritage buildings</li> <li>• A managed buffer between residential and commercial/retail development</li> <li>• Specific building massing assessment on key development sites</li> <li>• Formalising historic and character precincts</li> <li>• Setting appropriate height provisions within the Development for key sites Plan in support of achieving key strategy outcomes as detailed in this report eg reinforcing corners and landmark sites</li> </ul>	8.1.1 Consult the community and key stakeholders	Council	NA		High (Immediate)
	8.1.2 Prepare Statement of Investigations including possible new research in retail demand and selective building modelling analysis	Council / consultant	\$25,000	Council / PSA	High (Immediate)
	8.1.3 Plan Amendment Report process	Council / consultant	\$75,000	Council / PSA	High (Immediate)
<b>8.2 Develop and initiate a strategy of 'proactive engagement' with key property owners to facilitate appropriate development and strategic outcomes on key development sites (A-I). Elements include:</b> <ul style="list-style-type: none"> <li>• Early consultation with property owners to identify development and strategic benefits</li> <li>• Potential to coordinate public realm improvements to encourage private development</li> <li>• Setting appropriate height provisions within the Development for key sites Plan (1 storey above the general maximum) in support of achieving key strategy outcomes as detailed in this report eg reinforcing corners and landmark sites</li> </ul>	8.2.1 Consult key stakeholders	Council	NA		High (Immediate)
8.2.2 Develop strategy	Council / Business Group	\$10,000	Council	High	
8.2.3 Initiate program Stage 1 — Site D, I Stage 2 — Site B, C G Stage 3 — Remaining sites	Council / Business Groups	NA		High	



## 9 Community Feedback

### 9.1 Introduction

The Stage Two Consultation Process gave stakeholders and the broader community the chance to comment on the draft master plan. Consultation involved a range of activities, including:

- Public Launch with key stakeholders and interested community members on Tuesday 9<sup>th</sup> August, 7:30pm;
- Public Display of draft Master Plan conducted from Wednesday 10<sup>th</sup> August to Friday 2<sup>nd</sup> September; and
- Response Sheet made available at Council Offices and on-line to encourage community feedback.

This chapter summarises the key outcomes of the Stage Two Consultation Process.

### 9.2 Key Outcomes

Community participation during Stage Two included attendance of approximately 50 people at a Project Launch which offered a presentation on the draft Master Plan and opportunity for questions, answers and comments. Community then had an opportunity to submit written comments to Council and 20 written responses were received during this process.

Feedback received was considered in the refinement of the master plan and assisted in setting priorities in the final report. A summary of key comments arising from the Public Launch and written responses is provided below.

#### 9.2.1 Summary of Verbal Comments

Over 50 people attended the Public Launch of the draft master plan on Tuesday 9<sup>th</sup> August 2005. Overall a very positive response was received in relation to the master plan.

Comments made by participants during the Public Launch included:

- Will the master plan be costed? Reassurance was given that individual strategies will be costed. Council and the community will then be able to choose projects.
- Need to source funding and balance funding needs with other key projects including the civic centre, arts centre, boat ramp. Response relayed that funding will form a mixture of public and private and that funding options are currently open to Council. Long term project likely to be implemented over a 15 year period starting with priority projects. Some projects such as the planting of key boulevards are in reality low cost with high level effect.



- Encourage the reuse of water where possible and use of seawater for water features where practical.
- Landscaping will need irrigation initially.
- Need to revitalise the town centre to respond to trader and business needs.
- Need to manage disruption to the town centre and avoid peak tourist and holiday seasons, but acknowledge need to accept short term pain for long term gain.
- Development projects will be managed in stages to minimise disruption.
- Hindmarsh Road streetscaping at the entrance to the Town Centre needs to be a priority project.
- People generally enthused by the master plan, even if only half of the master plan is achieved it will be positive for Victor Harbor.
- Council is on the right track by preparing a master plan, some of it may never happen, but hopefully some of it will.

#### 9.2.2 Summary of Written Comments

Comments received formally by Council included 13 response sheets and 7 more detailed submissions. The overall community attitude towards the draft master plan was positive.

