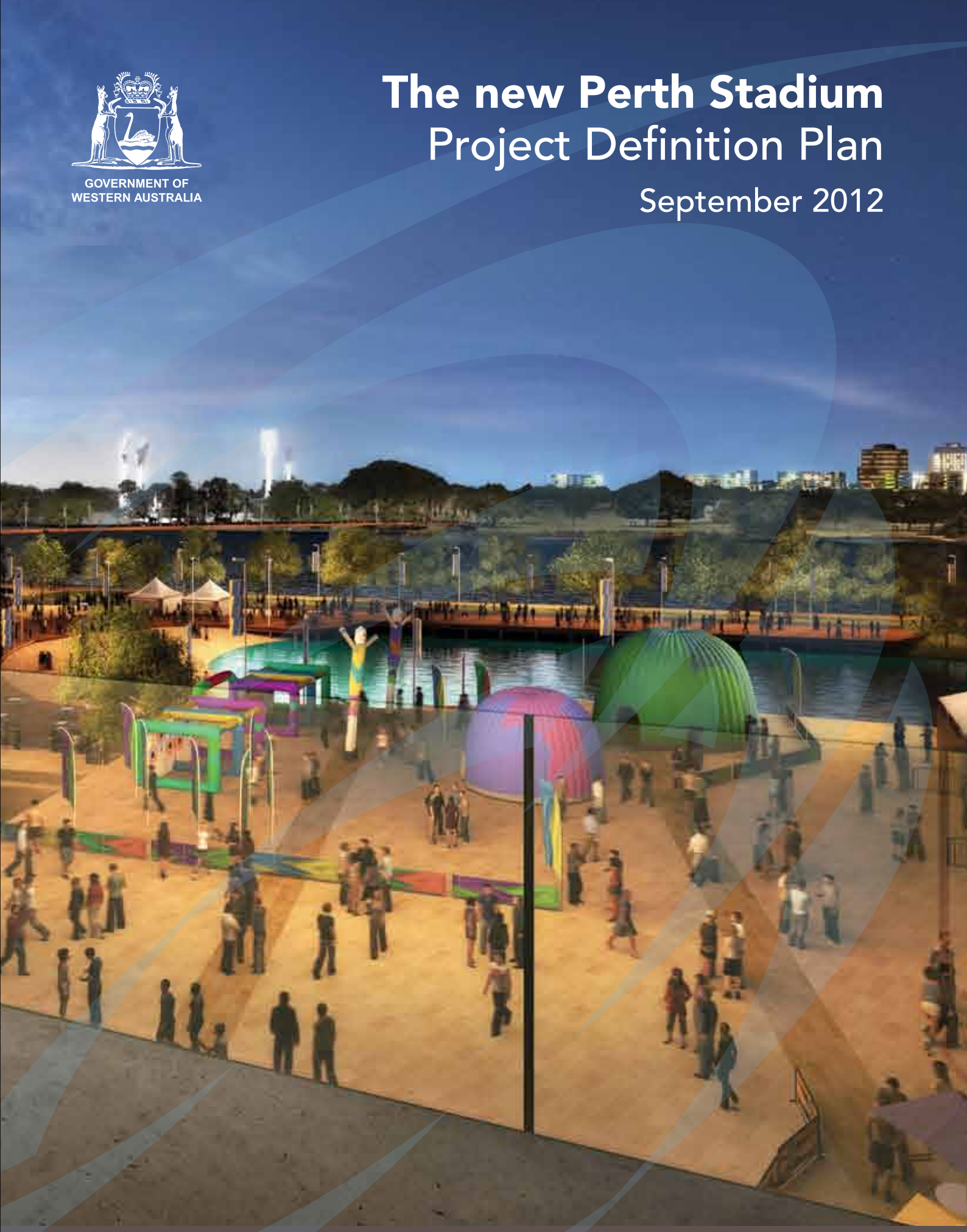
GOVERNMENT OF
WESTERN AUSTRALIA

The new Perth Stadium
Project Definition Plan

September 2012

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contents

1. foreword

Hon. Colin Barnett MLA, Premier of Western Australia

The new Perth Stadium on the Burswood Peninsula is a landmark project that will serve generations of Western Australians. The stadium project will continue Perth's evolution as a modern, exciting city.

