

Master Plan 2024

LOT - FOUR TEEN



Boundless
collaboration

Innovation
Places South
Australia



The vision for Lot Fourteen is to deliver a world-class innovation and global collaboration district that delivers economic, social and cultural prosperity for South Australians.

Message from The Premier

South Australia has a proud legacy of world-leading research and innovation capabilities.



**Peter
Malinauskas
MP**

Premier of South
Australia

But it often takes the capacity of many to grab a single idea and transform it into a product or solution that can change lives for the better.

South Australia is in a once-in-a-lifetime position to capitalise on our economic strengths and uncover new ideas, charting a course for an economy that provides high-skilled, rewarding careers for all.

Lot Fourteen is leading South Australia's innovation economy to ensure our supply chain is as globally competitive as our economy transitions, highlighting our competitive research and development, technology and transformation value chain across these key industries.

Through the power of collaboration and its global reputation, Lot Fourteen is an indispensable partner in this vision by fostering a culture of courageous innovation that is truly world leading.

From defence, space, cyber and the enabling critical technologies that are in the national interest, the capabilities of this ambitious district reflect the state's key priorities.

A collective force for change, Lot Fourteen is helping to inject innovation into the economy of the future, improving wellbeing and opportunities for all South Australians.

“

My Government welcomes you to Lot Fourteen; where we can work together to propel South Australia forward.

”

Our planning for Lot Fourteen began in 2015 and through valued partnership with the Australian Government, industry, universities and private investors, it has become a cornerstone of South Australia's maturing network of innovation assets.

Global companies are recognising the impact of partnering with our research institutions and universities to transfer knowledge into new businesses and solutions across key industries.

My Government is committed to supporting Lot Fourteen and its district partners to foster the next wave of innovation to deliver the skills and job pathways for future generations and position South Australia for a brighter future.





Lot Fourteen Master Plan visualisation by Treehouse, North Terrace, Southern elevation



Acknowledgement of Country

Ngai / Ngadlu tampinhi ngadlu Kurna Miyurna yartangka.
Munaintya puru purruna ngadlu-itya. Munaintyanangku
yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land.
The Dreaming is still living. From the past, in the present,
into the future, forever.



Smoking ceremony as part of the Tarrkarri Project Launch (December 2021)



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Executive summary

Lot Fourteen has been established as a world-class innovation and cultural district dedicated to solving complex global challenges.



LOT FOURTEEN - MASTER PLAN

Lot Fourteen, corner of North Terrace and Frome Road, Adelaide

Situated on the 7-hectare former site of the Royal Adelaide Hospital in the heart of Adelaide, Lot Fourteen is seizing the once-in-a-generation opportunity to drive economic growth and complexity for South Australia.

The Lot Fourteen Master Plan 2024 (entitled Master Plan hereinafter) is an updated plan for delivery of the Lot Fourteen innovation district, building on the previous master plan, released in 2019.

Delivery of Lot Fourteen has reached a midway point in its original ten-year principal development program. The district is at an important juncture as it transitions from its 'Establishment Phase' into its 'Growth Phase', which will see a period of substantial development and expansion occur.

The Master Plan is a companion document to the Lot Fourteen Strategic Plan (entitled Strategic Plan herewith) outlining the long-term intentions and aspirations for the district's physical form – critical site infrastructure, existing and new built-form, and public realm.

The Master Plan will support Lot Fourteen to continue building a thriving innovation ecosystem, where industry, business, research and education converge to solve global problems, drive economic output and growth, and contribute to the jobs and skills pipeline of the future.

It will continue to guide development of a magnetic and engaging district that attracts investment, industry, workers and visitors now and into the future.

Methodology

The South Australian Government has led a strategic district planning review to:

- Ensure the Master Plan is aligned to the Lot Fourteen Strategic Plan and enables Lot Fourteen to continue to support state and national priorities.
- Identify future development opportunities that are based on a clear understanding of district and state-wide need that is informed by global benchmarking, research and stakeholder engagement.
- Update the district Development Strategy phasing and timeframes to reflect current project scheduling.

The comprehensive and strong evidence-based review process has culminated in a robust Master Plan for the future of the district for planning and development activities.

This has included:

- A comprehensive assessment of the macro-environment to understand the strategic context in which Lot Fourteen sits.
- Stakeholder engagement, including targeted workshops with industry representatives from Lot Fourteen focus sectors (Defence, Space, Cyber and Critical Technologies) and existing Lot Fourteen tenants to understand Lot Fourteen's role in supporting industry and business growth.
- Market analysis of potential land uses/ asset types.
- Insights and recommendations from international experts.

The Master Plan provides the following changes for Lot Fourteen:

- 1** Revised Planning Principles to align more closely with the Lot Fourteen Strategic Plan.
- 2** Revised Strategic Moves to reflect refined district and project scope.
- 3** An increased focus on activation and visitor attraction through built-form and public realm design and delivery, with the ground floor plane being permeable.
- 4** Long-term retention of the TechCentral and SpaceLab buildings to ensure that Lot Fourteen can continue to support a dynamic innovation ecosystem that recognises the importance and needs of our scale-ups and SMEs.
- 5** Confirmation of available super lots and indicative use.
- 6** A revised Development Sequence to reflect ideal phasing and revised delivery timeframes, which will see the project extend through to 2034+ (an additional 5 years).

Strategic framework

The Master Plan aligns with the considerable body of work to date and has been updated to reflect the Lot Fourteen Strategic Plan.

Lot Fourteen Strategic Framework

Reference document: *Lot Fourteen Strategic Plan 2022-2026*

Strategic Focus

Strategic Vision | Strategic Objectives | Strategic Pillars

Delivery and Accountability

Goals | Initiatives | Measures of Success | Annual Business Plan

Lot Fourteen Master Plan

Reference document: *Lot Fourteen Master Plan 2024*

Master Plan

Planning Principles, Strategic Moves, Spatial Planning, Development Strategy

Supporting documents

Urban Design Guidelines

Site Strategies

Sustainability and Wellness, Movement, Public Realm, Built Form, Site Infrastructure, Retail, Art and Culture

Lot Controls

Reference Design + Detail Design

PROPOSED DEVELOPMENT

Governance

Ministerial responsibility for Lot Fourteen sits with the Premier (via a delegation of the former Minister for Transport, Infrastructure and Local Government), and overall management and delivery of the Lot Fourteen project is assigned to the State Project Lead (within the Department of the Premier and Cabinet) via Ministerial direction.

Renewal SA is the landowner and responsible for development and commercial services on behalf of the State Project Lead, Lot Fourteen. Specific areas of infrastructure delivery and asset management are supported by Renewal SA and the Department for Infrastructure and Transport.

Consecutive state and federal governments have continued to invest in developing the Lot Fourteen district in recognition of the once-in-a-generation opportunity it presents to shape Adelaide's CBD and deliver economic, social and cultural benefits for all South Australians.

Government will continue to partner with the private sector to develop the built form and deliver on the vision of Lot Fourteen.



Lot Fourteen, corner of North Terrace and Frome Road, Adelaide

Context

First Nations history

Lot Fourteen lies on Kurna Yerta (Kurna country) between Karrawirra Parri (River Torrens) and the waterholes of Kainka Wirra (Eucalypt forest, Adelaide Botanic Garden).

For more than 65,000 years, the land where Lot Fourteen stands has been integral to the Kurna people.

Old Royal Adelaide Hospital

In 1840, four years after the British established the Colony of South Australia, Lieutenant-Colonel George Gawler, then governor of South Australia, laid the foundation stone for Adelaide Hospital.

Relocated to the 7-hectare site on the corner of North Terrace and Frome Road, from the Eastern parklands in 1856, Adelaide Hospital was a focus of medical care, education and research.

The hospital was officially renamed the Royal Adelaide Hospital (the RAH) in 1939. At that time, it was the largest general hospital in Australia. The RAH occupied an important physical and emotional place in the history of South Australia.

In 2006, it was announced that the RAH would be replaced with a new hospital at the western end of North Terrace.



RAH Buildings on North Terrace
circa 1947

In 2015, planning for redevelopment of the site commenced. The prominence of this site within the city's central business district provided a significant and rare urban renewal opportunity for Adelaide.

Following relocation of the hospital in 2017, the former hospital was decommissioned. The site was then established as the location for a world-class innovation district, Lot Fourteen.

Metropolitan context

Part of Lot Fourteen's value proposition is its central location within Adelaide's CBD, close to significant institutions along North Terrace's cultural boulevard, including the Art Gallery of South Australia and the South Australian Museum, the University of South Australia and the University of Adelaide.

It is adjacent to the Adelaide Botanic Garden the thriving East End, a neighbourhood dotted with street art, galleries, boutiques and restaurants, iconic pubs, cafes and bars.



Sculpture: 'One: all that we can see' by
Sundari Carmody at Lot Fourteen

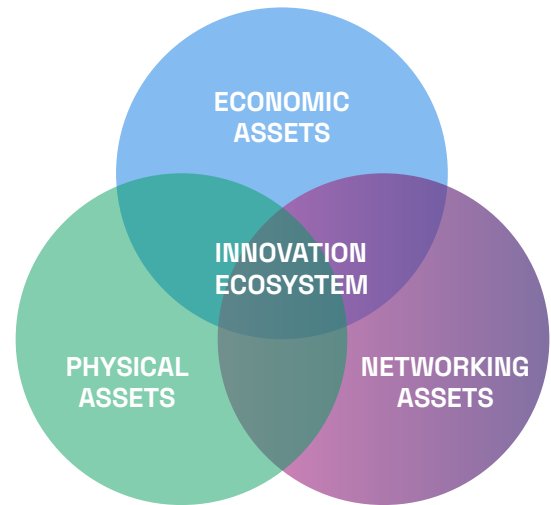
Global context

Innovation districts have emerged as a new urban model of place-based innovation. In their leading research, *The Rise of Innovation Districts: A New Geography of Innovation in America*, Bruce Katz and Julie Wagner note:

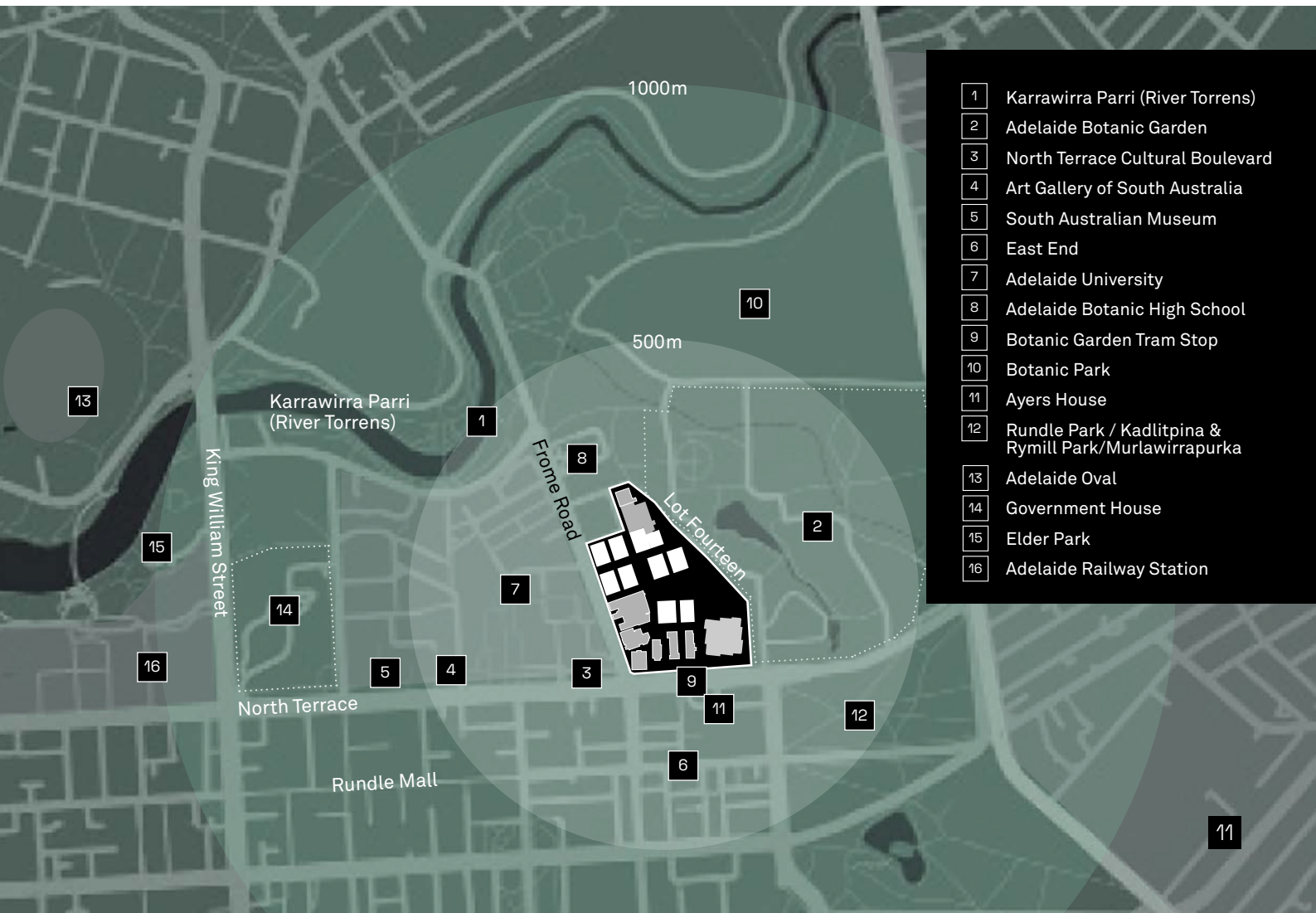
Innovation districts represent a radical departure from traditional economic development.

