WESTPORT:
What you have told us
Contact details:
Westport Project Office
Level 5, 140 William Street, Perth WA 6000
enquiries@westport.wa.gov.au
Telephone: 6551 7136
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>From the Chair</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Preparing for the Strategy – what we did</td>
<td>7</td>
</tr>
<tr>
<td>How we got feedback</td>
<td>9</td>
</tr>
<tr>
<td>Key themes from submissions</td>
<td>14</td>
</tr>
<tr>
<td>Feedback themes</td>
<td>18</td>
</tr>
<tr>
<td>Land Use Planning</td>
<td>18</td>
</tr>
<tr>
<td>Transport Planning</td>
<td>18</td>
</tr>
<tr>
<td>Environmental Planning</td>
<td>18</td>
</tr>
<tr>
<td>Commercial</td>
<td></td>
</tr>
<tr>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Port Planning</td>
<td></td>
</tr>
<tr>
<td>Consultation</td>
<td></td>
</tr>
<tr>
<td>Project issues</td>
<td></td>
</tr>
<tr>
<td>A question-based approach</td>
<td>19</td>
</tr>
<tr>
<td>Question one:</td>
<td>20</td>
</tr>
<tr>
<td>What problems we are trying to solve and what opportunities are we trying to capture?</td>
<td></td>
</tr>
<tr>
<td>Question two:</td>
<td>21</td>
</tr>
<tr>
<td>Where do new port facilities need to be located in the Outer Harbour?</td>
<td></td>
</tr>
<tr>
<td>Question three:</td>
<td>22</td>
</tr>
<tr>
<td>How big an area is required for new port facilities in the Outer Harbour?</td>
<td></td>
</tr>
<tr>
<td>Question four:</td>
<td>23</td>
</tr>
<tr>
<td>How do we make the best use of adjacent and supporting land to stimulate future jobs?</td>
<td></td>
</tr>
<tr>
<td>Question five:</td>
<td>24</td>
</tr>
<tr>
<td>How do we connect new port facilities with the surrounding environment to facilitate imports and exports?</td>
<td></td>
</tr>
<tr>
<td>Question six:</td>
<td>25</td>
</tr>
<tr>
<td>How do we stage new port facilities so they are operationally and financially sustainable?</td>
<td></td>
</tr>
<tr>
<td>Question seven:</td>
<td>26</td>
</tr>
<tr>
<td>When will new port facilities be needed?</td>
<td></td>
</tr>
<tr>
<td>Question eight:</td>
<td>27</td>
</tr>
<tr>
<td>What should be the future governance model for additional port facilities?</td>
<td></td>
</tr>
<tr>
<td>What happens now?</td>
<td>22</td>
</tr>
<tr>
<td>Appendix A: Westport Taskforce</td>
<td>28</td>
</tr>
</tbody>
</table>
It’s been six months since the State Government announced the establishment of the Westport Taskforce entrusting us with the responsibility of providing advice on securing the freight future of this State for the next 100 years.

The future of the Port of Fremantle has been the subject of modelling, planning and debate for decades. It’s a topic that indirectly impacts on all Western Australians and as Chair of the Westport Taskforce, a lot of my time has been spent meeting with industry and community members.

The Westport Project Team has also spent considerable time reviewing and distilling work that has already been completed with regard to the Outer Harbour. In this sense, we are already benefiting from some excellent, previous analysis.

While everyone has different views, opinions, concerns and experience, there is clearly strong community interest in finding better solutions for WA’s freight and port related transport issues.

I was also very pleased to note strong alignment with the majority of issues the Taskforce is already intending to address. With some gaps now identified, I feel more confident than ever that arising from this engagement process, the Taskforce has developed a robust agenda for review and investigation.

The job of the Westport Taskforce is to ensure that we are considering every aspect when developing our advice to Government and this is why it was important to invite input on the proposed process for developing the Strategy as one of our first deliverables.

In December last year we released Westport:
Preparing for the Strategy. This discussion paper set the scene for the development of the Westport Strategy and included details about the proposed question-based methodology.

We sought your feedback on this approach and whether we had identified all the key factors necessary for answering key questions on the location, size, operating model and timing for future port facilities.

We received a total of 202 formal submissions in response to our request which has resulted in a positive and proactive evolution of our methodology.

There was broad support for our proposed approach and we received substantial feedback on the things we needed to consider in building our evidence base to support the development of the Westport Strategy.

All of the information we received has been used to help refine our methodology and identify gaps in our process which has determined our next steps.

As a result of your feedback we are:

- adding a new question, which explores potential governance models for ports and their surrounding areas;
- adding sub-questions to define the project and add clarity;
- developing a paper explaining why Cockburn Sound has been identified as a potential location for additional port facilities;
- sourcing of additional representation on the Westport Taskforce Reference Group; and
- expanding the Westport Project Office to ensure innovation and technology are front of mind.

We have also identified 10 packages of work that will help us to answer our eight key questions and we are currently developing work streams comprising members from the various parts of the Westport Taskforce to deliver this work.

During the course of this two-year project we have ensured that there are a number of formal opportunities for you to join our conversations and contribute to the development of the Strategy. However, I would encourage anyone with information or questions to contact the Westport Taskforce using the contact details in this document.

For those wanting to stay updated on the project I recommend signing up to our regular Project Updates which are available on the Department of Transport website.

On behalf of myself and the project team, I want to thank you for the support you have given us so far and I can assure you that we will continue to work very hard to ensure we achieve the best possible outcomes for Western Australia.

Nicole Lockwood
Westport Taskforce Chair
INTRODUCTION

The Westport Taskforce was established in September 2017 to develop a long-term integrated solution to meet the freight, logistics and trade needs of Perth and the surrounding regions.

You can read the Westport Taskforce Steering Committee’s full Terms of Reference on the Department of Transport website at www.transport.wa.gov.au/westport.