This document describes the key aspects of the new Perth Stadium Project Definition Plan recently approved by the Western Australian Government. The design elements contained in this document are in keeping with the State Government's desire to achieve a "fan-first" outcome, by ensuring optimum fan experience is the primary consideration in planning and design for the new Perth Stadium.

The new Perth Stadium will reflect Perth's unique culture and our indigenous history, and will enhance the connection of the site to the Swan River, with vistas back to the City.

Together with the Riverside Development, Elizabeth Quay, the Perth Cultural Centre, the City Link, and the Perth Arena, the new Perth Stadium and its associated sports precinct will enhance Perth's reputation as a world class city with a range of entertainment options.

The new Perth Stadium will act as a gateway entry to our magnificent city, and I invite you all to read the following pages to see how "Perth's playground" will come to life over the next few years.

Hon. Colin Barnett MLA,
Premier of Western Australia

Hon. Terry K Waldron MLA, Minister for Sport and Recreation

Western Australians are known for their love of sport, and the new Perth Stadium is an exciting development for the fans.

As the project progresses, we will continue to consult widely to make sure the stadium is built for all Western Australians.

Once complete, Perth's new stadium will have the third-biggest capacity in Australia at 60,000 seats, bringing a "fan-first" experience in sports viewing and entertainment to Perth and the State.

The stadium will enable Perth to attract more international events, and will also acknowledge the State's rich sporting history and heritage.

I look forward to seeing the Burswood Peninsula come to life, and along with my fellow Western Australians I am excited at the prospect of attending some sensational sporting events at the new Perth Stadium.

Terry K Waldron MLA,
Minister for Sport and Recreation

2. executive summary

In June 2011, the State Government committed to delivering a new major stadium for Perth. After reviewing the work of the Major Stadium Taskforce published in 2007 and considering the views of a wide range of stakeholders, the Government nominated Burswood Peninsula as its preferred site, and publicly committed to beginning construction by 2014, with the completed stadium to be ready for the start of the Australian Football League (AFL) season in 2018.

The Liberal-National Government's decision to locate the new stadium on the Burswood Peninsula represents a long term commitment to a broader precinct development involving a range of complementary uses. The new Perth Stadium will form a permanent centrepiece for the redevelopment of the Burswood Peninsula on the Swan River. It will be one of the major sporting and entertainment venues for Perth and one of the major international sporting venues for Australia.

The purpose of the Project Definition Plan is to provide the basis for a decision to commence the delivery phase of the project. This Plan provides the level of definition required for the preparation of detailed documentation to take the project to market for tender. Accordingly, the Project Definition Plan confirms the endorsed parameters of the project, including their impact on cost, time program and scope.

The following key elements of the project are included in the Project Definition Plan:

- Master Plan for a sports precinct (including the transport solution and the staging and implementation strategy).
- Functional brief and accommodation schedule (the spatial requirements of the new Stadium and how areas within the facility will function and interrelate).
- Time program (the dates by which key milestones must be achieved to ensure project completion ready for the 2018 AFL season).
- Cost plan (that established the budget for the stadium and supporting sports precinct).
- Procurement strategy (how the stadium and sports precinct will be delivered).
- Financial analysis.
- Governance.

3. what is a project definition plan?

The new Perth Stadium is an exciting and complex project that has just undergone an extensive planning process. Central to this process was the development of a "rule book" for the project, referred to as the Project Definition Plan.

This is the document that answers the questions of:

- What?
- When?
- How?

The answers to these questions can be found in the following sections of this document:

Project Scope

- The new Perth Stadium chapter and functional brief describe all of the elements to be included in the stadium – essentially what is to be built, including reference to relevant standards and benchmarks.

The Master Plan

- The Master Plan chapter describes how the stadium will be integrated into the Burswood Peninsula as well as how the stadium relates to the wider metropolitan area.

Project Delivery

- The time plan (or program) describes when the stadium will be built.
- The cost plan describes how much it will cost.
- The procurement strategy describes how the project will be delivered.
- The Governance chapter describes how the project will be managed.

The approved Project Definition Plan then becomes the reference point for all future decisions during the design, construction and operation of the new Perth Stadium.

