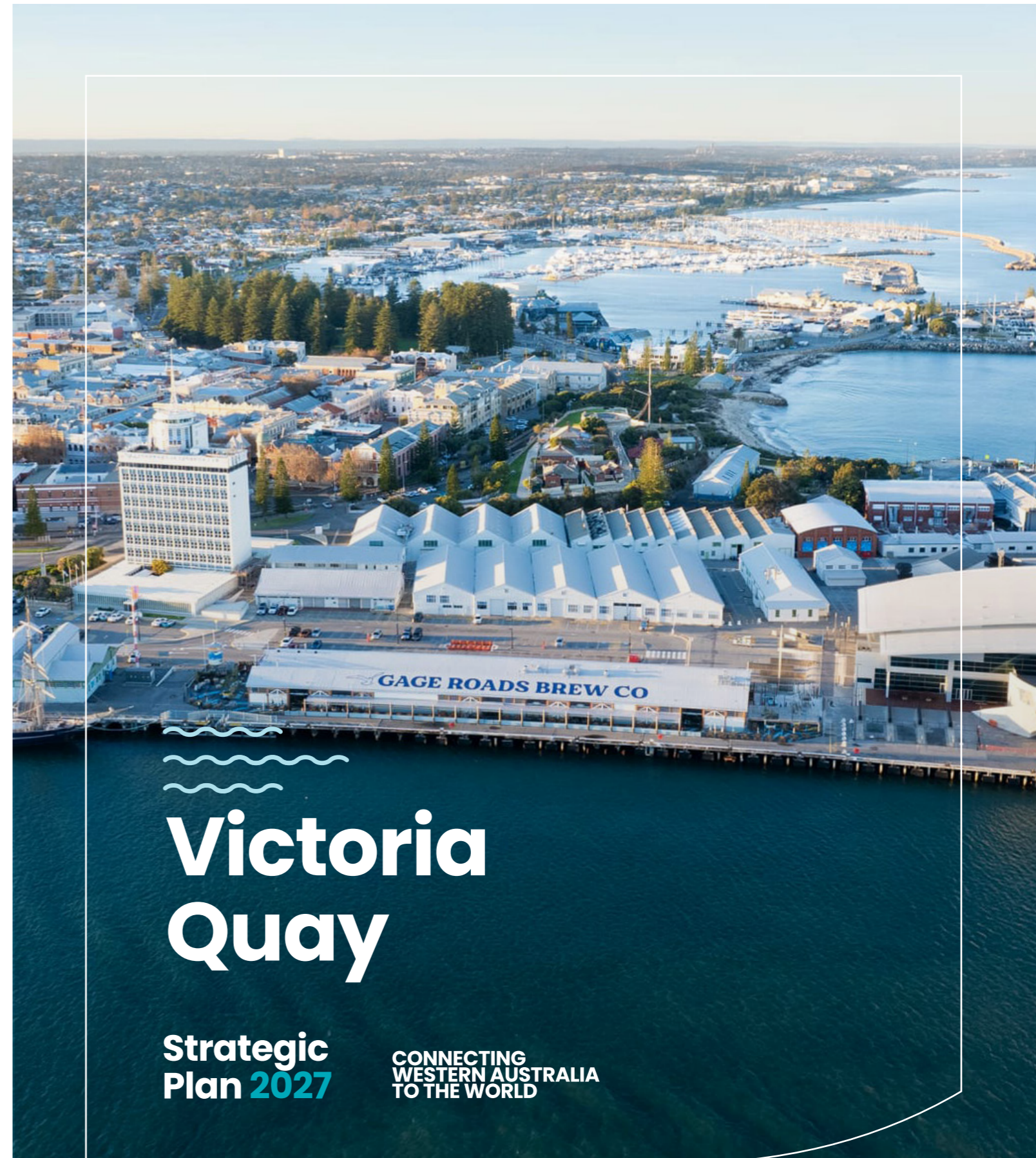


Strategic Plan 2027



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Acknowledgement

The Victoria Quay and North Quay precincts have strong Indigenous history. Fremantle Ports acknowledges the Whadjuk people as the Traditional Owners of the Walyalup (Fremantle) area and the importance of their heritage and cultural beliefs. Fremantle is a port city established in 1829 at the mouth of the Derbal Yerrigan (Swan River), approximately 20km south-west of Perth. With a residential population of more than 25,000, Fremantle attracts more than two million visitors annually who enjoy the city's relaxed cosmopolitan lifestyle, vibrant, culturally diverse atmosphere, and its attractive heritage buildings. Fremantle plays a key role in the development of Perth's rapidly expanding south-west urban corridor and has a diverse economy that covers all sectors of the market, including tourism, hospitality, arts, creative industries, retail, commerce, education, port and other maritime operations.

Introduction

Fremantle Ports is a Government Trading Enterprise that has the Western Australian Government as its sole shareholder. It is responsible for the operation of Western Australia's largest general cargo port, comprising the Inner Harbour (North Quay and Victoria Quay) adjacent to the Fremantle city centre, and Kwinana Port in Cockburn Sound.

Balancing the challenges of operating a significant cargo port, Fremantle Ports is embarking on a transformational journey to turn Victoria Quay into a vibrant waterfront destination for tourism and trade.

Victoria Quay comprises two areas; the western end (Victoria Quay Waterfront) is a publicly accessible area entered in the State Register of Heritage Places, and the eastern end (Victoria Quay East) is a fully operational area with restricted public access. Although different in