Unlike customary urban revitalisation efforts that have emphasised the commercial aspects of development (e.g. housing, retail, sports stadiums) innovation districts help their city and metropolis move up the value chain of global competitiveness by growing the firms, networks and traded sectors that drive broad-based prosperity.

Katz and Wagner consider all innovation districts to contain economic, physical and networking assets which combine to build a synergistic relationship between people, firms and place (the physical geography of the district) that facilitates idea generation and accelerates commercialisation.



Lot Fourteen has established itself as a globally recognised innovation district focussed on supporting South Australia's economic complexity, productivity and economic growth.





Responsive Space Operations Centre (RSOC), Australian Space Discovery Centre, Lot Fourteen

Policy context

The South Australian Economic Statement sets a high ambition for the economy, establishing a vision:

“

For an economy that is fit for the future, improving the wellbeing of all South Australians. An economy that is smart, sustainable and inclusive.

”

Contributing to the Economic Statement’s vision is the newly established South Australian Innovation Places Leadership Framework. The Framework recognises that innovation places, like Lot Fourteen, are key to stimulating and supporting the state’s economic development and increasing economic complexity.

Lot Fourteen has a central role to play in the delivery of the Framework and contribution to the state’s economic prosperity.

Priority areas

The innovation district is strategically aligned to the state's economic priorities and future growth potential. The following suite of interrelated sectors guide business and investment attraction strategies at Lot Fourteen:

- Critical Technologies
- Defence
- Space
- Cyber

Sovereign capabilities and national security

Lot Fourteen has a strong presence and range of capabilities across defence and complementary sectors. This including cyber, critical technologies, quantum and AI; all advanced technologies under AUKUS Pillar II.

South Australia is a key partner in implementing AUKUS Pillar I. Australia's next-generation conventionally-armed, nuclear-powered submarines (the SSN-AUKUS) will be built at Osborne Naval Shipyard.

Lot Fourteen has a strong presence and capability from the defence industry and complementary sectors, including defence, cyber and critical technologies, that position the district to play a role in advanced technologies under AUKUS Pillar II, including quantum technologies, artificial intelligence and advanced cyber.

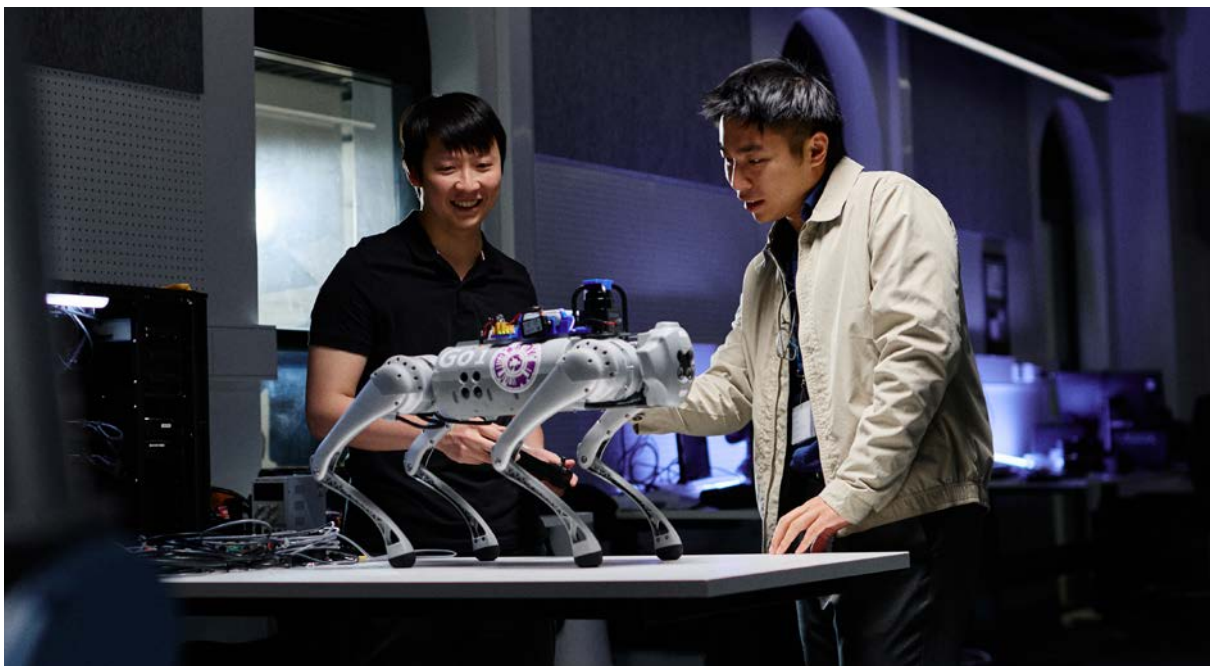
Lot Fourteen's 6-Star Green Star Communities and WELL Community rating demonstrate the district's commitment to sustainability.

This will be further supported by the \$60M Australian Defence Technologies Academy, at Lot Fourteen, funded by the State and Australian governments under the Adelaide City Deal.

Net zero

South Australia is at the forefront of the global energy transition, generating over 70% of its electricity from renewable sources targeting 100% net renewable in 2027.

Innovation places, like Lot Fourteen, can be pivotal in supporting the global green transition, as powerhouses for innovation and commercialisation, fostering collaborative partnerships between industry, research institutions and government.



Australian Institute for Machine Learning (AIML), Lot Fourteen

Transformation so far

Lot Fourteen has undergone a rapid transformation since the decommissioning of the old Royal Adelaide Hospital in 2017.



LOT FOURTEEN - MASTER PLAN

Lot Fourteen, corner of North Terrace and Frome Road, Adelaide

Demolition of surplus buildings has been completed, public realm has been expanded and retained and State Heritage listed buildings have been refurbished and opened to provide critical office space for priority industries of defence, space, cyber and critical technologies.

This rapid change in built-form has enabled the establishment of a globally recognised innovation district that brings together businesses, researchers, students and government to solve complex global problems.

Demolition

In 2017, demolition of the Royal Adelaide Hospital's obsolete buildings, services, carparking and associated supportive infrastructure commenced. To minimise environmental impact, construction materials were proactively preserved and recycled:

- 100 per cent of concrete, bricks and masonry from 94,000 tonnes of demolition have been recycled
- 70 per cent of all construction and demolition material have been recycled
- 100 per cent of timber was recycled into fuel for Adelaide Brighton Cement – decreasing their gas usage by roughly 30 per cent.

During the demolition period, various early site activation and planning activities also began to occur for best use of the site to maximise this rare opportunity to generate economic and social benefits for South Australia.

Public realm

Development of the public realm has run parallel with the refurbishment of the heritage buildings, completing the North Terrace Cultural Boulevard streetscape, and creating spaces for activation and events including the Adelaide Festival, the Adelaide Fringe Festival and Illuminate Adelaide. From markets displaying works by First Nations artisans to block parties for tenants, the public realm has been activated by a range of events.

The completed central plaza behind the Marnirni-apintheta building offers shaded outdoor furniture, increasing the opportunity for networking and social interaction within well-designed, attractive, inclusive and accessible public space.

The opening of public park, Kuri Kurru, in 2024 returns 3,000sqm of green and open space to the district, with careful plantings and considered cultural overlays creating a peaceful and reflective environment.

Refurbishment of the heritage precinct

The heritage precinct is an important physical and historical feature of Lot Fourteen, providing a juxtaposition of grand historic buildings and modern ambition.

A key early decision was to retain State Heritage-listed buildings fronting onto North Terrace and Frome Road and refurbish these for new uses, providing the foundations to establish Lot Fourteen as an innovation district. This commitment to sustainable development, and respect for the health heritage of the site, allowed early occupation businesses attracted by the character of these buildings and the opportunities afforded by flexible workspaces that encourage collaboration and networking.

Refurbishment of the Sheridan Kiosk, a former tearoom and shop, has become a focus for networking and a destination for workers and visitors within and outside of Lot Fourteen. It demonstrates how adaptive reuse of heritage fabric attracts and reflects community values.

Awards from the Australian Institute of Landscape Architects Awards (SA)

- The 2019 Award of Excellence in Urban Design category for Master Plan and Protocols for public realm
- The 2020 Sustainable Architecture Award for Allied Health Building (Startup Hub)
- The 2020 Commendation for Heritage Architecture for the Allied Health Building (Startup Hub)
- The 2022 The David Saunders Award For Heritage for Bice Building Refurbishment
- The 2024 Award of Excellence in Cultural Heritage for Kuri Kurru Cultural Spiritual Ecological Layering by Oxigen in collaboration with Karl Winda Telfer
- The 2024 Landscape Architecture Awards in Civic Landscape for Public Realm by Oxigen

Enabling innovation



QuantX, SpaceLab, Lot Fourteen

Lot Fourteen is a world-class innovation district with a curated, collaborative research and business ecosystem dedicated to driving productivity and solving complex global challenges that lead to greater economic, social and cultural prosperity.

The innovation district has a combined investment of \$790 million via the Government of South Australia and the Australian Government, as part of the Adelaide City Deal.

From global tech companies, research institutions and high-growth startups; this is where the future is designed, built and deployed.

Supporting employment of 1,700 people across 160 organisations, the innovation district is the home of global companies including Amazon Web Services, Saab and Salesforce, to research and industry powerhouses: Australian Space Agency, Australian Institute for Machine Learning, Australian Cyber Collaboration Centre, and Stone and Chalk.

Lot Fourteen is situated next to leading education and training institutions, University of Adelaide and the University of South Australia, which encourages collaboration between industry and research organisations, while driving research translation and commercialisation.

The innovation district is central to South Australia's innovation places, leveraging the power of collaboration to drive innovation for the state.

Using the power of co-location, collaboration and innovation, Lot Fourteen is driving job opportunities and energising the careers of a skilled future workforce who see a South Australia full of opportunity and potential.

Lot Fourteen is the first precinct in Australia to be pre-certified as a WELL Community. It also has 6 Star Green Star Communities certification, with a focus on wellbeing, health and fitness, social engagement, and cohesion in sustainable communities.

More than 70 per cent of the district will be publicly accessible and landscaped when development is complete. This will include gardens, paths, water features, a park, amphitheatre, and temporary and permanent public art.

Key highlights & achievements to date

Overview

\$790M

State and Australian Government investment

100+

Established businesses and organisations

60+

Startups

3

Research and innovation centres

Platinum

WELL Community rating

6-Star

Green Star Communities Rating, Green Building Council of Australia certification

Public spaces and activation

30%

Of the District's new Public Realm completed including North Terrace Cultural Boulevard and Kuri Kurru.