The Taskforce will provide guidance to the Western Australian Government on the planning, development and growth of the Port of Fremantle at the Inner and Outer Harbours, the required rail and road networks, supporting industrial land and intermodal terminals and the potential for the Port of Bunbury to contribute to the handling of the growing trade task.

We aim to present this advice as the Westport: Port and Environs Strategy to the Minister for Transport, Planning and Lands in late 2019.

During all stages of the two-year process, we are committed to engaging with stakeholders and the community to ensure we capture the views, knowledge and skills of interested parties.

In December 2017, we undertook the first phase of engagement by releasing the Westport: Preparing for the Strategy discussion paper.

In releasing the discussion paper, we invited the community to join the conversation on our planned methodology to devise the Strategy.

This consultation summary, Westport: What you have told us outlines the key themes from the feedback we received and discusses how it has influenced the methodology that will guide our project approach.
In December 2017 we released the discussion paper, *Westport: Preparing for the Strategy*. This paper set the scene for the development of the Westport Strategy and included details about the proposed question-based methodology.

In this initial phase of engagement we sought feedback on this methodology. Specifically, we asked respondents to consider the following questions when preparing their submissions:

- Do you support the proposed approach? If not, why?
- Have we missed any key issues?
- Do you have any information to help us build our evidence base?
- Can you or your organisation contribute to Westport?

A public comment period for feedback on the discussion paper opened on 13 December 2017 and closed at 5pm on 31 January 2018.

During the comment period, various members of the Westport Taskforce (Appendix A) were engaged in meetings and workshops and Westport Taskforce Chair, Nicole Lockwood presented at a number of forums, including those hosted by the Chamber of Minerals and Energy, Chamber of Commerce and Industry, Pastoralists and Graziers Association of WA, Property Council of Australia and the Western Harbours Alliance.

Feedback was sourced through a number of channels including an online survey, written submissions, direct correspondence and meetings. We received a total of 202 formal submissions from individuals, businesses, community groups, industry organisations, State and local government representatives and industry organisations.

While we are reasonably happy with this level of engagement, given the size of this Project, we are planning to make every effort to expand the breadth and depth of our public consultation process in the months ahead.
HOW WE RECEIVED FEEDBACK

1. Discussion paper released
2. 7 weeks of consultation
3. 44 written submissions
4. Total of 202 responses from:
   - Online surveys: 158
   - Written submissions: 44

Westport What you have told us

Questions to consider:
- Do you support the proposed approach?
- Have we missed any key issues?
- Do you have any information to help us build our evidence base?
- Can you or your organisation contribute to Westport?

Figure 1: Consultation process

<table>
<thead>
<tr>
<th>Total of 202 responses from:</th>
<th>Online surveys</th>
<th>Written submissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local government or Metropolitan Regional Council</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Government agency or department</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Advocacy or industry body</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>Transport industry, organisation or company</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Land developer, urban planner or consultant</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Individuals or not specified</td>
<td>118</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>158</td>
<td>44</td>
</tr>
</tbody>
</table>

Figure 2: Breakdown of responses
There was broad support for our approach and the proposed key factors to be considered as we prepare the Westport Strategy.

Respondents backed the long-term nature of the Strategy understanding that it will seek solutions to meet Perth and the surrounding regions freight and trade needs for the next 50 to 100 years.

The majority of respondents were also supportive of the planned question-based methodology. It was acknowledged that this approach will encourage a more consultative environment where relevant information can be shared to fully inform the development of the project and as a result deliver a robust framework for the Westport Strategy.

Of the 44 written submissions, 15 (34%) were received from current residents in the Mandogalup area. These submissions were not supportive of the Westport project as they strongly oppose any changes to land zoning or increased industrial land use in the Mandogalup and surrounding areas.

The feedback we received has been arranged into two categories:

1. Feedback themes – comments sorted by land use planning, transport planning, environmental planning, commercial, economic development and port planning classifications.
2. A question-based approach - comments relating specifically to the proposed strategic questions.
1. Feedback themes

The following key themes emerged from the submissions.

Land use planning

You told us:

• the process for determining future uses for the Port of Fremantle is not clear, particularly in terms of how development proposals within, and in the vicinity of, the port, will be managed during both interim and transition periods;
• any land uses identified in the Westport Strategy should be consistent with adopted land use planning instruments;
• appropriate buffer and separation distances should exist, or be preserved, between industrial land, transport corridors and residential developments in order to minimise adverse impacts of non-compatible land uses;
• the expanded desalination plant and land ownership must be reflected in Westport planning documents;
• the potential sharing of major utility corridors is important to minimise land take and maximise the use of industrial land; and
• given the significant environmental attributes associated with Cockburn Sound (some of which were identified in the discussion paper), further evidence is needed as to why it is considered an appropriate location for additional container and general cargo facilities.

How we have used what we heard

Based on your feedback, the following actions are being taken.

• The Westport Project Office is working closely with the Department of Planning, Lands and Heritage and the Department of Transport to ensure a consistent approach is taken to processing development applications that could impact on the Westport Strategy.
• A separate discussion paper will be developed explaining why Cockburn Sound had been identified as a potential location for additional port facilities.
• A set of principles will be developed to guide work streams involved with land use activities.

MANDOGALUP

Feedback was received from a number of residents of Mandogalup who stated strong opposition to any changes to land zoning or increased industrial land use in the Mandogalup and surrounding area.

In early February 2018, the Minister for Planning announced that the State Government had endorsed the findings of the Environmental Protection Authority in regard to potential health and amenity impacts of dust in determining the size of a buffer for urban development in Mandogalup.

It is intended that land use planning for the area will become the responsibility of the Western Australian Planning Commission. Initially, this will involve preparation of an improvement plan followed by an improvement scheme. Developing the improvement scheme to guide future land use decisions for the area will involve consultation with local government, industry and landowners.