operation and use, together they facilitate local and international tourism and form the Victoria Quay precinct. A distinct precinct, with the potential to become a significant component of Western Australia's long-term tourism aspirations.

Victoria Quay Waterfront is over 12 hectares and includes a number of heritage assets, central to Fremantle's identity as an active port. It is well placed to be a major player in the evolution of city's identity but is yet to realise its potential.

It currently accommodates:

- WA Maritime Museum
- Gage Roads Brew Co
- Rottnest Island ferry terminal
- Fremantle Ports Administration Building
- E Shed Markets
- South Metropolitan TAFE facilities
- Department of Primary Industries and Regional Development facilities
- Car parking



"2025 sees us embark on the most ambitious investment cycle Fremantle Ports has ever been through, creating infrastructure, jobs and prosperity for our community."
CEO Jodie Ransom

Victoria Quay East includes the Fremantle Passenger Terminal and accommodates port operations. It facilitates vehicle imports, cruise ships, as well as research, naval and specialist vessels, with C to H Berths used mainly for general and break-bulk cargoes and J Berth for tug berthing.

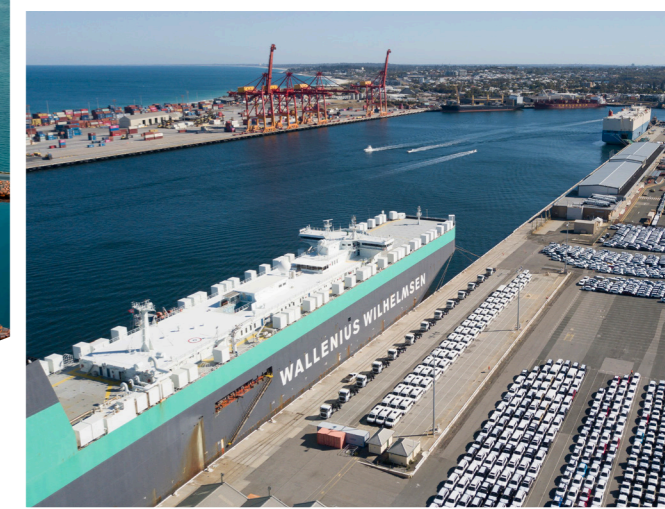
The Fremantle Passenger Terminal is located on F and G Berths and remains largely unchanged since the 1960s. It is the only facility in the Perth metropolitan area with handling capacity for cruise vessels over 175m and contributes economic benefits to the State in excess of \$250 million each year. The surrounding areas are currently used for storage of non-container trade and have limited access and opportunities for non-port operations. The consolidation of port operations to North Quay could enable the redevelopment of Victoria Quay East.