4. project overview

4.1 Background

In June 2011, the Liberal-National Government announced the development of Perth's new multi-purpose stadium to be built on the Burswood Peninsula. Key aspects of the announcement were:

- The capacity will be 60,000 seats, with provision for future expansion to 70,000 seats or more.
- Public transport access will be a key feature of the new Perth Stadium.
- The stadium will have state-of-the-art configuration and seating, comparable to Etihad Stadium (at Docklands in Melbourne) or better, in order to provide a world class spectator experience. The stadium will be equipped with the latest technology, including the use of variable lighting to "dress" the stadium for alternate uses.
- There will be a footbridge across the river from East Perth providing direct pedestrian access to the stadium. This will provide improved access to the city, which is central to future development of the precinct.
- There will be a two year planning process to address the Master Plan, location, scope and costing.
- Construction will begin in 2014, with the stadium to be completed in time for the start of the 2018 Australian Football League season.
- A separate Project Definition Plan for the transport infrastructure will be completed by the end of 2012, as the transport solution needs to reflect the decisions made throughout the stadium master planning process.

The State Government has established a Steering Committee to guide the delivery of the stadium, associated precinct and services infrastructure, under the joint chairmanship of Ron Alexander, Director General of Sport and Recreation, and Richard Mann, Executive Director Strategic Projects, Department of Treasury. **See Appendix 1.**

The Steering Committee provides leadership and oversight on the new Perth Stadium project and its associated transport solution, and its roles include:

- Overseeing the design, construction and commissioning of the stadium.
- Developing a project plan and implementing appropriate risk management strategies addressing contractual, commercial, legal, and other risks/opportunities and recommending to Government ways to contain risks and realise opportunities.
- Establishing and directing Project Control and Reference Groups and resolving issues brought forward by those groups.
- Reviewing and monitoring the project budgetary position and advising the Premier and the Western Australian Government.
- Providing recommendations to the Premier, Minister for Sport and Recreation and the Western Australian Government on any significant variations to the project budget.
- Developing and implementing a stakeholder management plan to consult and liaise with the community, sport and recreation industry, local government and other stakeholders.

Following the completion of the preliminary site investigations in December 2011, the location of the new Perth Stadium was announced as the northern portion of the Burswood Park Golf Course. The location was chosen after extensive site investigations, and consideration of proximity to transport options and land tenure.

4.2 The Planning Team

The new Perth Stadium was deemed a "major project" by the State Government, given its complexity, profile and value.

As a result, the Department of Treasury's Strategic Projects division has a lead role and is accountable for the planning and delivery of the stadium on behalf of the State Government. Strategic Projects is working in close association with the Department of Sport and Recreation and the Department of the Premier and Cabinet.

As the State Government agency responsible for service delivery, the Department of Sport and Recreation is leading:

- The definition of the scope and specifications of the new Perth Stadium and its associated sports precinct.
- Communication with external stakeholders and planning the governance framework for the operating stadium.

As the transport solution is integral to a successful stadium, there is also a significant involvement by the Department of Transport and the Public Transport Authority to coordinate the planning for the associated transport and pedestrian access infrastructure.

4.3 Stakeholder Engagement

At the beginning of the planning phase for the new Perth Stadium, one of the first tasks was the development of a stakeholder management plan to consult and liaise with the community, sport and recreation industry, local government and other stakeholders.

The stadium's initial planning phase has included consultation with government agencies, planning bodies and local governments, as well as sports groups and local resident groups.

Consultation with the community, sports groups and other key stakeholders will continue throughout the life of the project.

Sports

The Stadium Working Group was formed in June 2011 and is comprised of a representative from each sport that is planned to be hosted at the stadium.

This group has been involved in most aspects of the planning process including the functional brief, master planning and business modelling. By ensuring that the planning has been focused on delivering a multipurpose venue that can host a range of events, potential future risks regarding the stadium's flexibility will be mitigated.

The Stadium Working Group has had a significant input into the development of the functional brief. Four "Stadium Trend" workshops were conducted, and one-on-one consultation sessions were held with the project team's architect to ensure the specific requirements for each sport have been addressed. The Joint Football Working Group (representing the Western Australian Football Commission, AFL and Western Australian AFL Clubs) has also provided useful input into the planning by surveying AFL Club Membership.

Community Engagement

Various communication channels have been established with local residents and the wider public to date. These have included the project website, an email inquiry process, a newsletter distribution and subscription process, a free-call telephone information line and government media statements. In addition, there have been meetings with local resident groups, presentations and letters.