140k+

Visitors per year

700+

Events held

Physical development

8

Buildings refurbished (including 6 State Heritage listed buildings)

100%

Of concrete, bricks and masonry from 94,000 tonnes of demolition have been recycled

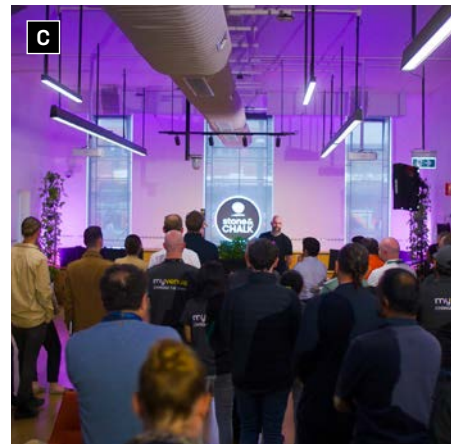
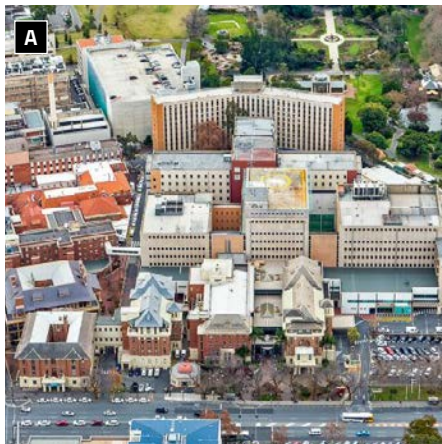
19,000+ m²

Total current district net lettable area

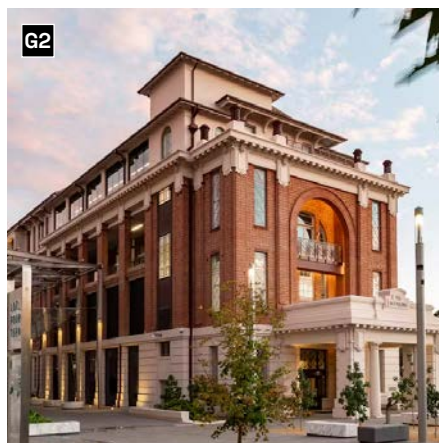
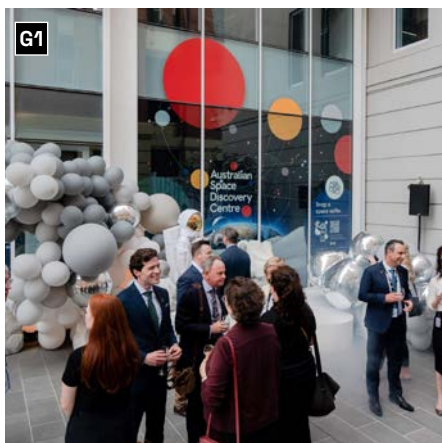
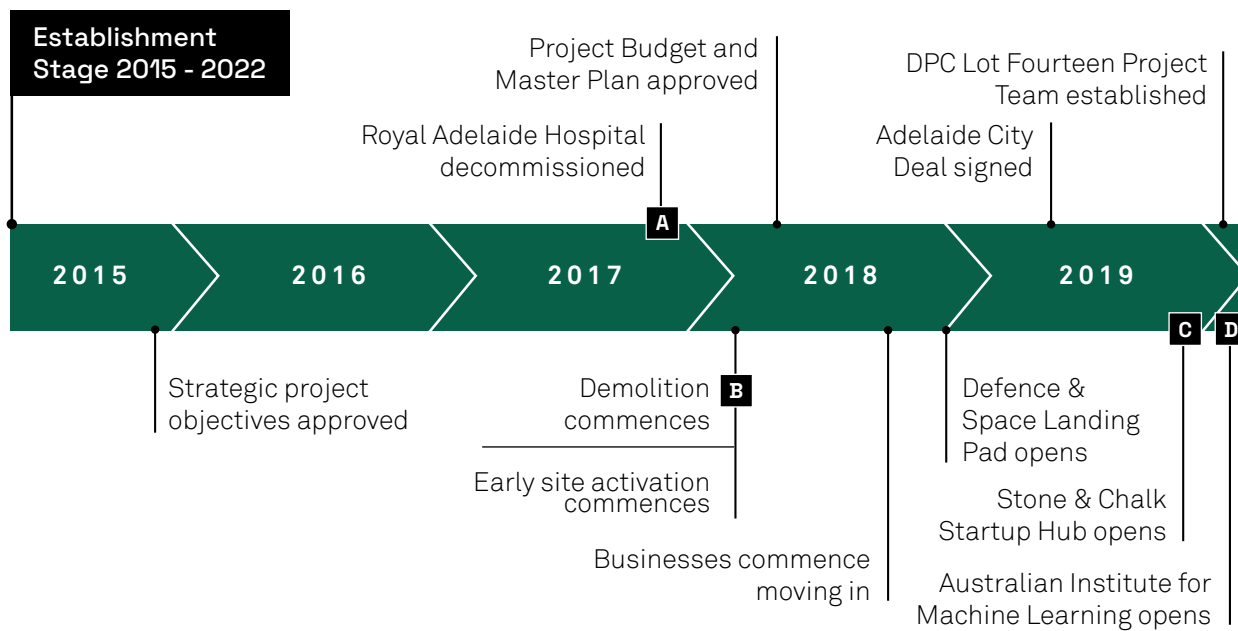
95%

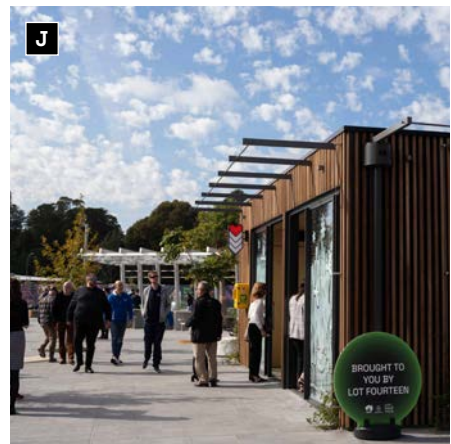
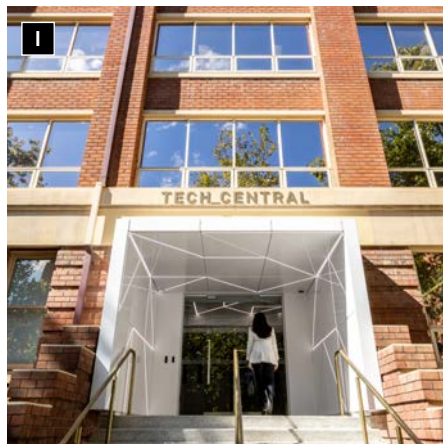
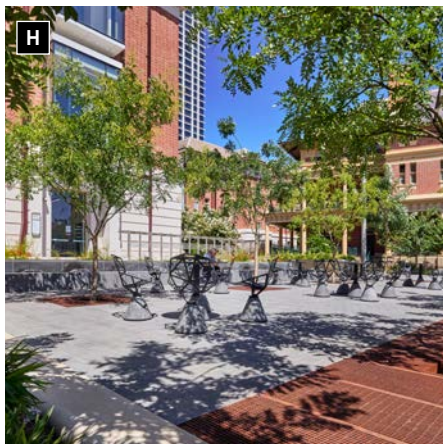
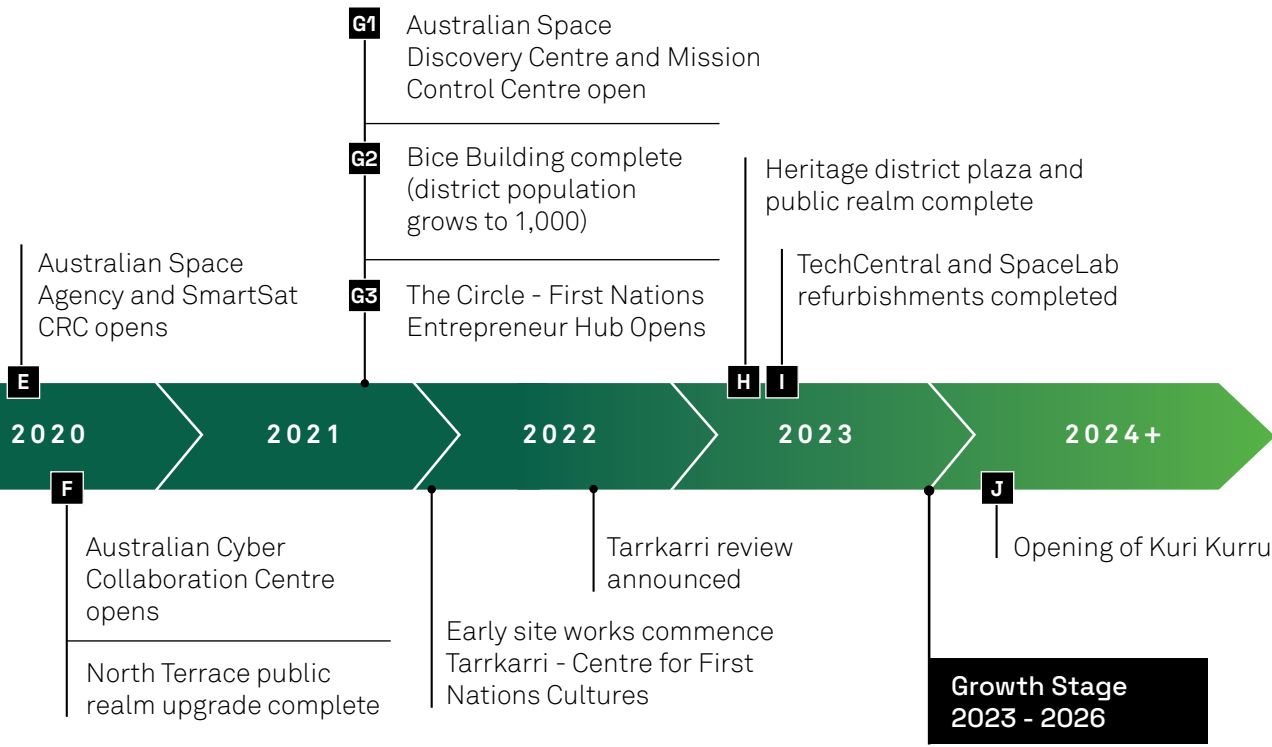
Current occupancy rate

Project timeline



LOT FOURTEEN - MASTER PLAN





Planning principles

Five overarching Planning Principles provide a road map for the Master Plan and the district's evolution. The Planning Principles build on the principles in the original master plan and support achievement of the Strategic Plan.



Designed and built to foster innovation and collaboration

Lot Fourteen is a destination for businesses, startups, research, education and government to co-locate, connect and collaborate.

Its physical assets – its built form and public realm – work in synergy with its economic and networking assets to facilitate collaboration, idea generation and realisation of commercial outcomes.

As a thriving innovation ecosystem, Lot Fourteen is driving economic complexity and growth across targeted sectors of the economy.

Lot Fourteen creates high-value jobs and career pathways for all and is a source of talent.



A magnetic and engaging place to work, study and visit

Lot Fourteen is a major destination for local, interstate and international visitors, investors, businesses, students and workers.

The innovation district is an inclusive place that celebrates diversity.

Lot Fourteen has a permeable and inviting ground plane which allows people to connect and showcase activity around the district.

Built form and public realm provide unique, world-leading design and architecture that generates excitement and curiosity.

Lot Fourteen has a vibrant day and night-time economy, underpinned by an array of distinctive retail offerings and connection to South Australia's thriving events, arts and culture scene.



A strong connection to place

Lot Fourteen is recognised for its unique position in the Adelaide CBD and contributes to its rich tapestry.

We embrace First Nations cultures and truth-telling. Kaurna and First Nations cultures are highlighted and celebrated throughout the district.

The innovation district seamlessly integrates with its neighbours: Adelaide Botanic Garden, Adelaide Botanic High School, North Terrace knowledge and cultural precinct and the East End.

Lot Fourteen is connected to a local and global network of innovation districts, sharing knowledge and infrastructure.



A leader in sustainable and people-centric design

Lot Fourteen is a leading sustainable district, attracting environmentally and socially responsible businesses and organisations.

We maintain a 6-Star Green Star Communities rating, with built form designed and delivered to a 6-Star Green Star building standard from the Green Building Council of Australia.

Lot Fourteen provides a healthy environment for people to work, study and visit. We maintain a WELL Community certification from the International WELL Building Institute.



A flexible and adaptive district that responds to changing needs and priorities

Lot Fourteen is future focused and responds to changing state, national and global priorities.

The innovation district is designed to be flexible and agile, allowing the district to respond to changing priorities, market conditions, business requirements and technological advancements.

Built form allows businesses to grow or contract in size and adapt as they evolve, while maintaining their presence on site and their established networks.