Fremantle Ports and the Western Australian Government are committed to revitalising Victoria Quay Waterfront into a vibrant and active waterfront destination in alignment with the Future of Fremantle Planning Committee's vision.

As the landowner, Fremantle Ports has a responsibility for the management and future redevelopment of Victoria Quay. Any development decisions need to be cognisant of all stakeholders including government, port users, tenants and the broader community.

The successful revitalisation and redevelopment of Victoria Quay will require careful consideration to fully realise opportunities such as:

- Highlighting the cultural heritage significance



- Balancing community and commercial interests and stakeholder expectations
- Managing accessibility, traffic and car parking
- Balancing ongoing operation and maintenance trade-offs against the core port operation business

Our Vision

Transformation

A vibrant waterfront destination for tourism and trade

Victoria Quay connects our operations and the community in which we operate. Fremantle Ports must ensure tourism and port operations continue harmoniously whilst making best use of our assets, and that the precinct evolution aligns and integrates with the Future of Fremantle vision.



Our Focus

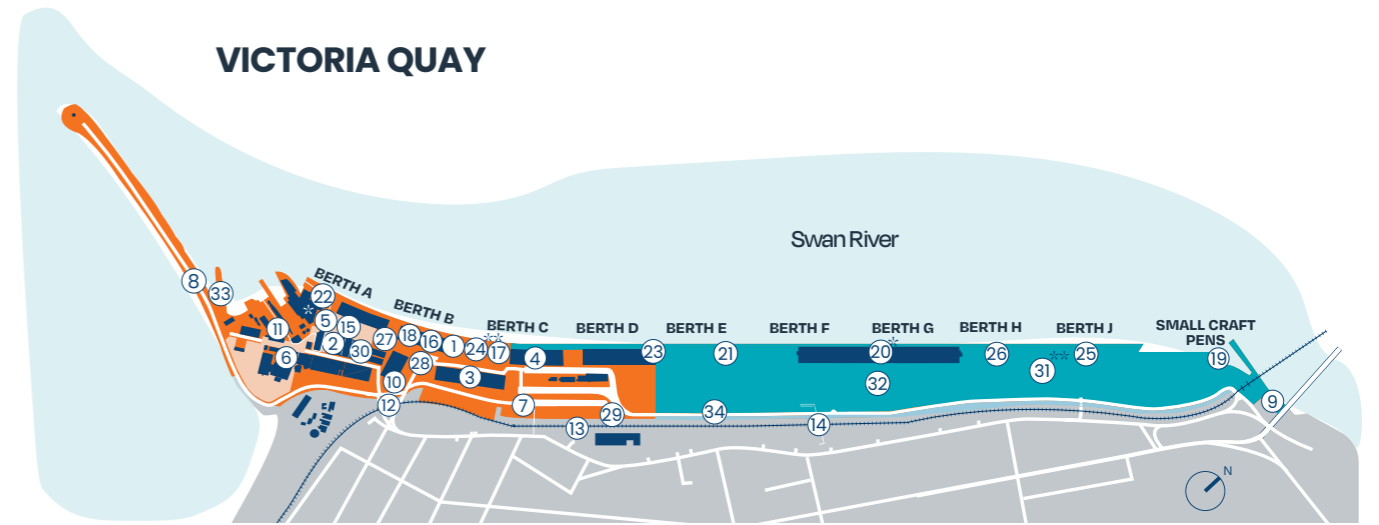
- **Revitalise** existing buildings and attract tenants that will bring more visitors to Victoria Quay
- **Enhance** the public realm to provide a safer, improved visitor experience
- **Investigate** and enable the potential future use and redevelopment of the eastern end of Victoria Quay in alignment with the Future of Fremantle vision