During the planning phase, the Stadium Project Team has met with the relevant local government authorities (both elected members and executive staff) to brief them on the proposed planning process for the new stadium. Local government representatives have also been included on relevant project working groups.

A series of community forums will be conducted within the Perth metropolitan area later in 2012.

A summary of key stakeholders engaged to date is as follows:

State-based Sporting Organisations

- WA Football Commission
- West Coast Eagles
- Fremantle Football Club
- WA Cricket Association
- Rugby WA
- WA Rugby League
- Football West
- Perth Glory
- Tennis West
- WA Water Sports Association
- Perth Racing

National Sporting Organisations

- Australian Football League
- Australian Rugby Union
- Australian Rugby League
- Football Federation Australia

Entertainment, Tourism and Cultural

- Entertainment Industry Alliance
- Perth Convention Bureau
- Committee for Perth
- FORM
- South West Aboriginal Land and Sea Council

State Government

- Burswood Park Board
- Department of Planning
- Department of Transport
  - Public Transport Authority
  - Main Roads
- Department of Environment and Conservation
- Department of Indigenous Affairs
- Department of Regional Development and Lands
- Department of Water
- Environmental Protection Authority
- Swan River Trust
- Metropolitan Redevelopment Authority
- Western Power
- Water Corporation
- Tourism WA
- EventsCorp
- VenuesWest

Local Government

- Town of Victoria Park
- City of Perth

4.4 Project Aspirations

Throughout the planning phase of the project, consultation with key stakeholders was undertaken to determine the key aspirations for the new Perth Stadium project. The stakeholders recognised that the stadium should reflect Perth's unique culture and history. Ideas put forward include links to Perth's indigenous history, a stadium with "soul", enhancing the connection of the site to the Swan River, and allowing vistas to the city. Above all, the stakeholders identified the need to put **fans first** in the planning and delivery of the stadium.

Following this research and stakeholder input, the new Perth Stadium Steering Committee developed the following aspirations for the project:

Cater for the fans who use the stadium by taking a "fan-first" approach to planning and design to create an exceptional event atmosphere.

- The flexible design will deliver a multipurpose venue and a "fan-first" experience.
- It will be designed with cutting edge Stadium technology that caters for future trends.
- The stadium will bring a new experience in sports viewing and entertainment to Perth and Western Australia.

The new Perth Stadium will transform the Burswood Peninsula and create a spectacular gateway to our City.

- The stadium will take advantage of its riverside views and central location.
- It will be a catalyst for future development in the area, creating a new sports and entertainment precinct for Perth.

Together with other major development projects such as the Perth Waterfront and City Link, the new Perth Stadium will enhance Perth's reputation as a world-class destination.

- It will enable Perth to attract more international events;
- The stadium will acknowledge our State's rich sporting history and heritage.
- It will attract more visitors to our state.

The fan experience will be enhanced through the provision of an improved and integrated public transport system comprising upgrades to road, rail, bus and pedestrian services to allow maximum public transport usage.

- The upgrades will plan for more than 70% of fans using public transport for major events;
- The upgraded system will not only improve public transport and access for stadium events, it will also have flow on benefits for other Burswood Peninsula activities; and
- The upgrades will significantly improve connectivity to surrounding areas and support Perth's overall future transport requirements.

Project management for the stadium will focus on sound planning and strong contract management to achieve the best value for money and deliver a world class stadium on time and within the approved budget.

The new Perth Stadium **Artist's Impression**

vision

The vision for the new Perth Stadium is that it will form a permanent centrepiece for the redevelopment of the Burswood Peninsula on the Swan River. It will be one of the major sporting and entertainment venues for Perth and the third largest international sporting venue in Australia.

The standard of the stadium facility, including its functionality, services, finishes and fit-out will be equivalent to the world's best practice. It has been benchmarked with Australian and international facilities, and the following planning decisions highlight this innovative approach to the stadium and surrounding precinct development.

In line with the vision for the project, the functional brief contains a series of Australian "firsts and bests", as well as best practice highlights to be included in the design of the new Perth Stadium.