The feedback received in response to the draft master plan was generally supportive. The majority saw the plan as an exciting way forward for the City of Victor Harbor and added comments on minor additions or amendments to improve the outcome of the project. Some concern was raised on one element of the plan, the Victor Promontory.

Respondents had a variety of interests in the area and consisted of residents, property owners, business operators and tourism promoters.

Below is a summary of comments received in relation to the urban design principles, precinct improvements and other comments.

#### Urban Design Principles

The master plan proposed ten urban design principles. Respondents were asked to identify the urban design principles they considered to be the most important.

The urban design principles most commonly nominated by the respondents were:

- Welcome and guide visitors;
- Create a walkable and attractive town;
- Create easy access and convenient parking;
- Develop visitor destinations and activity nodes; and



- Establish the town centre as a cultural focus for the region.

#### **Precinct Improvements**

Many of the features of the master plan related to improvements within 5 key precincts.

Precincts include:

- Entry Gateway;
- Victor Promontory;
- Anchorage Gardens;
- Town Square; and
- 'Turn-Table' Cultural Centre.

When aggregated respondents considered that concepts proposed for four of the five precincts would make sound improvements and create excellent growth prospects and improvements. The precincts that received the highest level of support were clearly the Entry Gateway, followed closely by the Town Square and 'Turn-Table' Cultural Centre.

Responses regarding the Victor Promontory Precinct were more mixed. This was principally due to a number of responses (10) received from people with a commercial interest in the precinct. These people are members of the Victor Harbor Causeway Amusement Group.

#### **Other Comments**

Many respondents made additional comments regarding the draft master plan. The following summary relates to general feedback from response sheets and detailed submissions. The submissions have been grouped thematically.

##### *Infrastructure*

- Ensure entry signage is well designed and will not lose attractiveness with changing trends;
- High quality of interpretive signage is needed that relates to indigenous, natural and cultural heritage;
- If boat ramp at causeway is closed it should be replaced by another;
- A safe and accessible boat ramp is a very important tourism asset for the city and should be considered as a high priority;
- Will the pedestrian jetty be used for boats (tourist or otherwise) – if so should incorporate measures to prevent wave buffeting and impacts of boats on reef; and
- Fibre Optic connections to all homes and Businesses and "Wireless internet access Hotspots" – would enable visitors to access internet.



#### *Access, Movement and Parking*

- The provision of improved pedestrian crossings need to be linked with upgrades of footpaths;
- More parking could be located along Bridge Terrace and the Esplanade; and
- Appropriately located car parking spaces for disabled should be a priority.

#### *Pedestrians and Cyclists*

- How shared use between pedestrians and cyclists will be facilitated on the Promontory area needs to be given due consideration.

#### *Art and Culture*

- Turntable Cultural Centre may be better located in new botanic gardens;
- The choice of whalebone sculpture is unfortunate as it points to the former whale hunting industry, when Victor Harbor is also known as a whale watching area. A suggestion would be to incorporate the 'Whale tail fountain' theme into the water play feature; and
- Interpretative signage could be integrated into public art.

#### *Public Realm*

- The specific requirements of the aged, people with a physical disability and people with sensory disabilities (especially visual impairment) need to be considered when looking at pedestrian access, pedestrian crossings, pedestrian linkages, paving, lighting and street furniture;
- Current Library and Town Hall projects may detract from the direction of the master plan;
- Include a Piazza in the master plan;
- Useful to state an overall theme for the city;
- Potential for open air markets in the Railway precinct;
- Review use of palm trees and other exotic species. Species of plants native to the area may be more appropriate;
- Town Square is a good concept but it is in the wrong place, there is insufficient room for such development where it is proposed. It may also lull inattentive pedestrians into false sense of security when walking across the area;
- The present Railway Terrace Streetscape should be retained at all cost;
- Ensure the presence of meeting nodes for local residents;
- A two storey building built in the place of the Visitor Information Centre is out of keeping with the ambiance of the area; and



- What will people do when they get to the foreshore – suggest marina, wharf, restaurants.

