



RECOMMENDATIONS

The Victoria Quay Waterfront Working Group recommends that Fremantle Ports undertake the following steps:

Establishment of the Fremantle Union

It is imperative that the 'collaborative grunt' of Fremantle Ports, WAPC, DoT, COF and PTA be marshalled as early as possible to capitalise on the considerable level of interest in rejuvenating Fremantle and the Victoria Quay Waterfront and in this regard Fremantle Ports becomes a member of the Fremantle Union.

Establishment of an Advisory Committee for the Commercial Precinct and Fremantle Station area

Under the cooperative banner of the Fremantle Union, Fremantle Ports establishes an Advisory Committee with relevant stakeholders to co-ordinate the planning and implementation of the redevelopment projects for the VQ Waterfront (in particular the Commercial Precinct, Fremantle Station and surrounding areas).

Outlining Fremantle Ports' key imperatives to stakeholders

The Working Group believes that a measure of work will need to be done in consultation with other key stakeholders to ensure a clear understanding of Fremantle Ports' key imperatives (as outlined in this report) and that some common ground between these emerge on which the Victoria Quay Waterfront development can be explored and determined.

Other stakeholders outline key imperatives to Fremantle Ports

During Fremantle Ports' discussion with other key stakeholders, these entities should also table their imperatives in order to ensure universal transparency. This will allow the future planning of the Victoria Quay Waterfront to occur in a co-ordinated manner.

Convene a Visioning and Design Workshop

Convene a Visioning and Design Workshop with relevant stakeholders for the area under consideration. The Fremantle Waterfront Masterplan and the Phillimore Street Integrated Masterplan must be used as a base for this Workshop and all future planning for the area.

Prepare Precinct Plans

Based on the outcome of the Visioning and Design Workshop, Precinct Plans should be prepared for the Commercial Precinct site, the Fremantle Station and the areas surrounding the Station. All three Precinct Plans should dovetail and integrate.

Convene a Planning & Development Design Forum (PDDF)

In order to ensure that all three precinct plans integrate, convene an on-site Planning and Development Design Forum (PDDF) led by senior personnel of the key agencies with input from progressive urban development, industry and community leaders. Suggested approaches to this work are outlined in Appendix 5.

Feedback post PDDF

The Advisory Committee ensures that the outcomes of the PDDF are fed back to the stakeholders and other relevant participants via web site, other social media, newsletters etc.

Implement Cliff Street extension

Fremantle Ports, PTA and the City of Fremantle to commence implementing the first stage of the Phillimore Street Integrated Masterplan, namely the extension to Cliff Street.