Australian Firsts

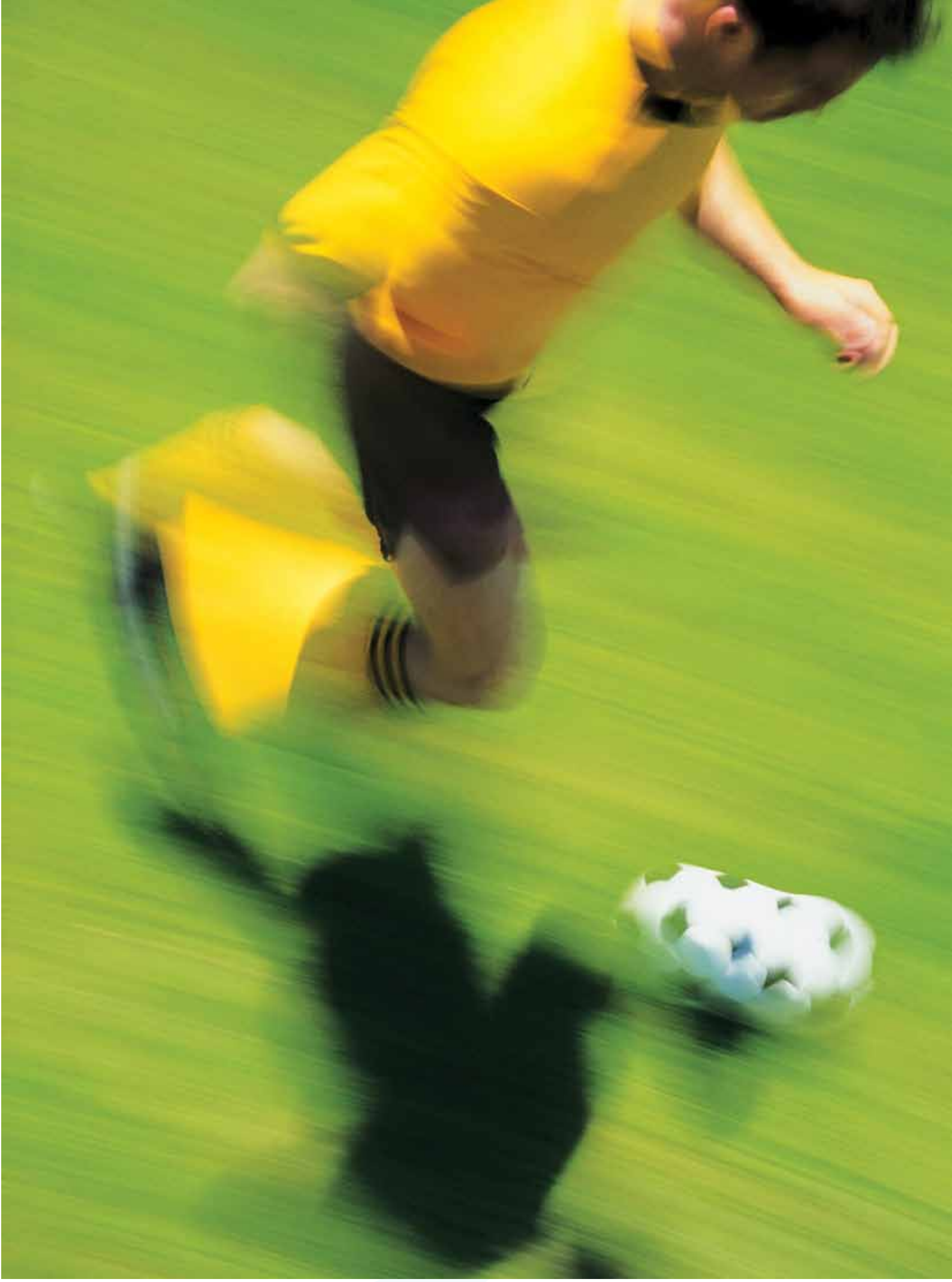
- First full field clubs and suites in Australia, located adjacent to the field of play.
- Team branding of the Stadium through lighting and technology.
- Future proofed: designed to allow for future technology and fan experience with portable technology.

Best in Australia

- Highest standard of general admission seats in Australian stadia.
- Widest range of premium facilities in stadia in Australia.
- Range of seating options to accommodate all price ranges, including premium product.
- Largest percentage of spectators under a fixed roof in Australian stadia (at least 85%).
- Highest ratio of general admission female toilets in stadia in Australia.
- Biggest field video screens (two) allowing for uninterrupted viewing.
- Highest standard of team facilities in Australia.
- Largest coaches boxes.
- Dedicated Australian Football League home team changing rooms.