#### *Tourism*

- Sites A and C could be targeted for 4+ star accommodation;
- Bus set down and pick up bays (in the Victor Promontory Precinct) may need rethinking. Waiting for passengers and loading can take up to as long as 30 minutes. This would impact on other traffic using the area. Provision of two coach bays may not meet demand in peak periods; and
- Decentralise tourist attractions and entertainment to reduce congestion around causeway.

#### *Environment and Ecological Processes*

- An ecological assessment of the impact of building a pedestrian jetty should be undertaken prior to commencing any works;
- Due care needs to be taken of the fragile dune system; and
- Streetscaping should incorporate species native to the area not import palms from other parts of Australia.

#### *Implementation*

- Foreshore development should occur first;
- Provide a broader implementation framework which orders and prioritises strategies across goals;
- Strategy 5.6 Should be marked High (immediate) priority as it can dramatically change the look and feel of the town for little outlay;
- Develop Railway Terrace precinct before developing pedestrian linkages to it, otherwise a path to nowhere will be created; and
- Other comments were made regarding the priority of goals strategies and actions. These will assist Council formulate the implementation phase of the master plan.

#### **9.2.3 Victor Harbor Causeway Amusement Group**

A detailed submission and nine response sheets were received from members of the Victor Harbor Causeway Amusement Group. The group raised a number of issues including concern that they had not been consulted with during the formation of the draft master plan. It is noted however that consultation during the formation of the draft master plan did include discussions with key stakeholders and several events open to, and well attended by, the wider community (refer Stage One Consultation Report for details).

It is noted that the design team spent sometime discussing issues with a representative of the Group in the Stage One Consultation Workshop. The representative was also provided the opportunity of a one-on-one consultation to review



the draft master plan prior to the public launch. A number of issues were discussed at that meeting that resulted in design changes.

The Victor Harbor Causeway Amusement Group supported a number of strategies put forward by the draft master plan, including:

- The beautification of the approaches to Victor Harbor;
- One way traffic on Flinders Parade;
- The linking of Ocean Street and Railway Terrace, and Ocean Street to McKinlay Street; and
- Refurbishment of the Soldiers Memorial Gardens.

Concerns raised by the group included:

- The plan does not show access for medium sized delivery and service vehicles in relation to the Causeway Amusement Park locality (this can be accommodated in the proposals);
- The horse stables are a high interest point with tourists and locals should remain at their current location;
- The provision of water play features and sculptures is not an appropriate form of development for a number of reasons including:
  - concern about water quality and availability, and belief that water features are becoming a thing of the past;
  - falling fronds from Norfolk Pines could create ongoing maintenance problems, with the water feature requiring cleaning many times a day; and
- potential hazards for unsupervised children.
- A desire to remain in their current location, due to:
  - extensive existing infrastructure (including power, water, sewerage);
  - negative effect on profitability caused by relocation, as most of their clientele comes from people walking to and from Granite Island; and
  - the loss of businesses would be a major loss to the town.

The group is proposing to work closely with Council in future phases of the planning and detailed design of the Victor Promontory Precinct to work through these aspects.



#### 9.2.4 Response to Key Concerns

From the summaries of verbal and written comments received three key concerns have been identified that require specific responses. They are:

- Scope of Change
- Causeway Amusements Area
- Palm Trees

##### Scope of Change

There is a segment of those who responded who expressed concerns regarding the scope of change that the Master Plan embraces and encourages.

The study team strongly supports one of the key objectives set by the Steering Group for this project. That is, that Victor Harbor requires transformational improvement if it is to maintain and improve its status as a significant destination in South Australia and a regional focus for the Fleurieu Peninsula.

It is for this reason that the Master Plan recommends significant improvements in some precincts within the town centre. If these types of transformations are not made the study team is of the view that the community will not capitalize on the many assets and opportunities presented by the town centre location and thus will not reap the benefits of the sustained visitation and investment that is likely to flow.

##### Causeway Amusements Area

It is clear from the coordinated response from members of the Victor Harbor Causeway Amusements Group that there is a concern that the relocation and upgrading of the amusements and food outlets area will impact negatively on their trade.