Our Pillars

- Safety:** Investing in our public places and spaces to ensure they are fit for purpose and safe
- Sustainability:** Enhancing the visitor experience to encourage economic activity, social interaction and community connection
- People & Culture:** Leveraging the transformation of Victoria Quay to retain, attract and enable our skilled people
- Customers & Partners:** Driving successful revitalisation and activation outcomes through partnerships and collaboration
- Assets:** Optimising Victoria Quay asset utilisation through considered planning, delivery and management

Key Projects



Tenancy Mix and Leasing Strategy Implementation

1. B Shed Revitalisation 2023/24 - 2027/28
2. Workshops (Two Western Bays) Request for Proposal 2024/25
3. E Shed Request for Proposal 2025/26 - 2026/27
4. C Shed Request for Proposal 2026/27 - 2027/28

Public Realm Enhancement

5. WA Maritime Museum Forecourt Enhancement 2023/24 - 2024/25
6. Bathers Beach Connectors 2023/24 - 2025/26
7. Rail Crossing to O'Connor Landing Connector 2024/25 - 2025/26
8. South Mole Reopening and Safety Improvements 2024/25
9. Swan River Crossings 2023/24 - 2025/26
10. Place Branding, Interpretation and Signage 2025/26
11. Stothert and Pitt Gantry Crane Reassembly 2025/26 - 2027/28

Fremantle Station and Surrounds Feasibility project including:

12. Cliff/ Phillimore Street Rail Crossing Rationalisation 2023/24 - 2027/28
13. Fremantle Station Forecourt 2023/24 - 2028/29
14. Parry Street Pedestrian Bridge Removal 2024/25

Place Activation

15. Annual Event and Activation Curation Ongoing

Asset Development

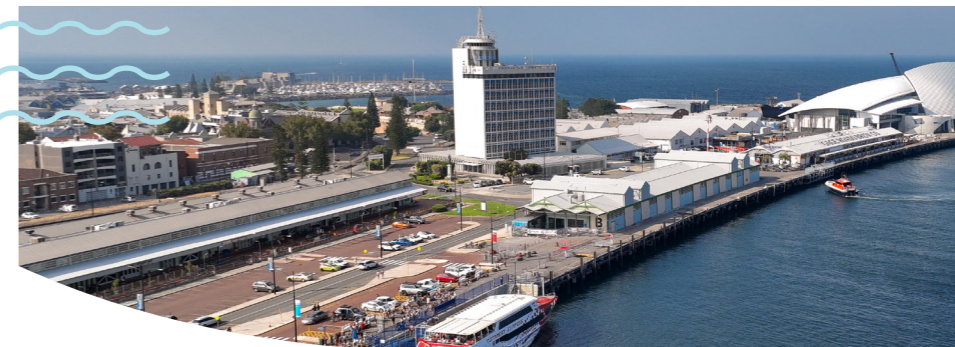
16. B Shed Deck Repair 2023/24 - 2025/26
17. Berths B and C Deck Repair 2023/24 - 2026/27
18. B Shed Service Upgrades 2023/24 - 2025/26
19. Small Craft Pens Refurbishment 2023/24 - 2024/25
20. Berths F and G Fenders/ Deck Strengthening 2024/25 - 2025/26
21. Bollard Replacement and Refurbishment 2024/25 - 2025/26
22. Berth A Deck Repair 2024/25 - 2027/28
23. Berth D and E Pile Remediation 2024/25 - 2026/27
24. Berth C O'Connor Landing Remediation 2024/25 - 2026/27
25. Berth J Replacement 2024/25 - 2026/27
26. D Shed-Small Craft Pens Sheet Pile Wall Refurbishment 2027/28 - 2029/30