Best Practice – Design Highlights

- "Fan-first" design: emphasis on great atmosphere by bringing fans close to the action.
- Engages and enlivens the Burswood Peninsula: heart of Perth.
- Fans to have 360˚ circulation and views of the pitch on lower concourse.
- Innovative design solution to provide for rectangular sports.
- Stadium seating dimensions bigger or similar to Etihad Stadium across all tiers.
- Sightlines equal to or better than MCG and Etihad.
- Design flexibility to allow for future major events.



4.5 Project Parameters

Table 1 below summarises the key parameters that guided the development of the Project Definition Plan. These include a description of the key activities and operational requirements that the stadium and surrounding works will need to allow for.

Project Requirement	Description
Site	In June 2011, the Government approved the Burswood Peninsula as the preferred site for the stadium. In December 2011, the Western Australian Government approved the indicative location for the stadium in the northern portion of the existing golf course, within a sports precinct. The Master Plan optimises the exact location/orientation of the stadium. The alignment of the pedestrian bridge has also been determined through master planning.
Capital cost	The Government has noted that the indicative capital cost of the stadium would be in the order of $700 million (June 2011 dollars) based on the work of the Taskforce. This figure will need to be escalated to cater for the new construction profile commencing in 2014. This indicative cost does not allow for underground public parking. It also excludes public transport and pedestrian access initiatives (the indicative estimated cost for works associated with the public transport and a pedestrian access initiative is $300 million in June 2011 dollars). This will be confirmed through the separate Project Definition Plan being developed by Department of Transport which will be submitted to Government for consideration by late 2012.
Stadium description	The stadium will have a maximum capacity of 60,000 seats, with provision to expand to 70,000, or more if required in the future. It will be a state-of-the-art multipurpose venue, with the ability to be configured for a range of rectangular field sporting events.

Project Requirement	Description
Activities	The stadium will be designed primarily to host Australian Football League matches, but will also be capable of accommodating: ■ All forms of cricket matches. ■ Football (soccer) matches. ■ Rugby league and rugby union matches. ■ Concerts and other large public events. ■ A range of corporate functions. ■ An athletics configuration (for a major international event).
Summary of Stadium Works	This Project Definition Plan identifies the preferred procurement delivery model for the stadium. This will be the main delivery package for the design and construction of the stadium itself, as well as the surrounding plaza. In broad terms, the stadium works will comprise the following: ■ Stands and superstructure. ■ Roof. ■ Surrounding plaza and other external site works. ■ Fit-out works. ■ The playing surface (including drainage and turf installation).
Expected date for the commencement of early works	Pre-construction site works package – mid 2013.
Expected date for commencement of construction	Stadium works package – mid 2014.
Expected date for completion	Stadium completion – late 2017.

Table 1: Project Parameters

5. master plan

5.1 Overview

The Burswood Peninsula provides the opportunity to deliver a landmark stadium that is part of an integrated sport and recreation precinct, consistent with the recommendations of the 2007 Taskforce Report.

A Master Plan has been prepared to guide the development of the new Perth Stadium within a sports precinct extending over the northern portion of the golf course. The objective is to realise development of the new Perth Stadium within a sports precinct by 2018, with the Master Plan also providing a framework to guide future stages of growth, in the context of the District Structure Plan for the Burswood Peninsula being prepared by the Department of Planning.

The preparation of the Master Plan to support development of the new Perth Stadium at the Burswood Peninsula has been underpinned by comprehensive research, consultation and analysis to inform the strategic and local context of the site. This work has been subject to extensive input from key state and local government agencies and stakeholders through weekly technical group meetings to consider and address complex legal, physical and transport matters, as summarised below.

5.2 Site Context

The main characteristics of the Burswood Peninsula which have informed the preparation of the Master Plan are outlined below, with appropriate strategies to manage these conditions identified where relevant.

Land Uses

The Burswood Peninsula extends over an area of approximately 280 hectares, is located approximately 2.9km east of the Perth central business district (CBD) and is connected to East Perth via the Windan Road Bridge and the Goongoonup Rail Bridge.

The plan in **Figure 1** identifies the existing predominant land use precincts within the Peninsula, including the existing Burswood Golf Course, the Belmont Park Racecourse, the Peninsula residential development, the Casino Entertainment Complex and the Burswood Station Precinct. Included are the road and rail corridors incorporating the Graham Farmer Freeway, Victoria Park Drive and the rail infrastructure including the Belmont Park and Burswood rail stations.