Lot Fourteen Master Plan visualisation by Freshhouse. Eastern elevation

Strategic moves

Eight Strategic Moves guide the future vision of Lot Fourteen. The Strategic Moves are an evolution of the original master plan's Key Moves, and describe a clear ambition for the future of the district.

The Strategic Moves align to the Planning Principles and support delivery of their strategic intent and the broader district vision.

1 Designed for Innovation and Collaboration

2 Activated Ground Plane

3 Flexible and Adaptable Building Design

4 New Developments

5 Tree Canopy and Green Space

6 Interface with Adelaide Botanic Garden

7 Integration with Surrounds

8 Site Accessibility and Circulation

Strategic moves

Lot Fourteen's built form and public realm supports a thriving innovation ecosystem.



Designed for innovation and collaboration

LOT FOURTEEN - MASTER PLAN

The district is designed and delivered to optimise connectivity, collaboration and innovation.

Global leaders in conceptualising innovation districts, the Brookings Institute, highlight the importance of 'quality of place' – connectivity, proximity, and vibrant and inclusive public spaces as critical to an innovation district's value proposition. A mix of uses is identified as essential for achieving this quality and attracting and retaining talent.

Lot Fourteen's physical assets – the built form and public realm - provide an array of indoor and outdoor spaces for people to meet, connect and network.

A mix of repurposed heritage buildings and new fit-for-purpose built forms, creating an environment conducive to innovation that responds to industry and research needs.

Digital infrastructure provides a seamless visitor and user experience.

The district is powered by state-of-the-art technology, enabling the innovation ecosystem to thrive, and inspiring people to visit.

Built-form is utilised for a mix of uses including:

- a designated environment to support and grow startups
- commercial office space at a range of price points to support a dynamic innovation ecosystem, from scale-ups, to SMEs through to established multi-nationals
- world-leading research facilities
- training and education offerings focussed on developing the workforce of the future.

Planning Principles alignment



Strategic moves

Lot Fourteen's permeable and activated ground plane facilitates collaboration and provides a magnetic and engaging place.



Activated ground plane

Future built-form will be elevated and transparent to provide a permeable public realm.

The ground floor program is specific to each new building, assisting identity and activation in different ways. Uses and activities emerging at Lot Fourteen reinforce the district as a place of employment, networking and collaboration, as well as a destination for visitors.

Architectural and public realm design, display and interpretation make Lot Fourteen a unique and compelling destination, taking advantage of South Australia's 'Festival State' status.

Ground floor retail will offer increased economic diversity and connection with local and global industries as a modern marketplace with micro production and export potential.

The public realm generally comprises publicly accessible places. At Lot Fourteen, the public realm extends the landscape character of the Adelaide Botanic Garden and Adelaide Park Lands, with the innovation district acting as a transition to the more built-up Adelaide CBD.

Planning Principles alignment



Strategic moves

Heritage buildings refurbished with flexible adaptable building design



Flexible and adaptable building design

The heritage precinct is an important physical and historical feature of Lot Fourteen, providing a juxtaposition of grand historic buildings and modern ambition.

State Heritage-listed buildings have been retained and refurbished, which has been fundamental for the rapid establishment of Lot Fourteen as an innovation district.

The built form at Lot Fourteen is designed to flex and adapt to changing priorities, needs and uses.

This approach builds on the six State Heritage buildings that have been retained and adaptively reused, including:

- Bice Building
- McEwin Building
- Marnirni-apintheta (formerly the Allied Health Building)
- Australian Institute for Machine Learning (formerly Women's Health Centre)
- Margaret Graham Building
- Sheridan Kiosk.

In addition, TechCentral (formerly Eleanor Harrald building) and SpaceLab (formerly Hanson building) have been refurbished to provide additional commercial space to support SMEs and startups.

The commitment to sustainable development, and respect for the health heritage of the site has allowed early occupation of businesses attracted to the character of these buildings and the opportunities afforded by flexible workspaces that encourage collaboration and networking.

These buildings now support a thriving innovation ecosystem, housing over 160 businesses, research institutions, organisations and startups, and a district population of over 1,700 people.

Future built-form will be configured to allow flexibility and sub-divisibility. Floor to floor heights will be tall and generous to accommodate specialist service requirements for tenants and accommodate sustainable structures.

Planning Principles alignment



Strategic moves

Innovation Centre visualisation by
Baukultur. Northern elevation



New developments

The heart of Lot Fourteen is dedicated to collaboration across the Defence and Cyber sectors through development of the Innovation Centre.

Completion of Tarrkarri – Centre for First Nations Cultures will add to the diverse offerings of the North Terrace cultural boulevard and boost South Australia's tourism economy.

Up to a further four super lots have been identified for future redevelopment, subject to government decision around relocation of the SA Pathology Main Laboratory (situated on Frome Road).

Super lots can be divided further to achieve smaller building footprints, or amalgamated by overhead or basement links.

New buildings have a strong indoor-outdoor relationship, with ground floor activation, public access and continuation of the public realm, both visually and functionally. Unique design and architecture generates excitement and curiosity.

All new buildings will receive a 6 Star Green Star rating from the Green Building Council of Australia.

Planning Principles alignment



Strategic moves

Kuri Kurru in Lot Fourteen is a major central green space acting as a transition between the CBD and Adelaide Botanic Garden

Urban tree canopy greening to North Terrace



Tree canopy and green space

The site transitions the denser tree canopies of the Adelaide Botanic Garden and Botanic Park to the Adelaide CBD. The district's significant tree canopy contributes to Lot Fourteen's commitments to sustainability and wellbeing.

The public realm is conceived as attractive, accessible, inclusive and comfortable. Lush gardens and significant tree planting help to spatially and functionally organise the site, providing legibility and amenity to the public realm.

Formal plantings of large, European and native long-lived trees are proposed. As the public realm is further developed to the north, the tree species and understorey planting also transition from introduced trees, like the plane trees forming the North Terrace Cultural Boulevard and Frome Road, to native trees closer to Karrawirra Parri.

Planning Principles alignment



Strategic moves

Kuri Kurru meeting pod with the Adelaide Botanic Garden tree line in the background



Interface with Adelaide Botanic Garden

Lot Fourteen's proximity to the Adelaide Botanic Garden is embraced as a key element of the district's identity and value proposition.

The rigid boundary between Lot Fourteen and the Adelaide Botanic Garden will be softened to improve connectivity and district amenity, while supporting site security and asset protection.

Existing and new entry points to the Adelaide Botanic Garden will provide improved access between the two sites.

The interface of Lot Fourteen's public realm and built form with the Adelaide Botanic Garden is recognised and achieves visual continuity and connectivity.

At Lot Fourteen, the public realm extends the landscape character of the Adelaide Botanic Garden and Adelaide Park Lands, with the site acting as a transition to the more built up Adelaide CBD.

Planning Principles alignment



Strategic moves

Access to public transport, cycleway and pedestrian path via North Terrace



Integration with surrounds

The design language of the North Terrace boulevard has been continued on the north side of North Terrace, in front of the heritage precinct, providing seamless continuity with the neighbouring knowledge and cultural precincts. This will be carried through to East Terrace as the Tarrkarri – Centre of First Nations Cultures project is delivered.

The North Terrace tram extension provides easily accessible public transport for people coming to and from Lot Fourteen, supporting connectivity with the broader CBD.

Adelaide City Council upgrades to Paxton's Walk (running adjacent to Ayers House, opposite Lot Fourteen) provide a more inviting and engaging connection to Lot Fourteen and the East End.

Opportunities to improve pedestrian permeability with Lot Fourteen via Frome Road will be explored to support greater integration with the new Adelaide University.

Internal thoroughfares utilised by students to access Adelaide Botanic High School will be improved via public realm delivery.

Planning Principles alignment



Strategic moves

Sculpture: Venturis Ventis
(The Winds of Change) by Karl Meyer



Site accessibility and circulation

Priority will be given to pedestrian and bike access within Lot Fourteen.

Lot Fourteen buildings, public realm and internal roads are designed to ensure inclusive useability.

A new bikeway running along the boundary with the Adelaide Botanic Garden will be delivered.

Vehicles are allowed only limited access into the site; for example, to access the existing multistorey carpark, for pedestrian drop off, event servicing and emergency access.

No surface carparking is provided within Lot Fourteen, outside of designated delivery/ drop off zones. Carparking is provided through the existing multistorey carpark and through limited basement carparking beneath some new developments.

Vehicles can access the site from Frome Road and continue through the site in a one-way direction to exit onto North Terrace.

Planning Principles alignment



Spatial planning

Spatial planning for Lot Fourteen has been reviewed and refined to ensure that the site continues to provide a dynamic mix of spaces to support a world-class innovation and cultural district now and into the future.



Site overview

Site Composition

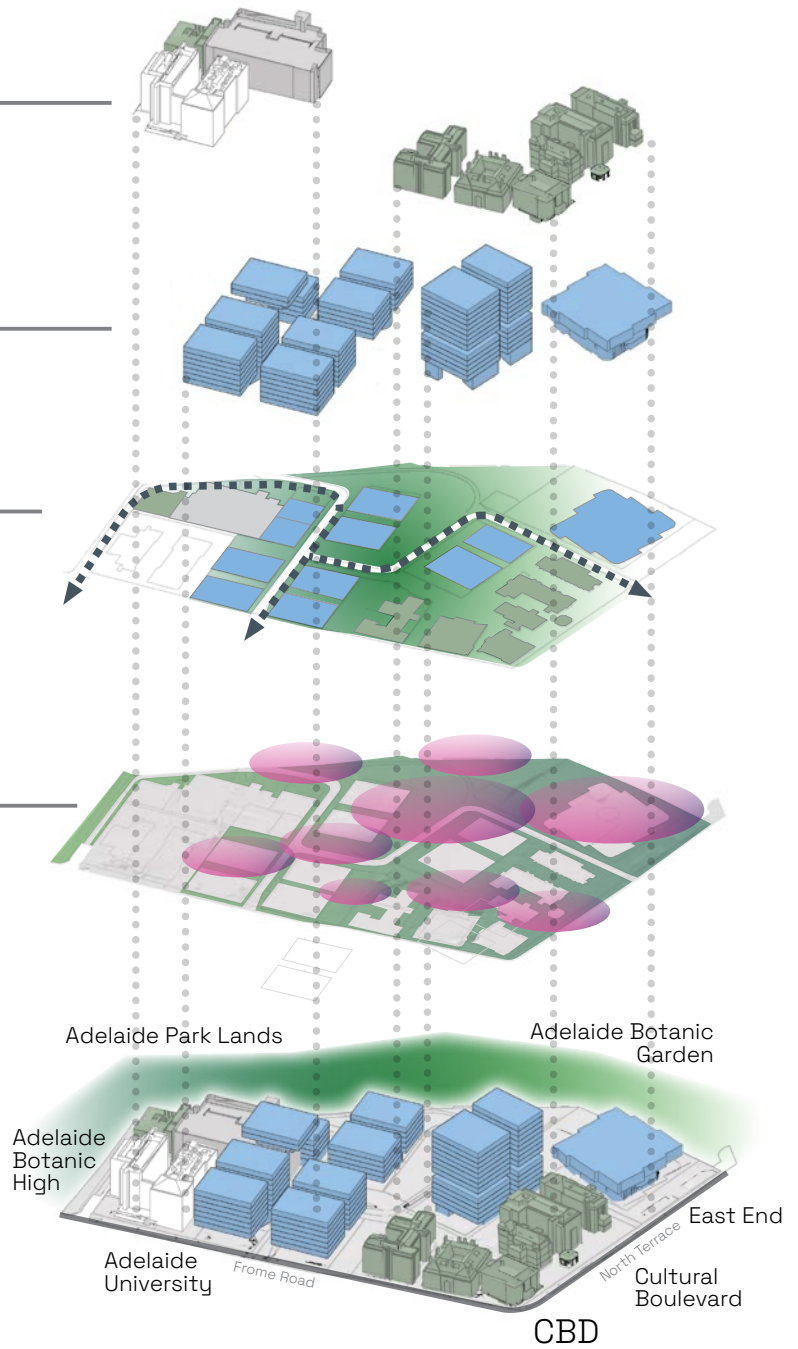
Refurbished Existing and Heritage Buildings

New Development Built Form

Active Public Realm
Comprising Site Movement and Site Infrastructure

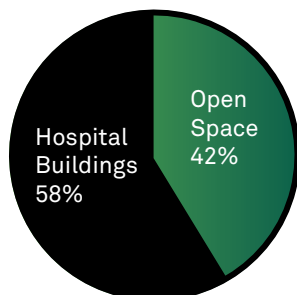
Cultural Layering

Context



Site area

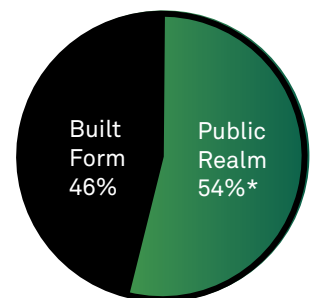
Former Royal Adelaide Hospital Site



Lot Fourteen Master Plan

Minimum 12% increase in Public Realm

* (minimum % - Excludes Public Realm on Super Lots)



River Torrens /
Karrawirra Parri

Adelaide Botanic
High School

Frome Park

V

E

Internal Street

SL

Internal Street

CP

B

A

Internal Street

C

Frome Road

V

D

Internal Street

Internal Street

Adelaide
University

E

TC

MG

MA

M

BB

AIML

SK

1

North Terrace

T

Paxtons
Walk

East End

Lot Fourteen District Master Plan



Lot Fourteen Master Plan visualisation indicative outcome, not final design.