At all levels of the Westport Taskforce there is close cooperation between representatives from the Westport project team, Department of Transport, and the Department of Planning, Lands and Heritage.

The Westport Taskforce will continue to work closely with the Department of Planning, Lands and Heritage as the planning progresses in relation to this matter.
Transport planning

You told us:

- rail freight corridors into the Kwinana Industrial Area (including a means of separating narrow and standard gauge traffic), must be maintained to support ongoing grain operations and we need to be cognisant of the potential increase in grain volumes into the future;
- the planning for future road infrastructure around any Outer Harbour development in Kwinana should consider the forecasted Restricted Access Vehicle (RAV) ratings required, in line with the State’s broader road network productivity targets;
- to consider upgrading Kwinana Beach Road to accommodate RAV 7 vehicles;
- inland freight networks need to be considered as part of the project scope;
- to consider the current modes of transportation being used to service each of the incumbent port facilities, understand what constraints they are currently facing and determine if there are ways to ease those constraints;
- we need to understand what lessons can be learned from the freight and logistics issues surrounding current ports and take these into consideration in the design of the freight routes and corridors for the Outer Harbour;
- if Bunbury Port is being proposed as an alternative to reduce the export pressure on the Fremantle Inner Harbour, the extension of the current freight rail network to assist in the movement of export materials could reduce the number of trucks transporting cargo loads via the road network;
- intermodal network hubs need to be considered in more detail along with freight routes from the Outer Harbour and possibly Bunbury;
- the biggest issue with the Inner Harbour is the movement of freight to and from it; and
- we need to undertake demand analysis to identify future requirements for port facilities and the associated logistics chain.

A number of specific transport scenarios were submitted for consideration as part of the comment period. Each of these will be reviewed by the work streams when developing the technical reports.

How we have used what we heard

Based on your feedback, the following actions are being taken.

- A set of principles specifically designed to address the issues about transport planning will be developed to guide work streams.
- Future oriented transport technologies will be considered in the context of freight constraints.
- A full import and export demand analysis will be undertaken.
- Quantitative analysis of the current congestion scenarios and traffic options into the Inner Harbour will be used to help inform analysis.
Environmental planning

You told us:

- the Westport Strategy has the opportunity to propose a sustainable development from the port to the industry;
- the Infrastructure Sustainability Council of Australia (ISCA) framework should be considered;
- a Strategic Environmental Assessment (EP Act) is well-aligned to a staged port development as it allows for feedback on the health of the environment in response to a large dredging campaign which may be required at the front end of the development;
- Bunbury Port is currently undertaking a Master Planning process and it is recommended it be considered as part of the Westport process;
- the idea Cockburn Sound is recovering needs further scientific investigation and more information is required about the likely environmental impacts associated with the construction, operation and maintenance of additional port facilities;
- further Westport publications should expand on the diverse and significant environmental values of Cockburn Sound, and the significant heritage values of the study area;
- reference needs to be made to indigenous heritage and to the important history of the local indigenous people and traditional owners the Gnaala Karla Booja (GKB) people;
- to extend the Westport Taskforce Reference Group to include representation of indigenous interests; and
- the Westport Strategy should recognise the industrial use of seawater because it plays a key role in Cockburn Sound for cooling water, desalination feed water and disposal of reject waters.

How we have used what we heard

Based on your feedback, the following actions are being taken.

- The Westport Project Office has commenced discussions with the ISCA.
- The Westport Taskforce Reference Group will be expanded to include indigenous representation.
- Potential environmental impacts will be examined in all questions.
- The Bunbury Port Master Plan will be considered.
- The industrial use of seawater will be considered.
- Environmental planning principles will be developed to guide work streams involved with environmental activities.
Commercial

You told us:

- that given the importance of the Kwinana Grain Terminal for the grain growers of WA, it is fundamental that, in any Outer Harbour deliberations, the long-term security of its sea bed lease arrangements be ensured, particularly in the event of private ownership or a port sale. This is also important for other strategic commodity infrastructure to give certainty to considerable investment in existing and future infrastructure; and
- while much of the funding and financing consideration will occur in later stages, how new port facilities will be funded needs to be considered.

How we have used what we heard

Based on your feedback, the following actions are being taken.

- Commercial planning principles will be developed that consider these suggestions and will be provided to work streams involved with commercial planning.
Economic development

You told us:

• in assessing potential solutions to the freight network expansion problem, consideration needs to be given to good economic policy taking into account:
  - clear and transparent metrics to account for the many competing interests of different stakeholder groups across government and the private sector; and
  - intergenerational wealth transfer effects, taking a longer term view to ensure both current and future generations of Western Australians derive benefit from the Westport Strategy.

• to create an ongoing, commercially-focused business development function within the project team.

How we have used what we heard

Based on your feedback, the following actions are being taken.

• Economic development principles will be developed that consider these suggestions and will be provided to work streams involved with economic development.
Port planning

You told us:

- while there are a significant number of State related matters to be considered in the development of the Westport Strategy, there are also a number of Federal and international issues to consider including:
  - transhipping issues - the interaction of shipping requirements with Federal Government maritime legislation and coastal shipping obligations;
  - maritime security issues - noting where the majority of WA’s exports are currently transported and growing uncertainties in the Asian region, potential security issues should be given serious consideration; and
  - shipping lanes - current port users have conceded new shipping lanes will have an impact on their current shipping lanes.
- during the port and operational logistics planning exercise, consideration should be given in determining priorities for animal exports including: berth facilities availability and access, animal welfare, road access, transit, wharf labour, operational costs involved, stockfeed storage facilities, utilities availability and security.