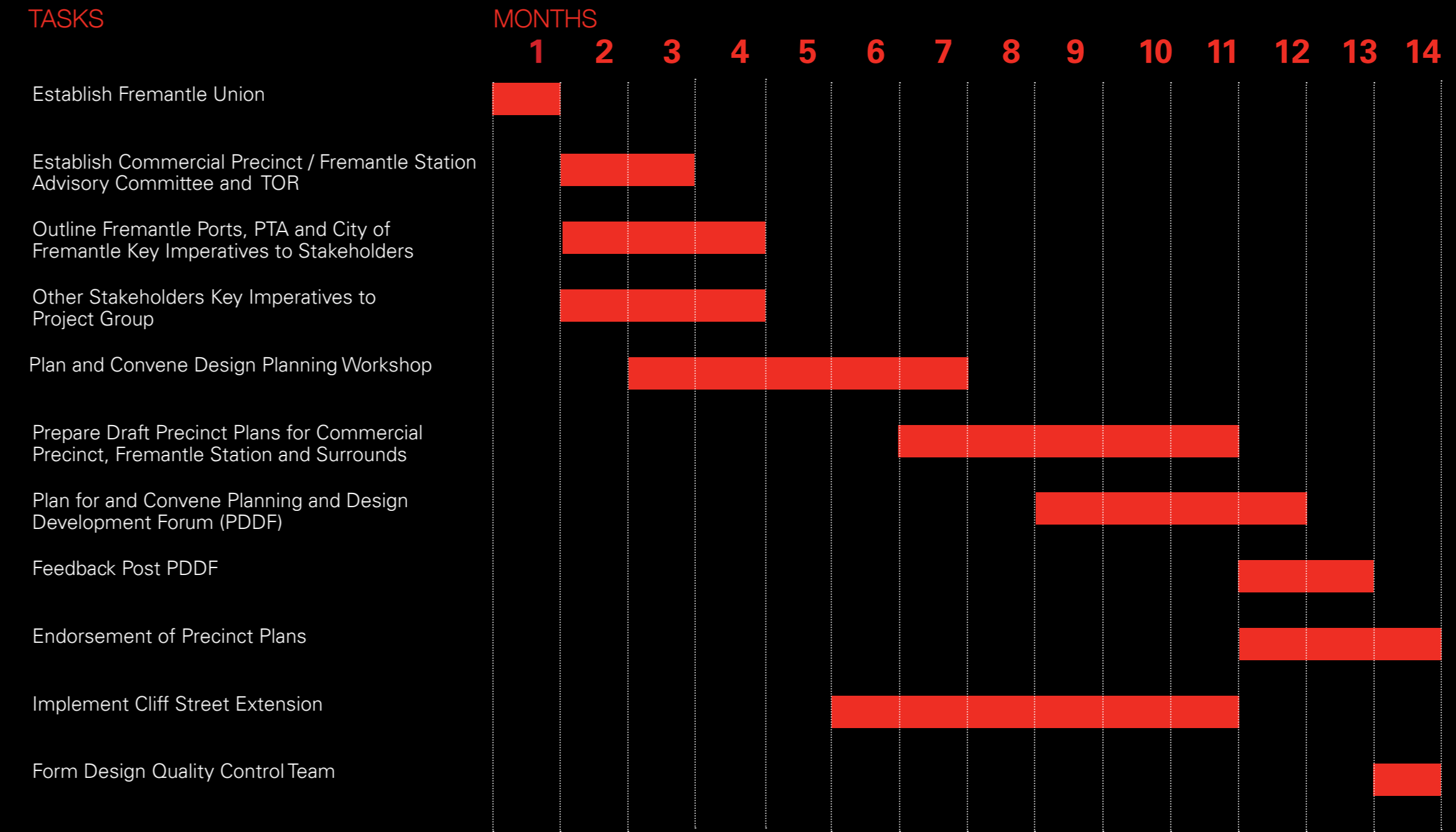
Formation of a Design Quality Team

Fremantle Ports considers the formation of an independent Design Quality Assessment Team which will monitor and guide project delivery for the duration of the Victoria Quay Waterfront project. This team would utilise processes that encourage the best possible design quality outcomes for all developments on the Victoria Quay Waterfront, taking into account the Fremantle Waterfront Masterplan and other relevant documents that establish the urban design and architectural principles and ambitions for area.





VICTORIA QUAY WATERFRONT WORKING GROUP INDICATIVE PROGRAMME





APPENDIX 1

ING Key lessons learned
a City of Fremantle perspective
Provided by Dr Brad Pettit, Mayor of Fremantle

Major Issues

1 The most important issue is integration. Any development on the Commercial Precinct site needs to be integrated with the city, the Fremantle Station and the Waterfront as seamlessly as possible. It should therefore incorporate PTA land on both sides of the train line as part of its planning.

2 A transit adjacent development is not the same as a transit oriented development. Putting around 1000 car bays on port land next to the Fremantle Station was a poor use of the best real estate in Fremantle but there may be opportunities for provision of parking in a manner that integrates better with the City or uses land with less development potential.

3 Keep the amount of retail to a level that won't undermine existing retail in the Fremantle CBD. The City of Fremantle Retail Model Plan shows that the amount that ING were proposing would have damaged existing retail. Some retail is OK but it should primarily be office.

Further Issues

4 Ensure spaces between buildings read as a public and not as a private mall.

5 Integrate public amenities that people will get excited about like a viewing tower or rooftop café/restaurant

6 Give it a unique Fremantle identity

7 When you consult the community, go out with a broader range of options you would

seriously consider as acceptable if you are going to deviate from the agreed master plan for the area.

What was good about previous proposal

1 View corridors kept open from Pakenham and Market Streets

2 Lots of high grade office space

3 Retention and reuse of immigration buildings

Ideas for the next time

1 Consider higher but narrower buildings. Perhaps another building like the Fremantle Ports tower that would provide a bookend to that end of Vic Quay.