The study team takes the opposite view. We believe that the repositioning of the amusements and food outlets will in fact result in much greater direct exposure of these attractions to the heart of Victor, the upgraded Warland Reserve and the newly created Town Square, while at the same time maintain direct contact with the horse drawn tram stop, the causeway entrance and the tourist bus set-down area. This is a prime location for these activities and will generate considerable exposure to passing trade.

##### Palm Trees

The Victor Harbor town centre is an urban place by the coast. Some of the criteria that apply to the selection of tree species in such locations are:

- the ability to thrive in coastal conditions
- the ability to grow to a suitable scale and stature to match the urban and coastal environment



- the ability to provide shade while maintaining coastal views and vistas
- the ability to be planted in a mature or semi-mature state so as to provide early benefits

The palm trees recommended in this report fit the above criteria very well and are thus well suited to the applications proposed in the concept designs. The species recommended have also a long history in South Australia and particularly in coastal and railway line locations and build on the presence of existing palm trees in the Victor Harbor town centre.

#### 9.2.5 Conclusions and Recommendations

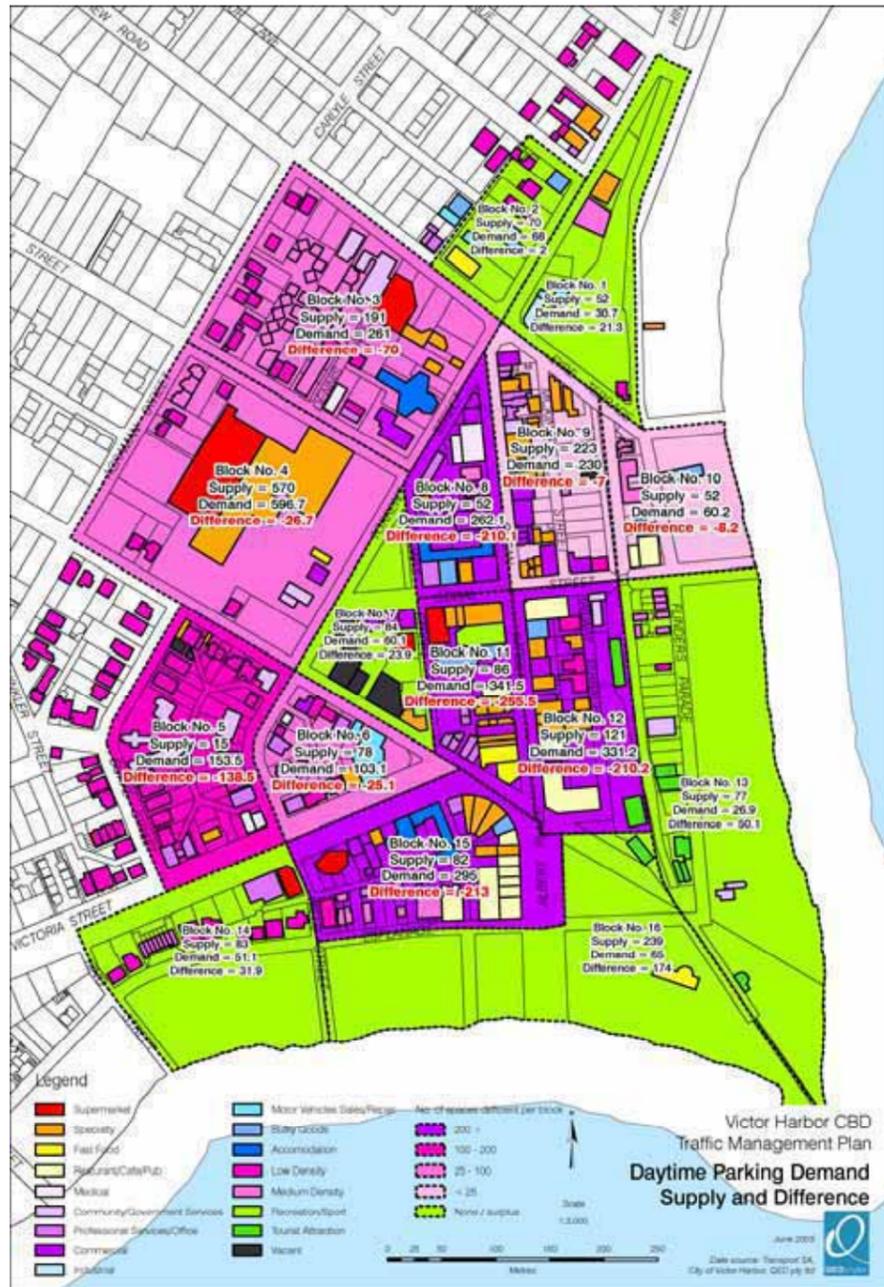
There was a high level of community interest in the master plan. The community is generally very supportive of the draft master plan and the points raised by the community will be able to be resolved in the refinement of the master plan and future detailed design phases of the project.