YOU SAID

“Characteristics of the Port of Bunbury should be considered as options to complement the Westport Strategy, as follows:

- lower cost expansion to take pressure off Fremantle while the longer term strategy is planned and delivered;
- extensive land holdings creating future opportunities;
- unique availability of land backed berths with the opportunity for expansion;
- good existing rail and road connections;
- planning and environmental approvals well advanced;
- opportunities for expansion of bulk and niche opportunities; and
- contribute to the handling of the State’s growing trade task, while making the best use of marine and landside assets to serve the long-term needs of Western Australia.”

How we have used what we heard

Based on your feedback, the following actions are being taken.

- Port planning principles will be developed that consider these suggestions and will be provided to work streams involved with port planning.
Consultation

You told us:

• additional industry representatives should be invited to participate on the Westport Reference Group;
• the project should have a very robust communication and consultation framework to make sure stakeholders are appropriately engaged during the planning process;
• independent facilitators need to be engaged during the delivery of the work streams to ensure transparency during the development of the project;
• all project ideas must be openly discussed during the development of the project; and
• a risk register needs to be developed and discussed with project stakeholders.

How we have used what we heard

Based on your feedback, the following actions are being taken.

• The Westport Taskforce considers effective community consultation to be a core competency of the project.
• A communications and community engagement specialist will soon be joining the Westport Project Office to finalise and implement communications and consultation strategies.
• The Westport Taskforce Reference Group Reference Group is being expanded to include additional industry representation.
• A separate Local Government Reference Group is being established.
• Interim risk management processes are in place and will be independently reviewed when the work streams are established.
• The Westport Project Office structure is being reviewed and expanded to include work streams.
• Procurement processes are underway to ensure the acquisition of specialist skills is possible as and when necessary.
Project issues
You told us:

- to consider:
  - leveraging technology and comparative advantage to create new opportunities for WA;
  - potential disruptions as a result of technology;
  - potential disruptions as a result of changing consumer behaviours;
  - policy and regulations; and
  - funding and financing models.

- to provide additional detail regarding the technical work to be delivered and the milestones.

How we have used what we heard
Based on your feedback, the following actions are being taken.

- The concept of futurism is an abiding principle of the Westport Taskforce and will be included in every aspect of the project.
- A member of the Westport Project Office will be made responsible for ensuring innovation and technology are considered throughout the project; and
- Work streams will be established to deliver the identified packages of work (described later in this document).
2. A question-based approach

Respondents provided extensive comments in relation to each of the seven key questions presented in the discussion paper.

Many of these comments have formed the basis for new sub-questions which are detailed in the following pages.

A reoccurring theme within the submissions we received centred on the governance of future port facilities in the Kwinana area. As an issue of importance identified by respondents, an additional question has been added to our methodology to ensure that it is adequately addressed:

Question eight: What should the future governance model for additional port facilities be?

Question one: What problems are we trying to solve and what opportunities are we trying to capture?

You told us the most important problems that need to be solved are:

- urban sprawl;
- the potential constrained transport network capacity relating to Inner Harbour transition;
- an imbalance between industry location and workforce residences;
- the capacity to compete with other ports in Australia and internationally; and
- the availability of surrounding land for connected industries and their supply chains;
- the environmental and social constraints as industrial capacity increases.

You told us there are opportunities to:

- understand future population growth through modelling;
- facilitate improved access to the Inner Harbour;
- capitalise and build upon Perth’s eastern region to improve transport and logistics access to both the Inner and Outer Harbours;
- explore innovative ways to shift the mode of freight transport between the Outer Harbour and the Kewdale/Forrestfield Intermodal Terminals from road to rail;
- consider Bunbury Port as a key component of the wider WA freight transport task; and
- incentivise competition to help create competitive prices for WA to be able to position itself internationally.

YOU SAID

“The Intermodal Hub identified for South Bullsbrook, with either an Inner or Outer Harbour development, will take advantage of the completion of NorthLink WA and revolutionise the freight industry, provide the impetus for economic growth, and create jobs to the surrounding areas where there is significant planned residential growth.”
How we have used what we heard

The discussion paper detailed potential sub-questions and these have been expanded to include the problems and opportunities identified by respondents.

Based on your feedback, question one and the associated sub-questions will be as follows:

1. What problems are we trying to solve and what opportunities are we trying to capture?
   1.1 At a high-level, what is our current situation? What is our current population and land use? Where are our industrial activities undertaken? Where is industrial land available? What job skills are required? What transport (road, rail, and intermodal terminals), port and utilities infrastructure do we have to support the supply chain?
   1.2 At a high-level, what are the expected future population and trade trends? What are the future population and trade forecasts? Where is the future population likely to live and work?
   1.3 What future technologies within the transport industry, such as vessel size, cargo handling innovations, autonomous vehicles etc, do we need to consider in future port and logistics operations?
   1.4 What are the future industry trends and potential synergies that could provide opportunities for WA? What challenges may these present?
   1.5 What are the known physical, environmental, community, social, economic and access challenges in Fremantle, Kwinana and Bunbury? What opportunities are we trying to create in the current port operations?
   1.6 What benefits could be gained, or costs avoided, if current and future trades were moved from Fremantle to Kwinana or Bunbury? What would be the cost implications of additional freight transport options?
   1.7 How will port operations in Fremantle, Kwinana and Bunbury integrate with metropolitan, state-wide, interstate and global supply chains?
   1.8 Exploring, at a high-level, opportunities to create jobs through co-locating industries that benefit from being near a port or industrial area.
Question two: Where do new port facilities need to be located in the Outer Harbour?

Some respondents indicated that this question was too restrictive. The Westport: Port and Environs Strategy will provide guidance to the Government on the planning, development and growth of the Port of Fremantle at both the Inner and Outer Harbours as well as deliver advice on the potential for the Port of Bunbury to contribute to the handling of the growing trade task. Therefore, it is important that this question reflects the Strategy’s aim.