- 1** North Terrace Cultural Boulevard
- 2** Tarrkarri - Centre for First Nations Cultures
- 3** Kuri Kurru - Place of Turning Seasons
- 4** New Entry to Adelaide Botanic Garden
- 5** Adelaide Park Lands Trail

EXISTING BUILDING

- CP** Car Park

REFURBISHED BUILDINGS

- TC** TechCentral
- MG** Margaret Graham Building
- AIML** Australian Institute for Machine Learning
- MA** Marnirni-apinthe Building
- M** McEwin Building
- BB** Bice Building
- SK** Sheridan Kiosk
- SL** SpaceLab

SUPER LOT DEVELOPMENT SITES

- A** Super Lot A
- B** Super Lot B
- C** Super Lot C
- D** Super Lot D*
- E** Super Lot E

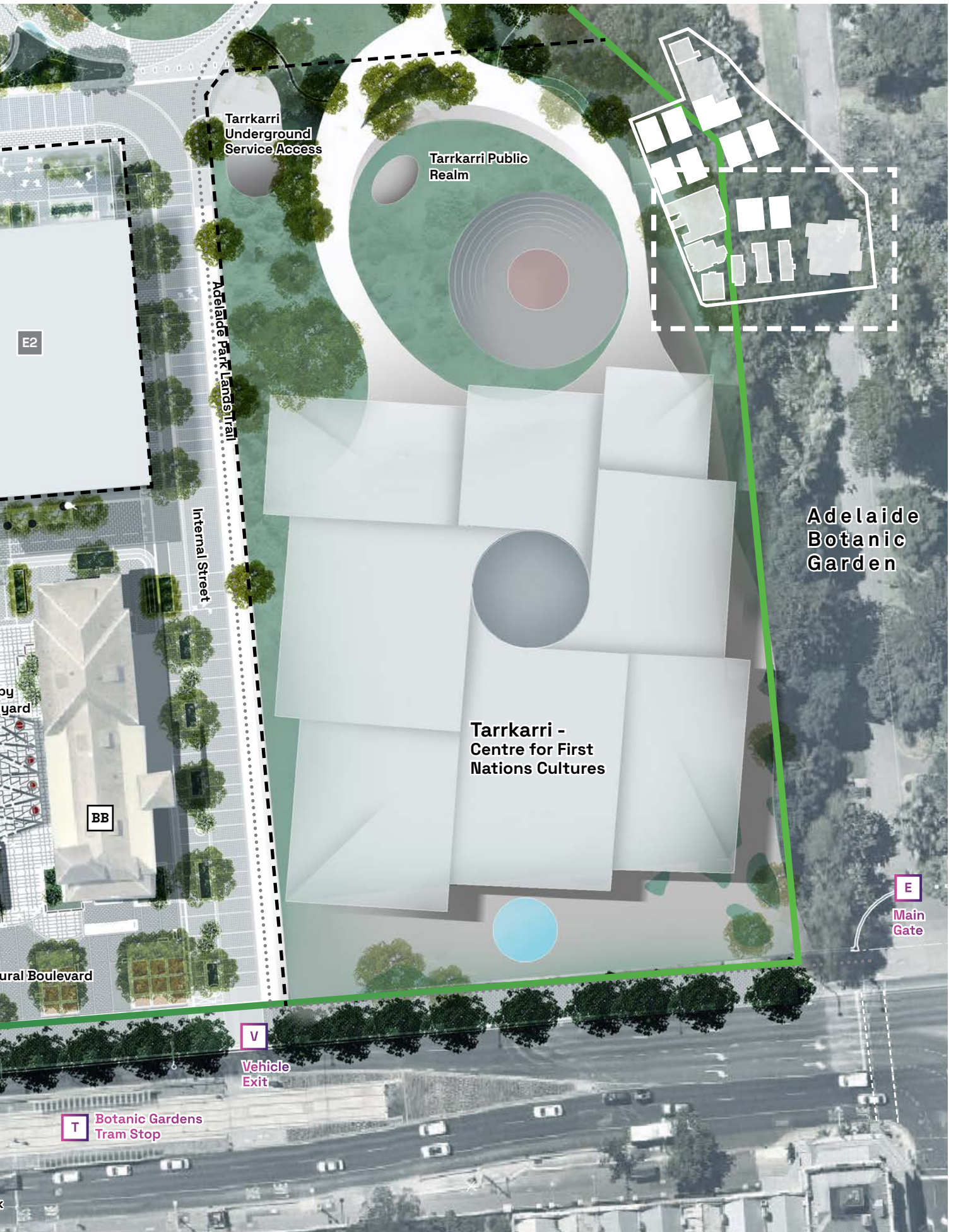
- Lot Boundary
- District Boundary
- T** Tram Stop
- E** Entries to Adelaide Botanic Garden
- V** Site Vehicle Entries/Exits



* Subject to long term location for SA Pathology Main Building on Frome Road



Lot Fourteen Master Plan visualisation indicative outcome, not final design.



Tarrkarri
Underground
Service/Access

Tarrkarri Public
Realm

Adelaide Park Lands Trail

Internal Street

Adelaide
Botanic
Garden

Tarrkarri -
Centre for First
Nations Cultures

E
Main
Gate

V
Vehicle
Exit

T Botanic Gardens
Tram Stop



Lot Fourteen Master Plan visualisation indicative outcome, not final design.



0 5 25m



Water Gardens

Adelaide Park Lands Trail

Terrace

New Entry E

Adelaide Botanic Garden

Kuri Kurru - Place of Turning Seasons

Tarrkarri Underground Service/Access

Tarrkarri Public Realm

E2

plane to

Adelaide Park Lands Trail

Shared Promenade

Tarrkarri - Centre for First Nations Cultures

To Canopy Courtyard

To North Terrace



Adelaide Botanic High School

Frome Park

V District Major Vehicle Entry

Adelaide University

Frome Road

Internal Street

Adelaide University Laneway

Internal Street

SL

CP

Adelaide University Laneway

Lane

A1

A2

Public Groundplane to Super Lot A

Frome Road Cycleway

V Vehicle Exit

D2

D1

Internal Street



Lot Fourteen Master Plan visualisation indicative outcome, not final design.



E To Ginkgo Gates

Adelaide Botanic Garden

Botanic Gardens Service/Access

Palm House

Carpark Entry/Exit

Internal Street

Adelaide Park Lands Trail

Water Gardens

B

Terrace

New Entry **E**

C2

C1

Public Groundplane to Super Lot C

Major North-South Pedestrian Link

Kuri Kurru - Place of Turning Seasons

Development strategy

The physical transformation of Lot Fourteen continues to occur over multiple years in a phased approach.

Completed in early 2023, Phase 1 of the Development Sequence has seen the refurbishment of the heritage buildings, TechCentral and SpaceLab buildings and completion of 30% of the district's public realm. This physical environment has been critical to the success of Lot Fourteen's 'Establishment Phase', facilitating strong business and industry investment – evidenced by a tenant occupancy rate of above 94% since February 2022 – and national and international brand recognition.

As the district transitions into its 'Growth Phase', construction of new buildings and completion of the public realm will be undertaken, corresponding with Phases 2-4 of the Development Sequence.

As Lot Fourteen progresses along its maturity pathway and enters its final 'Sustainment Phase', primary delivery of the physical environment will conclude, corresponding with Phases 5-6 of the Development Sequence. This will see the district's scale and productivity, increase.

Development uses and mix

The Development Strategy enables Lot Fourteen to establish and maintain a dynamic mix of land uses to support achievement of the district's vision and objectives.

Commercial office

Existing and new built-form provides commercial office space at a range of price points to support businesses in Lot Fourteen's focus sectors:

- Critical Technologies (with strengths in artificial intelligence, machine learning, quantum technologies and advanced communications)
- Defence
- Space
- Cyber



Education / training

Lot Fourteen's future built-form will provide fully integrated education in critical technologies, contributing to workforce development and addressing current and future industry needs. Future education and training opportunities build on, and are further supported by, strong links between Lot Fourteen and the adjacent Adelaide Botanic High School and universities.



Development uses and mix continued...

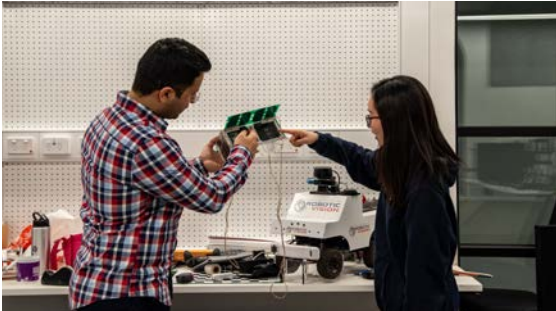
Cultural tourism facility

Tarrkarri – Centre for First Nations Cultures will be a globally recognised tourism destination for Aboriginal and Torres Strait Islander peoples’ history, arts and cultures. The geographical positioning of Lot Fourteen, adjacent to the Adelaide Botanic Garden and proximity to Art Gallery of South Australia, South Australian Museum, Tandanya, and the East End, is leveraged to enable the state to enhance the visitor experience along the cultural boulevard.



Research

As a globally recognised innovation district, Lot Fourteen’s innovation and commercialisation outputs are generated through collaborative partnerships between government, institutions and industry. Future built-form will provide the opportunity to expand the district’s existing research capabilities, which includes the Australian Institute for Machine Learning.



Retail (F&B)

The retail offering is carefully curated to balance visitor and worker needs, providing a balance of food and beverage, health and wellbeing, light production retail and everyday convenience. Retail and social spaces are positioned throughout the innovation district at various scales, creating life in the spaces between infrastructure, energy in public realm and places to relax and regenerate.



Fitness / wellness / other

Lot Fourteen provides a healthy environment for people to work, study and visit, including through potential fitness/wellness facilities. These facilities support Lot Fourteen to maintain a WELL Community certification from the International Well Building Institute.



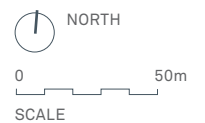
Lot Fourteen development lot plan & schedule



LOT FOURTEEN - MASTER PLAN

Block Plan

- Existing building
- Adaptive reuse building
- Lot Fourteen property boundary
- Super Lot boundary
- Sub Lot boundary
- Built form
- Street reserve
- Existing road / Built form to be demolished



Lot Schedule

Ref.	Area	Maximum Dimensions	Maximum Heights**
A	— SuperLot=3120m ²	— Super Lot 45.0x 69.2m	— 8 Storey
	— SubLotA1=1770m ²	— Sub Lot A1 45.0 x 39.9m	
	— SubLotA2=1350m ²	— Sub Lot A2 45.0 x 30.0m	
B	— SuperLot:1628m ²	— Super Lot 71.3 x 27.6m	— 8Storey(Westernportion)
			— 5Storey(Easternportion)
C	— SuperLot=3341m ²	— Super Lot 43.9 x 76.0m	— 6 Storey
	— SubLotC1=1780m ²	— Sub Lot C1 43.9 x 40.5m	
	— SubLotC2=1561m ²	— Sub Lot C2 43.9 x 35.5m	
D*	— SuperLot=4486m ²	— Super Lot 64.9 x 68.9m	— 8 Storey
	— SubLotD1=2538m ²	— Sub Lot D1 64.9 x 38.9m	
	— SubLotD2=1948m ²	— Sub Lot D2 64.9 x 29.9m	
E	— SuperLot=4823m ²	— Super Lot 57.25 x 84.25m	— 14 Storey
	— SubLotE1=3260m ²	— Sub Lot E1 57.25 x 56.95m	
	— SubLotE2=1563m ²	— Sub Lot E2 57.25 x 27.30m	
F	— SuperLot=12590m ²	— Super Lot 156.2 x 82.3m	— 3 Storey

Heritage and Refurbished

HERITAGE:

MG	Margaret Graham
AIML	Australian Institute for Machine Learning
MA	Marnirni–apinhi
M	McEwin
B	Bice
SK	Sheridan Kiosk

REFURBISHED:

TC	TechCentral
SL	SpaceLab

—	Total Gross Floor Area (GFA) 30,411m²
—	Total Net Lettable Area (NLA) 20,500m²

* Super Lot D - Subject to Government decision on SA Pathology Main Laboratory location.