2 Use this as an opportunity to reconfigure the bus port in front of the Fremantle Station.

3 Consider extending the whole development further north or possibly utilising air space over port land (currently used for vehicle storage) for car parking, thus freeing up greater development area.

4 Create excellent quality public spaces and pathways that draw you in and / celebrate the Waterfront.

5 The issue of potential undermining of CBD retail could be lessened with improved integration with the CBD (e.g. parking on City side of rail line).

6 Consider a joint approach to parking provision with city / nearby private owners.

7 Consider development of a hotel if this could meet risk assessment.

APPENDIX 2

Key Learnings – President, Fremantle Society

Summary of matters the Fremantle Society considered were crucial to the failure of good process with the recent ING Real Estate development plans for the Commercial Precinct.

Connectivity

• There needs to be strong connectivity between the City and the development.

The Society believes a vibrant city is the best way to promote Fremantle's social, cultural and built heritage, however new development that fosters that vibrancy must be appropriate for its location. This is never more important than when the development is located in the world's most intact Victorian port.

Suggestions on any new proposals for Victoria Quay

• Re-working the ING proposal will not, in the Society's view, achieve development that is appropriate for this significant location.

• An appropriate starting point would be to fulfil the intent of the Fremantle Waterfront Masterplan by production of a Development Plan for the Zone which responds to the Design Guidelines in the Masterplan.

• The Society recommends a place-making exercise be undertaken with the broad community to determine the key site characteristics that require integration into development plans. For more information we recommend PPS report "9 steps to creating a great waterfront" see;

www.pps.org/articles/stepstocreatingagreatwaterfront.

• Fremantle Ports ought to work with the

Heritage Council of WA (HCWA) determining the Cultural Heritage significance values of the C Y O'Connor Building and Immigration Building/Old Police Station and their place in any redevelopment proposal.

• Relocating the proposed development area to the north/east would significantly reduce the negative impacts on the City in general and on important City/port sightlines in particular.

• Development plans for this location have a strategic planning responsibility to make best use of its unique location for transit development. Planning at this strategic location provides an obligation for synergy between the transit modes of ferries, passenger shipping, rail commuters, rail, bus-port, taxis, cycling and pedestrians that should include new transit infrastructure such as light rail linkages.

This is a unique development opportunity for transit-orientated future planning, not out-dated car-orientated planning.

• The Fremantle Society was pleased to hear the Minister's recent commitment to long-term port operations at Fremantle. Fremantle Ports and the State Government are now in a position to dedicate time and funding to upgrading the freight rail system for effective transportation for the container trade. Such work will have positive implications for Victoria Quay and brings opportunities that ought to be taken into consideration when visioning for this site.

The Fremantle Society will be pleased to continue constructive engagement in future planning for the Victoria Quay precinct.

APPENDIX 3

Key Learnings - Fremantle Inner City Residents Association (FICRA)

Future Development on Victoria Quay
Provided by Maryrose Baker, Co-convenor on behalf of FICRA Committee

FICRA is pro development of the kind that brings social vibrancy and diversity and respects and serves cultural and heritage and sense of place. Victoria Quay is held in very high esteem by our members and its future development continues to be a priority concern. FICRA was closely involved in the public consultation for and opposition to the previously proposed ING development on this place. We seek to contribute our views to the resumption of planning processes for this site because we still believe it will be the most vitally important development in Fremantle for several decades.

FICRA makes the following suggestions for the commencement of planning processes:
The previous ING proposal should not form the foundation for a new development proposal. A completely fresh start is necessary.

NEW DEVELOPMENT SHOULD:
Abide by the Fremantle Waterfront Masterplan 2000

Put in place vibrant and publicly useful buildings which will serve to enhance the current identity of Fremantle as a place of culture and character. Development should include facilities for entertainment, theatres, concerts etc.

Be compatible with and complementary to the Town. Fremantle is 'different' and not comparable to anywhere else in the Perth metro area. Schemes need to interlink, connect with and be sympathetic to all Fremantle surrounds both inside the quay and in the town itself so as not to overwhelm and dominate or operate as a separate entity. Development should improve and complement 'Town Hub' atmosphere.

Be based on 'walkability' between City and Port and enhance the connection flow between the town and the waterside.

Utilise and refer to extensive number of plans and reports already conducted on this area (e.g. Conservation Plan, Ian Molyneux report etc).