Strategic Planning

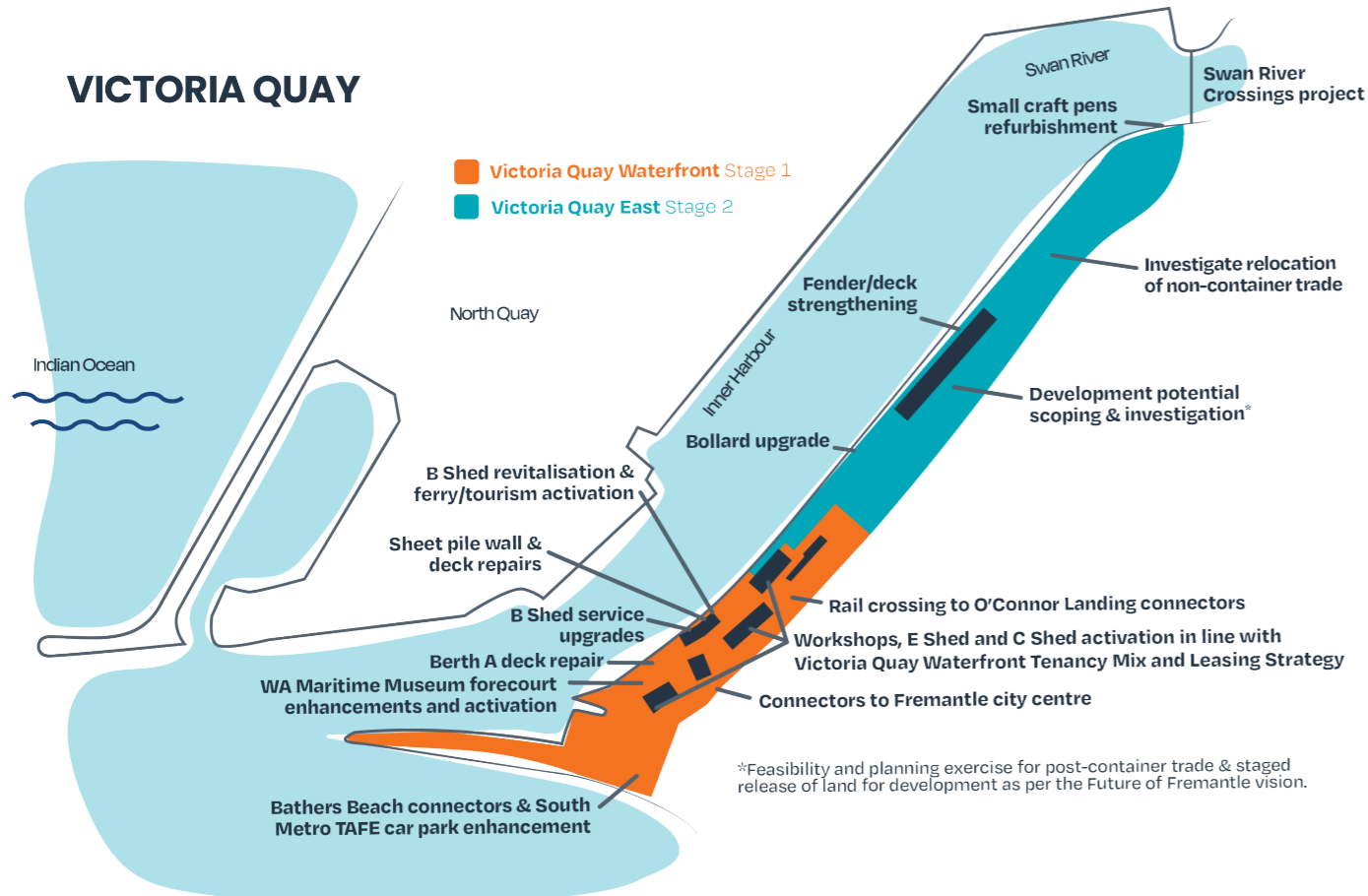
27. Victoria Quay Place Activation Strategy Refresh 2024/25
28. Access and Parking Management Strategy 2025/26
29. Peter Hughes Drive Extension Investigation 2025/26
30. Port Operations Relocation Investigation 2025/26 - 2026/27
31. Non-Container Trade Relocation Investigation 2023/24 - 2025/26
32. Post-Container Trade Precinct Planning Exercise 2025/26 - 2026/27
33. Boom Defence Jetty Interpretation Options 2026/27 - 2027/28
34. Transportation Node Connections Investigation 2031/32 - 2033/34

In the 2023/24 financial year:

- **More than 100,000 people visited the WA Maritime Museum.
- ** Over 800,000 people utilised ferry services to visit Rottnest Island.
- **Eighteen cruise ships accounted for 31 visits to Fremantle, carrying a total of 57,222 passengers.
- **Demand for new motor vehicle imports in Western Australia rose to 128,239 vehicles. This was up 12.5 per cent on the previous year and the highest figure on record.