In addition, when selecting the location of new port facilities you told us we need to consider:

- future proof locations that allow flexibility for growth and interactions with the supply chain;
- sites where port designs are supported by inland facilities to accommodate all industrial operations;
- climate change and how climatic conditions over the next 50 to 100 years will impact on the Inner, Outer and Bunbury Harbours; and
- continuous engagement with environmental experts to help determine mitigation measures which will minimise adverse impacts on the environment.

YOU SAID

“Studies need to be undertaken that include the landside areas in the Kwinana Industrial Zone from James Point north that provide for maximum protection of the marine ecosystem and the Beeliar Regional Park, in particular, the limestone coastal cliffs and public access areas north of the Kwinana Bulk Terminal.”

How we have used what we heard

Question two has been re-worded to reflect the Strategy’s intention to consider what future port facilities may be required for Fremantle, Kwinana and Bunbury.

Based on your feedback, question two and the associated sub-questions will be as follows:

2. Where do port facilities need to be located in Fremantle, Kwinana and Bunbury?

   2.1 What are the physical environmental characteristics influencing port location at Fremantle, Kwinana and Bunbury?

   2.2 What are the environmental and social values of Fremantle, Kwinana (Cockburn Sound) and Bunbury? How could these be affected by future port and logistic developments?

   2.3 How will port developments in Fremantle, Kwinana and Bunbury interact with the surrounding marine and terrestrial environments? What would be the cumulative environmental impacts over time?

   2.4 Where can port developments in Fremantle, Kwinana and Bunbury be located to minimise short and long-term environmental impacts? What baseline studies are required?

   2.5 What mix of trades at Fremantle, Kwinana and Bunbury would make the best use of adjacent land, allow for flexibility to accommodate future growth, and provide the most economic benefit for Western Australia?
Question three: How big an area is required for new port facilities in the Outer Harbour?

In relation to determining the size of facilities required to support the freight task for the next 50-100 years you told us we need to consider:

- broadening the question to consider the size of facilities needed in Fremantle, Kwinana and Bunbury and the subsequent staging;
- the maximum dredging volume for the optimum footprint for Cockburn Sound;
- seeking input from current and potential global customers to ensure new facilities are developed to meet future needs;
- what type of facilities will be needed; and
- innovative freight transfer options particularly to serve the northern suburbs;
- providing detailed information about the role of intermodal terminals in the options planning process as well as the interactions of the supply chain;
- the implementation of the appropriate mechanisms to protect important land areas that will be vital for future port facilities and for the expansion of future freight transport and intermodal networks;
- the requirement for efficient on-port logistics activities (e.g. quayside-linked on-port staging facilities, autonomous vehicle-operated freight transfers etc);
- ensuring sufficient land is made available for the purpose; and
- setting aside a large inland facility to transport containers by rail from the new port.

In addition, a number of comments were received relating to intermodal terminals and road and rail upgrades. These comments have been moved to question 5.

YOU SAID

“Competition is a key component to help encouraging economic development; Westport should carefully plan for multi-dimensional solutions that consider different variables to help planning for economically, environmentally, commercially, sustainable port facilities.”

How we have used what we heard

Consistent with the changes we made to question two, we have revised question three to ensure it reflects the intention of planning for facilities in Fremantle, Kwinana and Bunbury.

Based on your feedback, question three and the associated sub-questions will be as follows:

3. How big an area is required for port facilities in Fremantle, Kwinana and Bunbury?
   3.1 How do the designs of other global ports allow for their integration with surrounding uses?
   3.2 What would be the amount of land required for each trade?
   3.3 What would be the footprint of the port facilities within the port gates required to accommodate the mix of trades? What are the existing and future land constraints associated with handling the mix of trades in Fremantle, Kwinana and Bunbury?
   3.4 How would the facilities operating model and on-port logistics activities, interact with intermodal terminals and the wider supply chain? e.g. large inland port or large marine side port?
   3.5 How much dredging/reclamation is required to accommodate the footprint?
   3.6 What would be the high-level impacts a port design and operating model could potentially have on the marine and terrestrial environment, cultural assets, community, economy and workforce access?
   3.7 What mechanisms can be used to protect land required for future port facilities and associated infrastructure?
Question four: How do we make the best use of adjacent and supporting land to stimulate future jobs?

When thinking about the optimum use of land surrounding port facilities and how we encourage job creation you told us we need to take into consideration:

- the nature of current and future job requirements (knowledge and trade based);
- the retention of existing jobs as well as the attraction and creation of new jobs;
- where a ready supply of labour is available to provide port options that respond to local context;
- opportunities to connect interstate freight movements;
- improving transport infrastructure to the Inner and Outer Harbours that could potentially reduce transport costs and widen the area in which support industries could be located;
- the encroachment of incompatible land uses that expose sensitive freight and logistics operations to unacceptable amenity impacts;
- the growth of defence associated industries and further development of the Australian Marine Complex; and
- opportunities to rezone land in the Fremantle Inner Harbour for other uses (e.g residential, mixed use, tourism and public open space).

YOU SAID

“The examination of opportunities at Fremantle appears to be limited due to safety buffers and ongoing access issues. Consideration should be given to the opportunities that would be gained by relocating activities requiring buffers to either the Outer Harbour or Bunbury and the new opportunities that residential and commercial uses could generate at Fremantle.”
### How we have used what we heard

To improve clarity, this question has also been broadened to include Fremantle, Kwinana and Bunbury.