Manifest state of the art urban transport planning principles. Any development needs to be consistent with contemporary urban and transport planning which promotes keeping cars on the periphery of towns and moving visitors by use of public transport. Traffic and parking issues are already serious problems in Fremantle.

Celebrate Victoria Quay's World heritage significance within the development.

Victoria Quay is a site of great historical events in Australian life such as:

- o Immigration pre and post war
- o Troops departing for both world wars
- o Maritime and labour history

APPENDIX 4

Key Learnings - Fremantle Ports
Provided to the Working Group by Fremantle Ports
Commercial Precinct development

1 Height

- The height of the development was an issue which was raised early in the process.
- 3D computer modelling and redesign of the office towers significantly minimised this issue.
- The height issue is also directly linked with view corridors as well as the bulk and scale of the development.

2 Vistas/View Corridors

- It appeared that the protection of existing vistas/view corridors was of greater importance than the debate around the height of the office buildings.
- The 3D computer modelling which was developed greatly assisted the architects to modify the design and orientation of buildings thereby reducing the impact of the proposed development on all view corridors.

3 Three D Computer Modelling

- The development of the 3D computer modelling programme was a very useful tool which assisted to determine the impact of the development on view corridors.
- This tool will be used in all future proposals where applicable.

Retain and restore the historic Immigration, Police and CY O'Connor Buildings

Retain spirit and sense of VQ as working port by maintaining and enlivening public access. The ability for people to get to the quayside stroll along close up to the ships and boats is critical.

Capitalise on and encourage use of the Quayside proximity to water and consider the potential for creating more access to water for example by building an inset canal.

Investigate potential and acceptability for hotel and housing by opening up discussion about the pros and cons.

Take into account the separation problem of the goods trains and railway line. The railway line running between the VQ and the town already serves to separate the quay from the town. The 24 hour operation of trains and continuing escalation in number and size of trains which run through the VQ presents a major 'separation and barrier' issue for developments on this site and needs to be considered in planning process.



4 Linkages

- A very important issue is the integration of the Commercial Precinct site with the Fremantle Station and City of Fremantle.
- Integration should not only rely on physical linkages but there should also be social and economic linkages.
- The design of the 'ground floor' or street level is critical with regards to physical integration and continuing the pedestrian journey from the City of Fremantle to the Victoria Quay Waterfront.
- It is imperative to have strong pedestrian links between the Commercial Precinct development site, the Fremantle Station and the City of Fremantle.
- With regards to physical linkages, the Phillimore Street Integrated Masterplan was endorsed after lengthy community consultation and should still be considered as current and relevant. This Masterplan was also endorsed by the three key stakeholders and should be the basis of project delivery from an infrastructure perspective.
- A revised design breaking up the mass and form of the Commercial Precinct development may improve the linkages between the Victoria Quay Waterfront and the City Centre.

5 Scale of the development - retail uses

- For the economic success of the development of the Commercial Precinct site, the development needs to include 'mixed uses' combining retail, commercial, and food/beverage uses.

- It is important to continue considering and including land uses which are vibrant and can activate this site and its surrounding areas.
- Several Economic Impact studies were undertaken to determine the impact of the proposed development on the existing retail offering in the Fremantle City Centre. All the Economic Impact studies (some conducted independently) confirmed that the scale of retail proposed by the Commercial Precinct development will attract shoppers from areas outside Fremantle (people who are not currently shopping in Fremantle). This would increase the money spent in the City.

6 Public spaces in the proposed development

- The urban design and quality of the public spaces at ground floor was an important factor throughout the process and should also be considered in any future proposals.

7 Quality of design

- The quality of the architectural design of the Commercial Precinct development was an important issue throughout the process.

8 Community engagement

- It was beneficial and important to engage with various community groups and stakeholders throughout the process i.e. both during the feasibility and formal WAPC planning stage.

APPENDIX 5

Collaborative Stakeholder Involvement

The design forum provides an intensive and focused workshop process that draws on a range of design expertise to generate a set of design principles and/or design concepts that can help inform subsequent steps in establishing a vision for the project area using the endorsed Fremantle Waterfront Masterplan as a base and starting point.

A number of members of the Working Group have considerable experience with this process and recommend its use for the Commercial Precinct. The design forum provides an excellent opportunity for involving the other key players comprising the Fremantle Union and helping to consolidate its formation and purpose.