VICTORIA QUAY





Key Projects

Victoria Quay Waterfront Tenancy Mix and Leasing Strategy

In conjunction with the Department of Planning, Lands and Heritage, a Victoria Quay Waterfront Tenancy Mix and Leasing Strategy was completed in 2024. Through the implementation of this strategy, Fremantle Ports seeks to repurpose and lease underutilised buildings in a strategic and coordinated manner with the aim of achieving the optimum land use mix for a high performing precinct.

To enable the precinct to reach its long-term potential as a vibrant waterfront destination, priority assets for delivery to market have been identified and include:

- B Shed
- Workshops (two western bays)
- E Shed
- C Shed

Public Realm Enhancement

A number of public realm enhancement projects are underway with a focus on prioritising pedestrian access and safety, improving key connections and enhancing amenity. These enhancements consider the elements that contribute to successful place activation (see, do, relax, participate, buy, eat/drink, exercise, listen, learn) and seek to improve the visitor experience by encouraging activity, social interaction and connection.

These enhancement projects largely relate to Victoria Quay Waterfront and are either led or supported by Fremantle Ports. They include three significant Public Transport Authority-led initiatives under the project title 'Fremantle Station and Surrounds Feasibility project'. This feasibility project requires both the support and advocacy of Fremantle Ports and involves the critical rationalisation and improvement of the Cliff Street/Phillimore Street Rail Crossing and Fremantle Station Forecourt.

Place Activation

Successful precincts exhibit both planned and spontaneous place activations. Fremantle Ports will curate both forms throughout the year, focusing predominantly on the western end of Victoria Quay Waterfront and utilising Workshop Lane, Slip Street and the temporary half plaza adjacent to the WA Maritime Museum.

These arts and culture activations will involve collaboration, be family-friendly and engage all demographics. Opportunities to partner with local and Aboriginal businesses and community groups, public organisations and industry will be explored.

Activations may be internally driven or conducted by external stakeholders or event professionals. Activations delivered in the 2023-24 financial year included:

- Australia II: 40 Years On - The Celebration
- Fremantle Biennale
- Good Food Awards Night
- FUNmantle
- Slip Street Carnival
- Workshop Lane Movie Nights
- Harbour tours and cruises
- Harbour Master Classic
- James Cameron - In Conversation
- Dirty Three concert

Asset Development

Fremantle Ports is committed to providing a safe, reliable, efficient, and sustainable supply chain for importers and exporters and all the maritime industry, and other organisations operating within the port. To do so, continued asset investment is required with a focus on delivery in prioritised risk areas across the asset portfolio. Through the prioritisation of maintenance and asset investment works, significant berth, bollard and deck repair projects have been identified for Victoria Quay.

Strategic Planning

The State Government is championing the long-term redevelopment of the Inner Harbour, through the Future of Fremantle and Westport programs. To ensure optimum timing and efficient utilisation of existing and proposed new infrastructure, Fremantle Ports is working collaboratively to ensure Victoria Quay asset investment aligns and integrates with these strategic programs.

Victoria Quay's transformation presents the best opportunity to begin delivering on the Future of Fremantle vision. Key projects and investments have been identified to consider where, and how, key trades are supported in the future without limiting the Future of Fremantle vision.

Declared Port Limits

The vessels that find safe harbour and trade at Victoria Quay berths are only able to do so because of Fremantle Ports' significant investment in, and maintenance of, maritime navigational channels, buoys, beacons, and towers in and around port waters.