Based on your feedback, question four and the associated sub-questions will be as follows:

4. How do we make the best use of adjacent and supporting land at Fremantle, Kwinana and Bunbury to stimulate future jobs?
   - 4.1 What do we know about current and future job requirements and how do we provide flexibility to retain existing jobs as well as create and attract future jobs?
   - 4.2 How can we create port options to access a ready supply of workers?
   - 4.3 How can we identify the opportunities of the potential relationship between the port and neighbouring land by taking stock of what is there, identifying what should be there and exploring what could be there to create the best economic outcomes for Western Australia?
   - 4.4 What economic opportunities can we create through developing an efficient logistics chain that widens the area in which support industries could be located?
   - 4.5 How can we maximise the available land in the Western Trade Coast that could be used to support industries that need to be located near a port? E.g. Latitude 32
   - 4.6 What opportunities are there for defence-related industries and expansion of the Australian Marine Complex?
   - 4.7 How can we protect areas of environmental and cultural heritage, sources of basic raw materials and land from incompatible land uses? How do we align our activities with the Strategic Assessment Perth and Peel Region?
   - 4.8 What wider planning activities are required to realise opportunities associated with the potential development of Victoria Quay and North Fremantle?
Question five: How do we connect new port facilities with the surrounding environment to facilitate imports and exports?

In relation to connectivity you told us:

- successful connectivity will be achieved through having a very clear understanding of the freight demands to and from outlying areas;
- a freight supply chain system and network wide approach must look beyond the South West corridor to optimise the economic development outcomes for the economy as a whole;
- greater connectivity is needed between industrial areas, intermodal terminals, airports, ports and freight by road and rail;
- intermodal transport hubs and road and rail routes need to be developed from Kwinana to Kewdale within the available land areas;
- access to port facilities should be by rail and will be heavily dependent on the planned intermodal freight handling facility in the Kwinana/Cockburn area;
- world’s best practice is to maximise rail with dockside intermodal facilities;
- Anketell and Rowley Roads need to be upgraded to cater for the potential freight task expansion in the area;
- suitable buffers and ongoing certainty around their preservation need to be addressed to ensure appropriate connections to the supply chain; and
- the role of emerging drone technology in port operations warrants attention as an opportunity to link container movements and other port activities with the world’s new, highly efficient handling systems.

YOU SAID

“Local governments with large parcels of zoned industrial land should be encouraged to freeze any further fragmentation or subdivision of large lots to ensure suitably sized lots remain available for industry growth.”
Respondents suggested that we look at the freight supply chain from the port to users who may operate beyond the south west region of WA. The sub-questions have therefore been reviewed to clarify that the network will examine linkages to the port and how they connect to wider Western Australia.

Based on your feedback, question five and the associated sub-questions will be as follows:

5. How do we connect new port facilities with the surrounding environment to facilitate imports and exports?

5.1 What will be the future freight profile and characteristics of freight handled at Fremantle, Kwinana and Bunbury? (i.e. number, containers/bulk) How will port facilities connect to the Perth metropolitan and regional areas? Are the freight corridors through the Perth metropolitan area and Bunbury suitable for the goods being transported along them?

5.2 How are we going to obtain greater connectivity between industrial areas, intermodal terminals, airports and port facilities? What is the ideal freight network? What is world’s best practice?

5.3 What are the possible combinations of transport modes to get freight efficiently to its destination locally, regionally, intrastate, interstate and overseas?

5.4 What new technologies could be applied to create a globally competitive supply chain?

5.5 What kind of technologies could be applied to mitigate noise, vibration, dust and other health impacts in the future and what is the latest research? What buffers are required to protect public safety and amenity?

5.6 What are the locations of major utilities to help us explore opportunities to co-locate services in freight corridors such as power, water, gas and product pipelines, as well as future service and expansion requirements?

5.7 Applying a mix of trades, what would be the potential choke points along the supply chain and how may they be removed? What are the potential missing links in the future freight network?

5.8 What mechanisms can be used to protect freight corridors from urban encroachment in the long term? How can we ensure that any new freight corridors consider environmental protection and community amenity?
Question six: How do we stage new port facilities so they are operationally and financially sustainable?

When thinking about how we stage new port facilities you told us we need to consider:

- creating greater competition for port handling facilities for Western Australia;
- identifying short, medium and long-term requirements for Fremantle, Kwinana and Bunbury and associated infrastructure needs;
- testing practicalities with the private sector and government agencies;
- the impacts of partial transition to existing businesses and supply chains;

- how to leverage private investment to understand the public and private funding that would be required to deliver the basic structure of an additional port facility and how this will impact on staging and location; and
- a strong, smart regulatory framework for partnerships with the private sector that would provide the safeguards for WA’s future in growing these partnerships.

How we have used what we heard

Based on your feedback, question six and the associated sub-questions will be as follows:

6. How can we stage new port facilities at Fremantle, Kwinana and Bunbury so they are operationally and financially sustainable?

6.1 What are the options for staging future port facilities and supporting infrastructure and, the methods available to fund future construction and operation?

6.2 Can we relocate particular trades from Fremantle to Kwinana or Bunbury to maximise potential investment opportunities?

6.3 What are the impacts of having simultaneous container operations in Fremantle, Kwinana and Bunbury?

6.4 How have similar staging challenges been faced elsewhere with regards to the development of competing and/or replacement port facilities?

6.5 What are the commercial and economic ramifications and opportunities associated with each staging option?

6.6 How can we make the ports attractive to investors while protecting the long term interests of the State? What models can we examine to explore co-operation between public and private entities?

6.7 How can we create greater competition in respect to port handling facilities for Western Australia?
Question seven: When will new port facilities be needed?

When determining the timeframe for when new port facilities will be viable, you told us:

- to clarify what considerations will be given to maximising capacity at the Inner Harbour and other existing facilities;
- to provide evidence about the criteria that will trigger the new port and develop a robust framework to display how the Inner and Outer Harbours will work together;
- to consider the optimisation of current infrastructure as part of planning for future needs; and
- to progress planning for new port facilities as a matter of urgency to meet the State’s future trading interests, economic growth and employment needs.