** Subject to planning approvals

Uses mix and development sequence

Land Use	Area m ²	%
Commercial Office	83,650	64%
Education / Training	17,750	14%
Cultural Tourism Facility	15,950	12%
Research	10,100	8%
Retail (F&B)	2,250	2%
Fitness / Wellness / Other	750	1%
Totals	130,450m²	

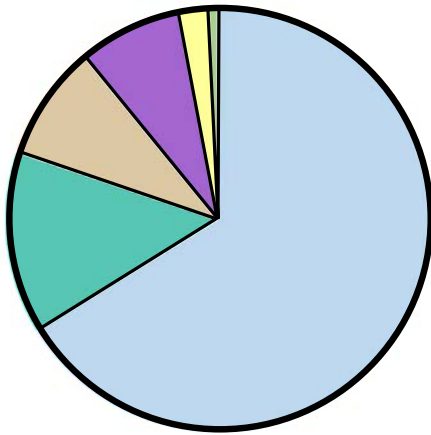
Development Sequence

	Phase 1	Phase 2	
	Heritage / Refurbished 20,500m ²	E 40,000m ²	F 15,950m ²
<ul style="list-style-type: none"> — Heritage buildings refurbished — TechCentral and SpaceLab refurbished buildings 	<ul style="list-style-type: none"> — Commercial use with Ground Floor food hall retail and vibrant laneway between Sub Lot E1 and E2 — Australian Defence Technologies Academy — Innovation Hub — Space Assembly Integration and Testing Facility (AIT) 	<ul style="list-style-type: none"> — Tarrkarri - Centre for First Nations Cultures 	
Project Accumulative Total Land Use Area			
	20,500m ²	60,500m ²	76,450m ²

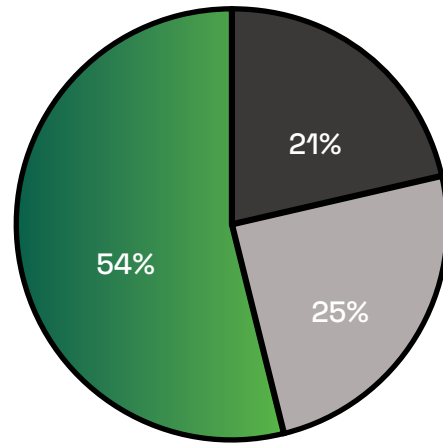
LOT FOURTEEN - MASTER PLAN

Development strategy

Land use mix distribution



Site Area



Total Site Area=70,400m²
 Existing Built Form¹ = 15,190m²
 Super Lot Area² = 17,397m²
 Public Realm³ = 37,813m² (minimum)

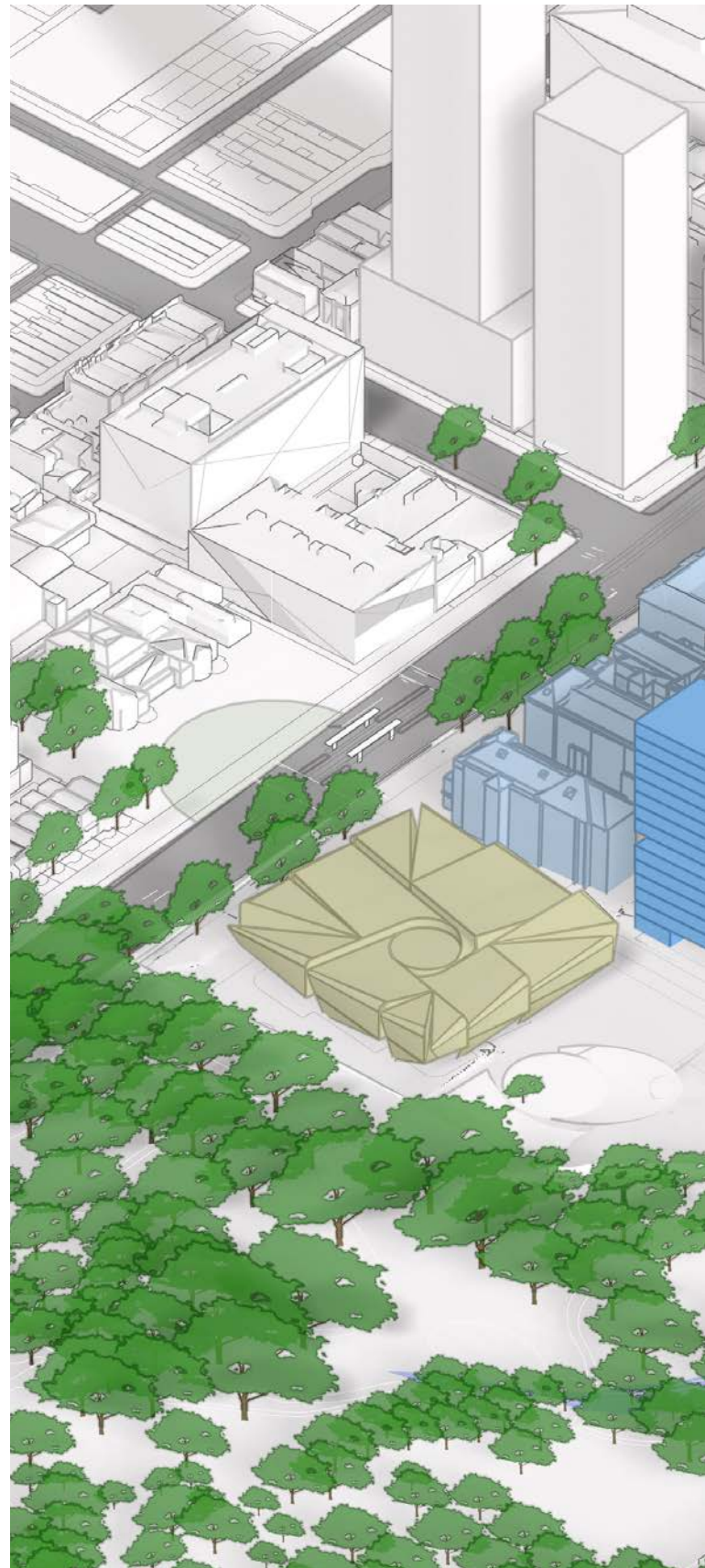
Note 1: includes Tarrkarri Building
 Note 2: Excludes Super Lot F
 Note 3: includes Tarrkarri Public Realm,
 Excludes Public Realm on Super Blocks

Phase 3	Phase 4	Phase 5	Phase 6
C 13,000m ²	A 17,000m ²	B 7,000m ²	D 17,000m ²
<ul style="list-style-type: none"> Commercial use with community Wellbeing Hub including clustered health and wellbeing focussed retail and studio spaces Ground Floor light production retail, complimenting on-site production uses 	<ul style="list-style-type: none"> Super Lot A developed for education, training and commercial uses with associated active uses on ground floor Proposed location for Defence related education and training centre 	<ul style="list-style-type: none"> Commercial use Production retail portion of ground floor 	<ul style="list-style-type: none"> Commercial use with Ground Floor retail to support the overall development at this phase and create an attractive entry point to the district
89,450m ²	106,450m ²	133,450m ²	130,450m ²





Development strategy

Built form and massing arrangement - optimal heights

View looking south-west



LOT FOURTEEN - MASTER PLAN

Key	
	Existing carpark
	Existing refurbished buildings
	New buildings
	Cultural tourism facility



Indicative built form and massing, not final design and subject to planning approvals.

Development sequence

Following the completion of the heritage precinct, building refurbishments and first stages of public realm, the development sequence now prioritises completing development on the North Terrace boulevard and district centre.

Subject to government decision around relocation of the SA Pathology Main Laboratory, the development of the Frome Road boulevard will realise the completion of the built form and public realm.

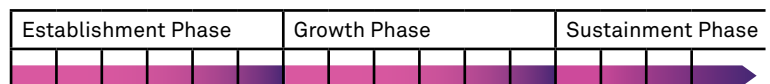
The configuration of the buildings onsite and their construction zones influences the timing and sequencing of associated public realm stages. The public realm is staged in a way that enables construction to coincide with the development of the various Lots.



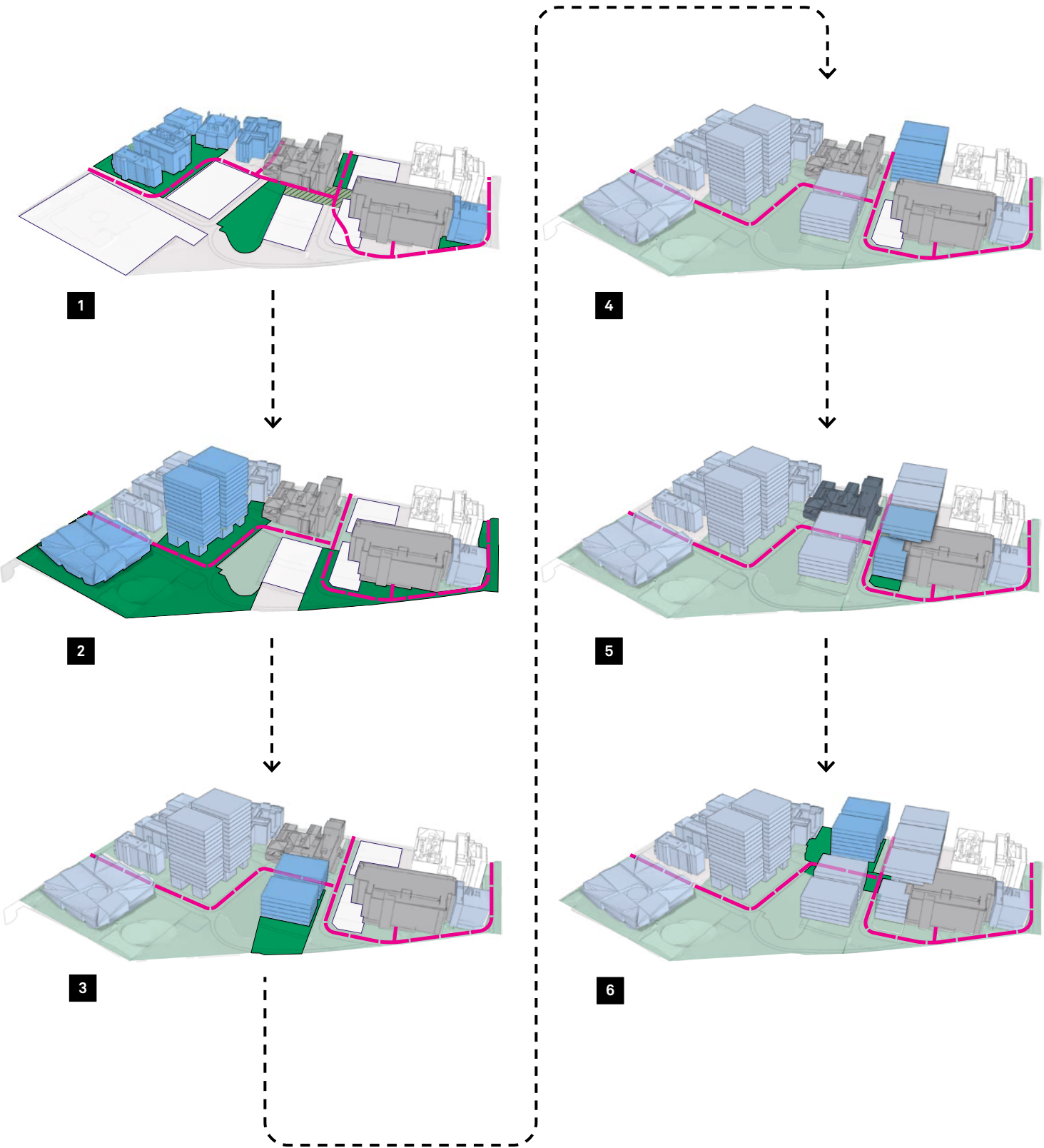
LOT FOURTEEN - MASTER PLAN

Phase	Description	Timeline
Phase 1	Heritage/Refurbished	0 - 100%
Phase 2	Super Lot E	100% - 100%
	Lot F Cultural Facility	100% - 100%
Phase 3	Super Lot C	100% - 100%
Phase 4	Super Lot A	100% - 100%
Phase 5	Super Lot B	100% - 100%
Phase 6	Super Lot D	100% - 100%