The following two staged process has been put forward for consideration:

Stage 1: Visioning and Design Workshop

Stage 2: Planning and Development Design Forum (PDDF)

STAGE ONE

Visioning and Design Workshop

This workshop is focused on establishing the vision for the Commercial Precinct, Fremantle Station quarter and surroundings, drawing on the skill of designers to graphically portray the potential of this important sector of the city. Fremantle has a strong base of very able design professionals who are clearly committed to the city and its future. They could form a well-informed core of designers for the workshop, supplemented by others with a proven capacity to contribute to this process.

Convened over a period of about 5 or 6 hours, spanning a light lunch (useful for encouraging informal discussion), this form of design workshop is focused on establishing a set of design principles for a project and generating conceptual ideas. This will always be informed and directed by:

- the involvement of key stakeholders whose contribution is then able to be translated into design;
- existing planning documents (e.g. the Fremantle Waterfront Masterplan and the Phillimore Street Integrated Masterplan).

STAGE TWO

Planning and Development Design Forum (PDDF)

Following the Visioning and Design Workshop, it is recommended that a Planning and Development Design Forum (PDDF) is convened using design processes similar to those described by Prof. Patrick Condon in his book "Design Charrettes for Sustainable Communities". At its core, this process seeks the participation of all stakeholders with an enduring or on-going interest in the future development of an urban area - whether they are:

- representatives of government departments or agencies with decision-making responsibilities;
- existing landowners of properties within or adjacent to the study area;
- current or prospective business operators in the study area;



- representatives of the local community;
- or
- representatives of a select group of progressive developers and investors.

Involving all stakeholders in a single, open process is a key advantage of the PDDF. This approach provides the ability to deal effectively and efficiently with the diverse and complex range of issues which are inherent in place designs.

The inclusive, collaborative process would seek stakeholder involvement throughout the design process, with a focus on achieving consensual agreement in a workshop environment. Rather than solutions for individual elements being pursued sequentially, in isolation and independently, this process requires solutions to be developed in real time and in the context of how they impact on other elements and achievement of the overall goal.

BIBLIOGRAPHY

Fremantle Waterfront Masterplan, April 2000, Cox Howlett + Bailey Woodland
Victoria Quay Masterplan Study Area Mapping, 2011, Cox Howlett + Bailey Woodland
Phillimore Street Integrated Masterplan, Fremantle, 2005 - Donaldson + Warn Architects
Victoria Quay Tenant Signage Policy, August 2005 – Considine & Griffiths Architects
Economic Impact Assessment: Mixed Use waterfront Development, Feb 2007 - Urban Economics

APPENDIX 6

This can be represented as follows:

Expenditure per Month

Rail traveller	6,000,000
Residents	18,500,000
Workers	11,856,000
Tourist visitors	2,500,000
Total	\$38,856,000

Total \$466,272,000

Actual retail expenditure in 2010 was \$426 million, showing that there was some leakage from the above economic groups. This shows there is still some potential within the current expenditure groups to support further commercial and retail development.

Retail Expenditure

Over 20,000 passengers use the Fremantle rail line every day. Assuming an average spend of around \$10 per day, this represents the potential pool of expenditure from rail visitors of around \$200,000 per day, or \$6 million per month. Add to this the Fremantle City population of around 29,000, forming around 11,000 households. If one assumes approximately \$20,000 per annum for household expenditure, this represents a further \$18.5 million per month in available expenditure. 35,298 people work in the City of Fremantle.

Given that Fremantle is in a special zone which trades 7 days a week, the average worker days would be between 5 and 6 days a week, say 5.7, or 24.7 days per month. This would give rise to worker expenditure of \$11.856 million per month. In addition, the City of Fremantle had over 970,000 of tourist visitor nights in 2010, which would spend more than rail visitors – say \$30 per day on average (excluding accommodation). This amounts to a further \$29 million in annual expenditure, or \$2.5 million per month.

BIBLIOGRAPHY

Fremantle Waterfront Commercial Development Traffic Investigation, June 2007, Uloth & Associates
Fremantle Waterfront Commercial Precinct Development Application, June 2007, ING Real Estate
West End of Victoria Quay, Fremantle Conservation Policy, July 2008 Lovell Chen Architects
Fremantle Waterfront Brand Management Manual, The Marketing Centre
Victoria Quay Precinct Signage Guidelines 2009/10, Turner Design