YOU SAID

“The plan for the development of new port facilities is required urgently as the uncertainty in the market is restraining industry investment and expansion of existing business operations.”

How we have used what we heard

Respondents identify the urgency of providing certainty around the location of new port facilities. Sub-questions relate to identifying a ‘sweet spot’ to determine the most beneficial time to build additional facilities.

Based on your feedback, question seven and the associated sub-questions will be as follows:

7. When will new port facilities be needed?

<table>
<thead>
<tr>
<th>Sub-question</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 What is the throughput of port traffic to Fremantle? What is its container and other commodities’ capacity now and in the future?</td>
</tr>
<tr>
<td>7.2 How may trades be spread across Fremantle, Kwinana and Bunbury in the future?</td>
</tr>
<tr>
<td>7.3 When will existing infrastructure in Fremantle need to be upgraded to accommodate increasing throughput?</td>
</tr>
<tr>
<td>7.4 How much will it cost to upgrade the infrastructure to accommodate increased throughput (by order of magnitude)?</td>
</tr>
<tr>
<td>7.5 What are the missed opportunity costs of not building the infrastructure?</td>
</tr>
</tbody>
</table>
Question eight: What should the future governance model for additional port facilities be?

When thinking about the governance model for future port facilities in Fremantle, Kwinana and Bunbury, you told us:

- regional land use strategies and frameworks need to be established to ensure plans for coordinating new industries provide long-term investment certainty and are not limited by local government boundaries; and
- to establish a governance working group to plan for the long-term business development of the State’s premier industrial area.

How we have used what we heard

Based on your feedback, question eight and the associated sub-questions will be as follows:

8. What should be the future governance model for additional port facilities?
   8.1 What existing governance models cover Fremantle, Kwinana and Bunbury?
   8.2 What governance models are used in other parts of the world to maximise the efficiency of port and industrial activities?
   8.3 Could any of the overseas models be applied to enhance activities in new port facilities?
WHAT HAPPENS NOW?

We received substantial feedback on the things we needed to consider in building our evidence base to support the development of the Westport Strategy.

All of this information has been used to refine our methodology, identify gaps in our knowledge and determine what technical work needs to be undertaken.

We have identified 10 packages of work that will be completed to help us answer our eight key questions and subsequently develop the Westport Strategy.

The ten work packages are grouped into two sets:

Set one: Work packages 1 to 6 will identify a number of potential options and shortlist those that warrant further investigation.

1. Trade Task: Identify the trade task for all commodities (e.g. containers, livestock, cruise ships etc) over a range of time horizons and growth scenarios;
2. Constraints: Describe the environmental, social, operational and economic constraints around Fremantle, Kwinana and Bunbury;
3. Supply Chain: Describe the characteristics of an efficient logistics supply chain from port to user;
4. Ports Capability: Describe the operational capability, capacity and constraints of Fremantle, Kwinana and Bunbury and their implications on the supply chain;
5. Westport Hypothesis: Develop options mixing port locations, commodities and infrastructure and develop criteria to rank them;
6. Shortlisting Options: Identify a shortlist of supply chain options from the Westport hypothesis.

The findings of these six work packages will be shared publicly as part of Westport: What have we found so far? At this time public feedback will be sought on how we should rank the hypothesis and assess the shortlisted options and what information is required to do so.

The submissions we receive and an independent peer review will help to determine a final methodology for assessing the options and this will be published as Westport: How we will assess the options?

Set two: Work packages 7 to 10 will be refined based on the feedback received as part of the second public comment period. They will be used to inform the multi-criteria assessment which will be used to determine a preferred outcome.

7. Environmental: Identify the marine and terrestrial environmental issues associated with each shortlisted option;
8. Port Operations and Connectivity: Determine the operational considerations and landside connections associated with each shortlisted option;
9. Opportunities: Identify and describe the environmental, social, operational, economic and commercial opportunities of each shortlisted option; and
10. Commercial: Estimate an order-of-magnitude cost for developing each shortlisted option, describing timing horizons, funding, finance, transition and governance models.

The outcome of the multi-criteria assessment will be presented in the draft Westport Strategy which will also detail and seek comment on the activities undertaken by the Westport Taskforce over the life of the project.

The final Westport: Port and Environs Strategy will be presented to the Minister for Transport, Planning and Lands in late 2019.
Figure 3: Project Methodology