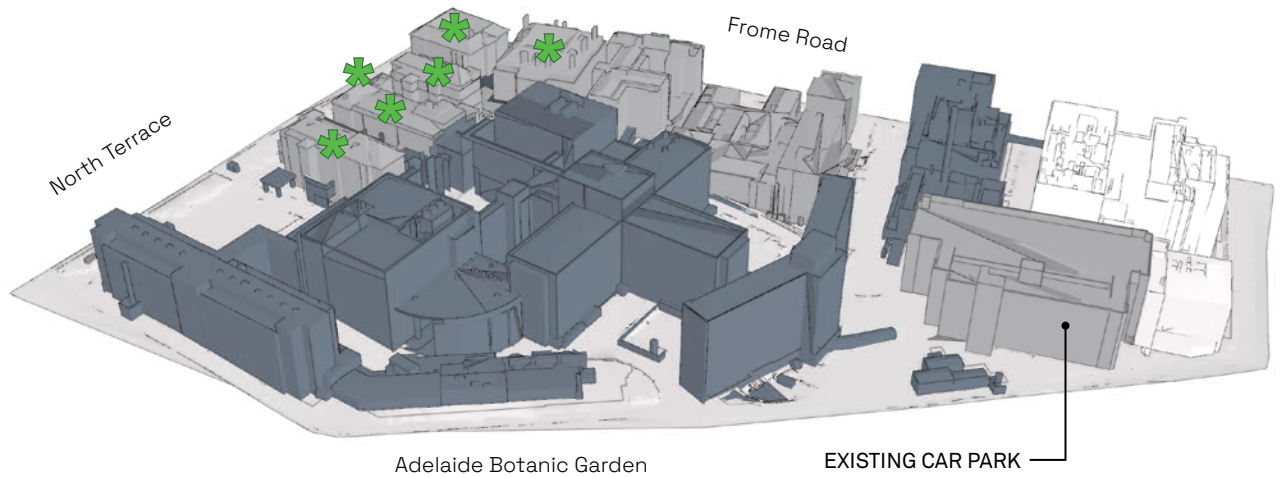
The development stages of innovation districts can be broadly classified under the terms: Establishment Phase; Growth Phase and Sustainment Phase. As districts progress along a maturity pathway, their scale, productivity, innovation outputs and economic impact will substantially increase.



Development strategy






Former Royal Adelaide Hospital site




LOT FOURTEEN - MASTER PLAN


Built Form

	Heritage buildings retained for refurbishment
B	Bice
M	McEwin
AHS	Allied Health Services
WHC	Women's Health Centre
MG	Margaret Graham Nurses' Home
S	Sheridan
<hr/>	
	Buildings retained for adaptive re-use
EH	Eleanor Harrald
H	Hanson
<hr/>	
	Buildings retained for current use
CP	Carpark
SP	SA Pathology

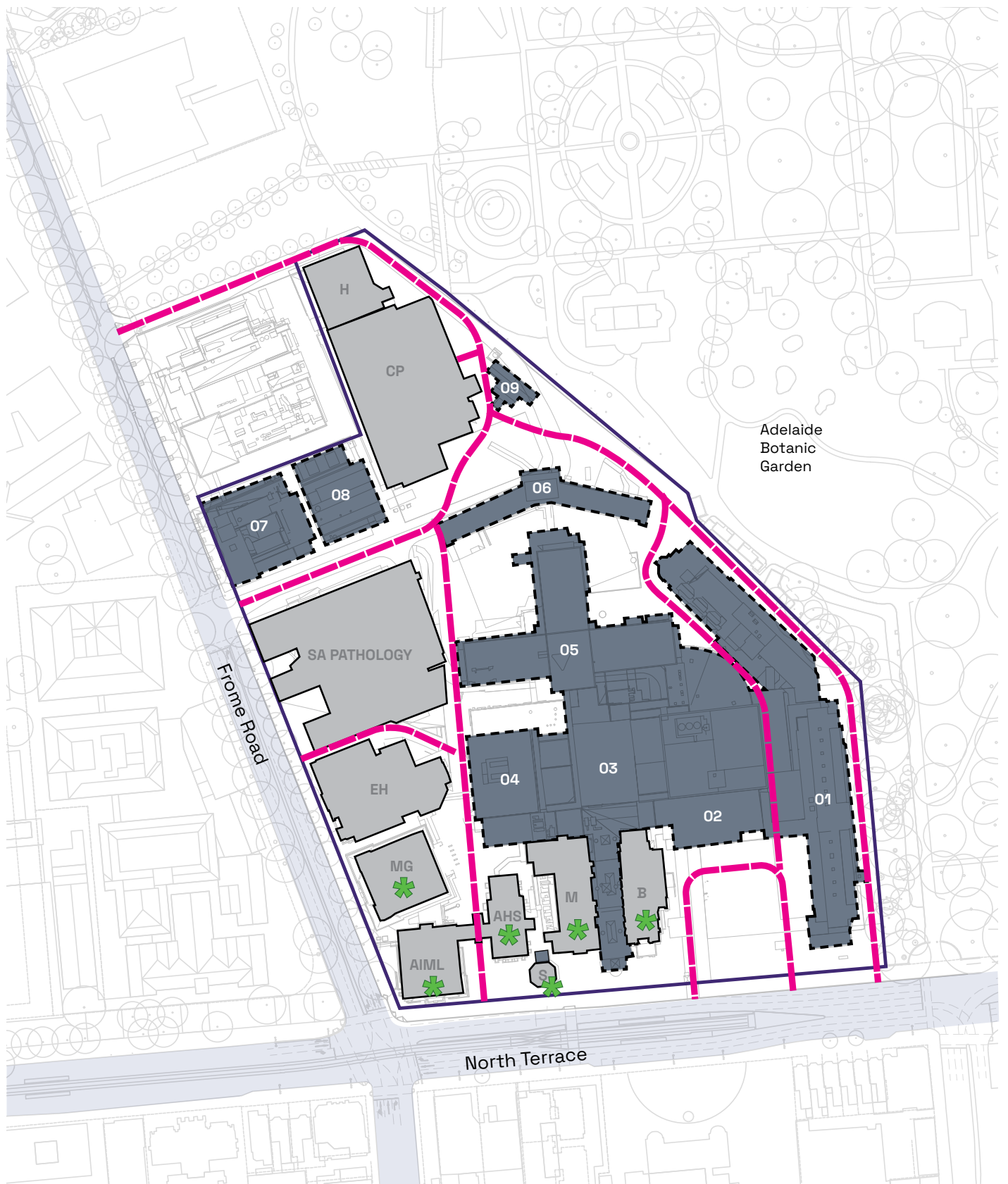
Demolition

	Buildings demolished
01	East Wing
02	Emergency Block
03	Outpatients
04	Theatre Block
05	North Wing
06	Residential Wing
07	Dental School
08	Boilerhouse
09	Maintenance compound

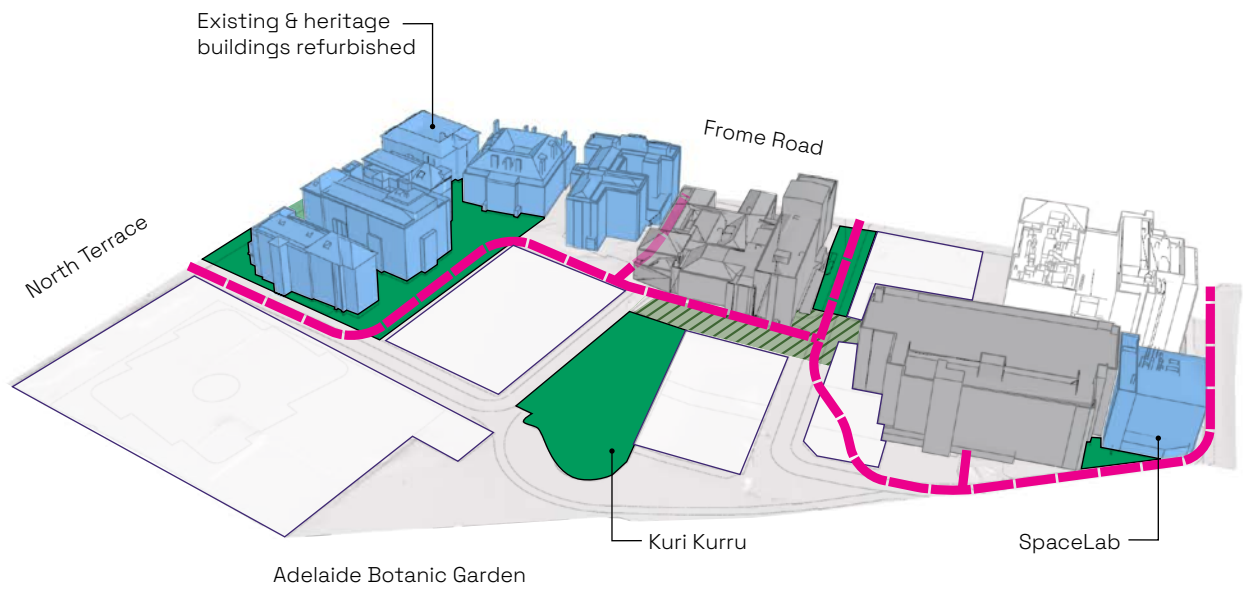
Circulation

	Vehicle access
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Development strategy



Phase 1



LOT FOURTEEN - MASTER PLAN

Built Form

	Existing building
	Existing & Heritage buildings refurbished
B	Bice
SK	Sheridan Kiosk
M	McEwin
MA	Marnirni-Apinthi
AIML	Australian Institute of Machine Learning
MG	Margaret Graham
TC	TechCentral
SL	SpaceLab
	Boundary

Public Realm

	Phase 1 public realm completed
01	North Terrace frontage
02	Bice Courtyard
03	McEwin Courtyard
04	Margaret Graham Courtyard
05	Kuri Kurru
06	Streetscape
	Temporary public realm
07	Laneway

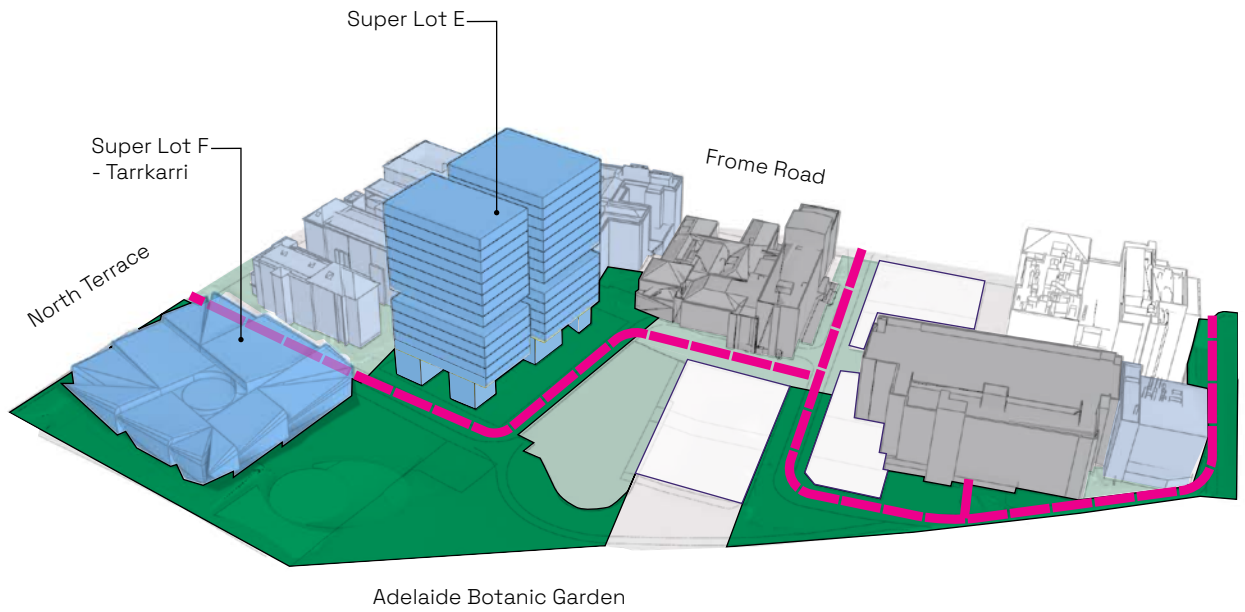
Circulation

	Vehicle access
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Development strategy