A key recommendation is for Council to maintain open communication with the Victor Harbor Causeway Amusement Group and involve them directly in the more detailed planning for the Victor Promontory Precinct.

In summary, the master planning process has received significant support through both consultation phases and promises to provide enormous benefit to the Council area and the wider community once implemented.

It is recommended that council endorse the Master Plan, the goals and strategies for staged implementation and to guide the future development of the Victor Harbor Town Centre.

**Appendix A – Parking Demand**



**Appendix B – Traffic Management Proposals**

The Master Plan includes a number of proposed changes to the traffic and pedestrian movement in the Town Centre. Each of these is discussed below.

#### **Town Square**

The Town Square is proposed to be a focal point of the Master Plan, it is also a location where there is a high concentration of pedestrians crossing the road, both across Albert Place/ Victoria Street, Ocean Street and Railway Terrace. Ocean Street and Railway Terrace terminate or start at the intersection, as a result pedestrians have right of way over vehicles when crossing these streets. To facilitate this raised paving is proposed across both streets.

To facilitate pedestrian access across Albert Place/ Victoria Street it is proposed to create a Signalised Pedestrian Crossing at the intersection with Ocean Street. Given that the location of the pedestrian crossing coincide with the vehicles exiting Ocean Street is proposed to create an innovative signalised intersection where there will be two phases only, a pedestrian phase in all directions and a vehicle phase. During the vehicle phase traffic will operate under normal give way controls as it currently does.

#### **Ocean Street**

The legal and observed confusion about who has right of way along Ocean Street could be overcome by either making the flat top road humps on pedestrian desire lines into Wombat Crossings (zebra crossing line marking on a flat top road hump where pedestrians have right of way) or by creating a Shared Zone (physically limiting the vehicle speed to walking speed and giving pedestrians and vehicles mutual shared rights of way). To create a shared zone the existing number of flat top road humps between intersections will need to be increased, probably from one to two.

The creation of a shared zone is the recommended treatment detailed as part of the Master Plan.

#### **Flinders Parade**

As indicated in Principle 6 it is proposed that Flinders Parade/ The Esplanade be one-way from Coral Street to Albert Place. Associated with this will be the creation of 60° angle parking along Flinders Parade against the eastern verge.

It is proposed to create some tourist bus parking on Flinders Parade near the existing playground and toilets. This is only proposed to be for two buses, buses are not to layover/ stay for extended periods of time at this location.

The use of angle parking along a one way roadway allows kerb protuberances and a narrowing of the traffic lane to occur where there are pedestrian desire lines.

Where Flinders Parade intersects with The Esplanade it is proposed to realign the roadway and narrow it to one lane. A Wombat crossing (a raised plateau with zebra crossing line marking) is proposed where the path across Warland Reserve intersects with this roadway. This gives priority to pedestrians crossing the road at this location.

**Eyre Terrace/ Torrens Street/ Seaview Road/ Hindmarsh Road**

To improve pedestrian connectivity across Torrens Street between Ocean Street and Eyre Terrace it is proposed to install a pedestrian signalised crossing.