Key:
WP - work package
APPENDIX A: WESTPORT TASKFORCE

Figure 4: Westport Structure

Westport Taskforce Work Streams
Bringing together diverse skill sets from within the Taskforce including port planning, land use planning, environmental planning, transport planning, commercial planning, economic development, communications and consultation - supplemented by external consultants.
<table>
<thead>
<tr>
<th><strong>Steering Committee</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Michael Barnes</td>
<td>Under Treasurer</td>
<td>Department of Treasury</td>
</tr>
<tr>
<td>Mr Darren Foster</td>
<td>Director General</td>
<td>Department of the Premier and Cabinet</td>
</tr>
<tr>
<td>Ms Nicole Lockwood</td>
<td>Independent</td>
<td>Westport Steering Committee (Chair)</td>
</tr>
<tr>
<td>Dr Jim Limerick</td>
<td>Chair</td>
<td>Fremantle Ports</td>
</tr>
<tr>
<td>Mr Eric Lumsden PSM</td>
<td>Chairman</td>
<td>Western Australian Planning Commission</td>
</tr>
<tr>
<td>Ms Gail McGowan</td>
<td>Director General</td>
<td>Department of Planning, Lands and Heritage</td>
</tr>
<tr>
<td>Mr Mike Rowe</td>
<td>Director General</td>
<td>Department of Water and Environmental Regulation</td>
</tr>
<tr>
<td>Mr Richard Sellers</td>
<td>Director General</td>
<td>Department of Transport (Deputy Chair)</td>
</tr>
<tr>
<td>Mr Stephen Wood</td>
<td>Director General</td>
<td>Department of Jobs, Tourism, Science and Innovation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Project Control Group</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Tim Collins</td>
<td>Director, Westport Project</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Carole Theobald</td>
<td>Assistant Director, Westport Project</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Mr Craig Wooldridge</td>
<td>A/Executive Director, Integrated Transport Planning</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Anne-Marie Brits</td>
<td>A/Executive Director, Freight and Ports</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Alison Coates</td>
<td>A/General Manager, Strategy and Planning</td>
<td>Fremantle Ports</td>
</tr>
<tr>
<td>Mr Damien Martin</td>
<td>Director, Policy and Priority Initiatives</td>
<td>Department of Planning, Lands and Heritage</td>
</tr>
<tr>
<td>Ms Christine Ginbey</td>
<td>Executive Director, Infrastructure and Land Planning</td>
<td>Department of Jobs, Tourism, Science and Innovation</td>
</tr>
<tr>
<td>Mr Patrick Seares</td>
<td>Executive Director, EPA Strategy and Guidance</td>
<td>Department of Water and Environmental Regulation</td>
</tr>
<tr>
<td>Mr Lance Glare</td>
<td>Director, Infrastructure Policy</td>
<td>Department of the Premier and Cabinet</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Project Office</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Tim Collins</td>
<td>Director, Westport Project</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Carole Theobald</td>
<td>Assistant Director, Westport Project</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Lina Valencia</td>
<td>Program Delivery Manager</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Mr Andrew Moore</td>
<td>Functional Leader – Freight and Intermodal</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Paula Sothern</td>
<td>Functional Leader – Freight Corridor Planning</td>
<td>Department of Transport</td>
</tr>
<tr>
<td>Ms Michelle Bastian</td>
<td>Program Delivery Manager</td>
<td>Main Roads Western Australia</td>
</tr>
<tr>
<td>Ms Fiona Allan</td>
<td>Project Officer</td>
<td>Main Roads Western Australia</td>
</tr>
<tr>
<td>Mr Nick Welch</td>
<td>Functional leader – Strategic Land Use Planning</td>
<td>Department of Planning, Lands and Heritage</td>
</tr>
<tr>
<td>Ms Anika Chhabra</td>
<td>Functional leader – Tactical Land Use Planning</td>
<td>Department of Planning, Lands and Heritage</td>
</tr>
<tr>
<td>Mr Simon Wood</td>
<td>Business Support</td>
<td>Department of Planning, Lands and Heritage</td>
</tr>
<tr>
<td>#</td>
<td>Organisation</td>
<td>#</td>
</tr>
<tr>
<td>----</td>
<td>------------------------------------------------------------------------------</td>
<td>----</td>
</tr>
<tr>
<td>1</td>
<td>Arc Infrastructure</td>
<td>24</td>
</tr>
<tr>
<td>2</td>
<td>Australian Marine Complex Common User Facility</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Bunbury Geographe Growth Plan Partnership</td>
<td>26</td>
</tr>
<tr>
<td>4</td>
<td>CBH</td>
<td>27</td>
</tr>
<tr>
<td>5</td>
<td>Chamber of Commerce and Industry</td>
<td>28</td>
</tr>
<tr>
<td>6</td>
<td>Chamber of Minerals and Energy</td>
<td>29</td>
</tr>
<tr>
<td>7</td>
<td>Cockburn Sound Management Council</td>
<td>30</td>
</tr>
<tr>
<td>8</td>
<td>Cockburn Power Boat Association</td>
<td>31</td>
</tr>
<tr>
<td>9</td>
<td>Committee for Perth</td>
<td>32</td>
</tr>
<tr>
<td>10</td>
<td>Conservation Council of WA</td>
<td>33</td>
</tr>
<tr>
<td>11</td>
<td>Curtin University Sustainability Policy Unit (CUSP)</td>
<td>34</td>
</tr>
<tr>
<td>12</td>
<td>Department of Agriculture and Food WA</td>
<td>35</td>
</tr>
<tr>
<td>13</td>
<td>DP World</td>
<td>36</td>
</tr>
<tr>
<td>14</td>
<td>Eastern Metropolitan Region Council</td>
<td>37</td>
</tr>
<tr>
<td>15</td>
<td>Freight and Logistics Council</td>
<td>38</td>
</tr>
<tr>
<td>16</td>
<td>Kwinana Industries Council</td>
<td>39</td>
</tr>
<tr>
<td>17</td>
<td>Latitude 32 Community Group</td>
<td>40</td>
</tr>
<tr>
<td>18</td>
<td>Livestock and Rural Transport Association</td>
<td>41</td>
</tr>
<tr>
<td>19</td>
<td>Local Governments* (10 officers representing local governments from Gin Gin to Bunbury)</td>
<td>42</td>
</tr>
<tr>
<td>20</td>
<td>Maritime Union of Australia</td>
<td>43</td>
</tr>
<tr>
<td>21</td>
<td>Mediterranean Shipping Company</td>
<td>44</td>
</tr>
<tr>
<td>22</td>
<td>Member for Bunbury</td>
<td>45</td>
</tr>
<tr>
<td>23</td>
<td>Member for Cockburn</td>
<td></td>
</tr>
</tbody>
</table>

**Local Government Reference Group**

Currently, local governments from Gin Gin to Bunbury are represented through ten representatives on the Reference Group. A separate local government reference group is being established so that the Westport Project Office may gather information, consider issues and share ideas more effectively with those local governments that may be impacted by the future Westport Strategy.
Disclaimer: The information contained in this publication is provided in good faith and believed to be accurate at time of publication. The State shall in no way be liable for any loss sustained or incurred by anyone relying on the information.

April 2018