Phase 2



LOT FOURTEEN - MASTER PLAN

Built Form

- New buildings - Sub Lot E1 + Sub Lot E2 + Tarrkarri

- Completed building

- Retained building

- Demolished building

- Boundary

Public Realm

- Phase 2 public realm

- Completed public realm

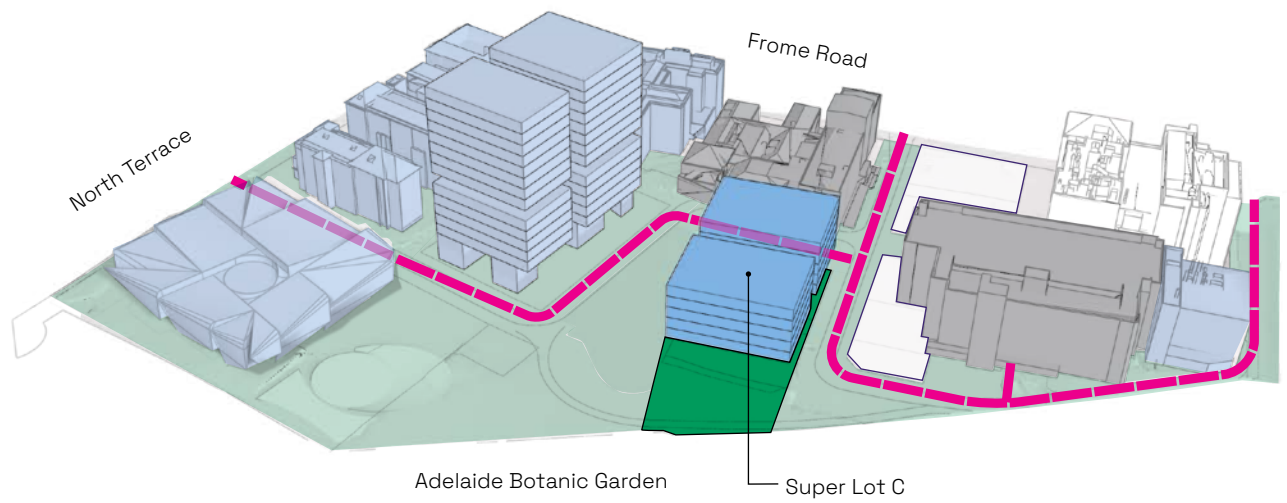
Circulation

- Vehicle Access

Development strategy



Phase 3



LOT FOURTEEN - MASTER PLAN

Built Form

- New buildings - Sub Lot C1 + Sub Lot C2
- Completed building
- Retained building
- Demolished building
- Boundary

Public Realm

- Phase 3 public realm
- Completed public realm

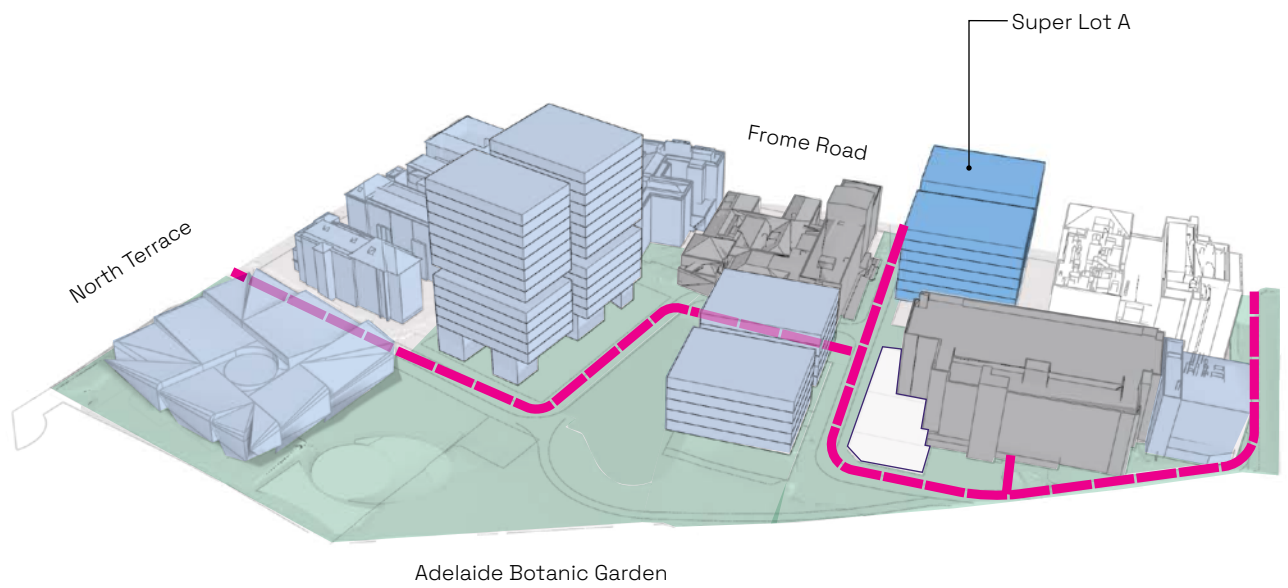
Circulation

- Vehicle access

Development strategy



Phase 4



LOT FOURTEEN - MASTER PLAN

Built Form

- New buildings - Sub Lot A1 + Sub Lot A2
- Completed building
- Retained building
- Demolished building
- Boundary

Public Realm

- Phase 4 public realm
- Completed public realm

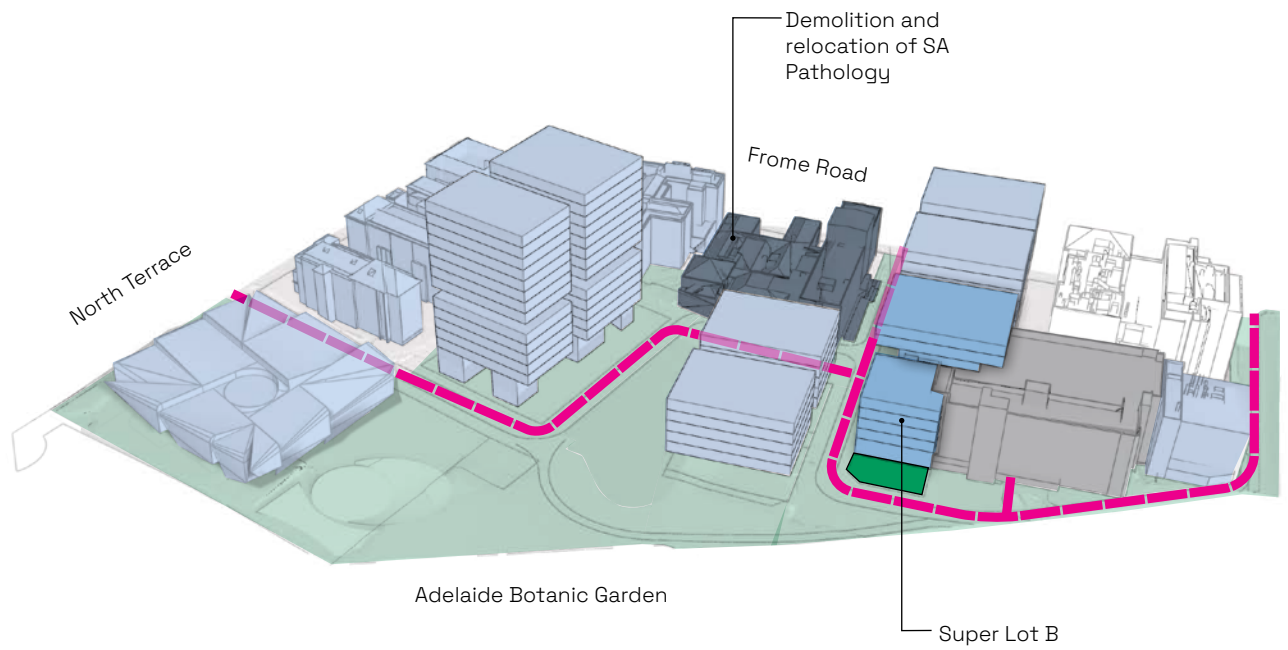
Circulation

- Vehicle access

Development strategy








Phase 5





LOT FOURTEEN - MASTER PLAN


Built Form

	New building - Super Lot B
	Completed building
	Retained building
	Demolished building
	Boundary

Public Realm

	Phase 5 public realm
	Completed public realm

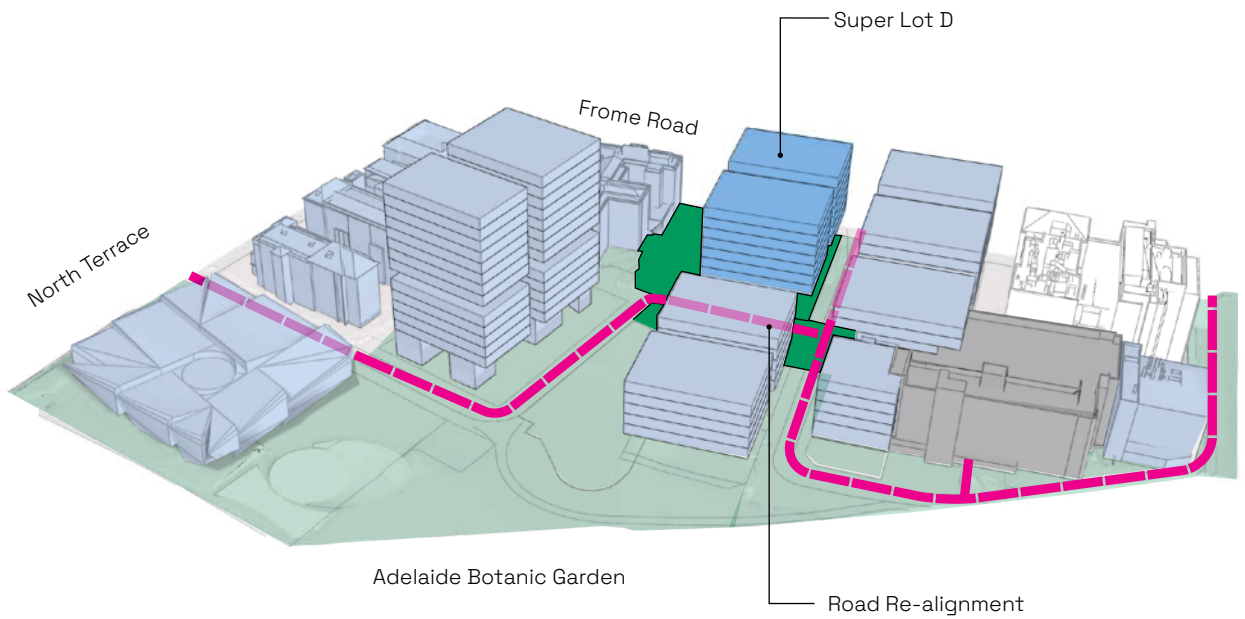
Circulation

	Vehicle access
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Development strategy



Phase 6



LOT FOURTEEN - MASTER PLAN

Built Form

- New buildings - Sub Lot D1 + Sub Lot D2

- Completed building

- Retained building

- Demolished building

- Boundary

Public Realm

- Phase 6 public realm

- Completed public realm

Circulation

- Vehicle access

Development strategy



Innovation
Places South
Australia



Lot Fourteen Master Plan 2024

Reprint published June 2026
Subject to change.

PREPARED WITH OXIGEN,
OMA, WSP, RIGHT ANGLE & DSQUARED

LOT_
FOUR
TEEN