To facilitate traffic exiting from Eyre Terrace and Seaview Road during peak periods it is also proposed to install an amber/ red traffic signal on the Hindmarsh Road approach to the roundabout. The pedestrian signalised crossing and amber/ red traffic signal will stop traffic on Hindmarsh Road/ Torrens Street allowing traffic from Eyre Terrace and Seaview Road to enter the roundabout. This is a special use of traffic signals, however there are existing examples of this type of control, for example Belair Road in Adelaide.

The roundabout is proposed to remain as it provides more efficient access from Eyre Terrace and Seaview Road outside of peak times than traffic signals. The cost to install the amber/red traffic signal on the Hindmarsh Road approach is only marginally more than the cost to install just the pedestrian signalised crossing.

In the long term traffic signals at this junction may be warranted. To be efficient these traffic signals will require three lanes on each approach, two through lanes and a right turn lane. This will require acquisition of land to provide adequate road and footpath widths. Based on predicted traffic that would result from land currently available for residential development these traffic lights are not justified. If additional land is released and developed within the City of Victor Harbor the traffic signals may be required. The investigation into the traffic impact of any future release of land for residential development would be the subject of another study.

**Crozier Road/ Torrens Street**

In the short term it is proposed that sheltered right turn lanes be created on Torrens Street to facilitate safe turning movements into Crozier Road.

In the long term traffic signals at this junction may be warranted. To be efficient these traffic signals will require three lanes on each approach, two through lanes and a right turn lane. This will require acquisition of land to provide adequate road and footpath widths. Based on predicted traffic that would result from land currently available for residential development these traffic lights are not justified. If additional land is released and developed within the City of Victor Harbor the traffic signals may be required. The investigation into the traffic impact of any future release of land for residential development would be the subject of another study.

**Bridge Terrace/ Hindmarsh Road**

To direct traffic more directly from Hindmarsh Road over the railway line into Bridge Terrace it is proposed to install a driveway entry on Bridge Terrace (north). This will create a continuous and more clearly defined roadway from Bridge Terrace (south) over the railway line to Hindmarsh Road.

The driveway entry is a one lane raised paved roadway approximately 20 metres long that is flared at the entry/ exit points to enable vehicles to enter and exit safely. Two-way traffic uses this one lane roadway using a shuffle movement.

It is also proposed to replace the existing give way controls at the railway line with manual railway crossing gates similar to those at Coral Street. These clearly indicate to motorists when a train is approaching allowing vehicles to safely queue across the railway line.

**Crozier Road/ Acraman Street**

It is proposed to install a roundabout to increase motorists' awareness of the intersection and control speeds along Crozier Road. This treatment also provides an entry treatment from the residential area to the commercial area of the Town Centre.

**Seaview Road/ Acraman Street**

It is proposed to install a roundabout to increase motorists' awareness of the intersection and control speeds along Seaview Road. This treatment also provides an entry treatment from the residential area to the commercial area of the Town Centre.

**Appendix C – Council Resolution**

The Council, at it's meeting on 22 May 2006, past the following resolution:

***“The Council receive and endorse the Victor Harbor Town Centre Master Plan as a ‘strategic guiding document’ that will assist to rejuvenate and reinforce the centre of Victor Harbor as a major regional hub and visitor destination by:***

- ***Introducing a series of new urban design initiatives,***
- ***Identifying future infrastructure requirements and public investment opportunities; and***
- ***Maximizing the potential for increased private investment within the Town Centre.***

*Subject to the following:*

1. *Reviewing the Crown Hotel (site ‘C’) to mention 4-5 storeys;*
2. *Further investigation into the priority, feasibility, ownership and community development options for the existing Railway Turntable site on Eyre Terrace, and;*
3. *Further consideration into the design and development of the ‘Promenade’ area (particularly logistics relating to land use locations and the horse drawn tram operation) and the use of Palm trees (rationale for and extent) in the Town Centre.*

***In receiving and endorsing the Master Plan the Council understands it to be a vision and that “endorsement” does not mean specific Council commitment to implement each and every aspect of the Plan exactly as presented. Council will consider and approve the implementation of specific projects within the Plan as part of its strategic considerations and long term financial planning.”***

***Carried Unanimously – 22<sup>nd</sup> May, 2006***