As shown in **Figure 1**, the study area comprised the following precincts:

- Master Plan Precinct – 73ha (of this, the stadium precinct comprises approximately 6ha).
- Belmont Park Precinct – 72ha.
- Peninsula Residential Development – 17ha.
- Burswood Entertainment Complex and surrounding Parkland – 55ha.
- Burswood Station Precinct – 20ha.

It is noted that redevelopment of the Belmont Racecourse precinct and the Burswood Station precinct are proposed, with planning currently underway to create high density mixed-used activity centres. Current proposals could deliver between 5,000-6,500 additional residential dwellings on the Peninsula and include approximately 310,000m^2 of commercial, retail or mixed use within approximately 1.5km of the stadium.

Figure 1: Land Use Precincts

Legislation and Land Tenure

The Casino (Burswood Island) Agreement Act was established in 1985 and extends over the Burswood Park Golf Course, the State Tennis Centre, the Casino Entertainment Complex and the Burswood Dome. The *Agreement Act* created both a "Site" (Casino Entertainment Complex and Dome) and a "Resort Site" (Burswood Park Golf Course, State Tennis Centre, public parkland and car parks) as depicted in **Figure 2**.

The Master Plan is within the "Resort Site" which was set aside in 1986 under the former *Land Act 1933* as a "C" Class Public Reserve (No. 39361) for the purposes of Parks and Recreation, comprising six Crown Titles. The Reserve was placed in the control of the Burswood Park Board which is responsible for the ongoing management and maintenance of the Burswood Golf Course and parklands.

It is intended that the area required for development of the stadium and associated sports precinct will be excised from the "Resort Site" to facilitate stadium construction and ongoing management of the precinct. This process requires the consent of the Burswood Casino Trustee. Pre-construction site works will be undertaken with the consent of the Burswood Park Board, prior to the excision under the *Agreement Act*, while the land remains within the "Resort Site".

Under the provisions of the *Agreement Act*, the Metropolitan Region Scheme does not apply to "Resort Site" land, with no requirement therefore to obtain development approval. Similarly, the Town of Victoria Park Town Planning Scheme does not apply while the *Agreement Act* is in place.

Native Title considerations are not an impediment to development as Native Title has been extinguished by virtue of previous grants of tenure.

The Department of Indigenous Affairs has advised of Aboriginal Cultural Heritage Sites on or near the Burswood Peninsula and that the consent of the Minister for Indigenous Affairs under section 18 of the *Aboriginal Heritage Act 1972* will be required before works can commence. Liaison is ongoing with the Department of Indigenous Affairs to progress the application guided by the draft Aboriginal Cultural Heritage Protocols.

Sites of European Heritage significance within the Peninsula are limited to the "Old Burswood Canal", which was permanently included on the Register of Heritage Places in September 2004. The Master Plan will have no impact on this site.

A number of strategic and statutory planning documents reference the Peninsula, specifically Directions 2031 which establishes residential targets and the draft Burswood Peninsula Regional Framework which forms the basis for the District Structure Plan being developed by the Department of Planning.

Figure 2: The *Casino (Burswood Island) Agreement Act 1985*

Physical Site Characteristics

Geotechnical

The geotechnical conditions underlying the Burswood Peninsula have been investigated through:

- A literature review of previous investigations, and collation and review of all available geotechnical and groundwater data contained within 197 background documents.
- Site investigations over the northern nine holes golf course comprising 33 Cone Penetrometer Test probes to a depth of 20 to 31m.
- Detailed geotechnical investigation at the location of the proposed Stadium where five bore holes have been installed (each around 30m deep), with installation of 13 ground water monitoring wells at various depths.

The Burswood Peninsula was originally mudflats with a series of island sand bars. The shape and form of the present land surface is a result of river bank works and infilling over the Burswood Peninsula comprising a combination of dredged material sourced from the river, placement of uncontrolled fill whilst the site was used as a refuse tip and clean sand fill placed as a containment barrier.

The principal features of the subsurface materials have been identified through geotechnical investigation. The surface level is generally a thin veneer (0.5-1.0m thick) of clean sandy fill underlain by 4-8m of uncontrolled fill comprising industrial landfill containing sand, gravel, steel, concrete, bricks, clay pipes etc. Beneath this and extending to a depth of up to about 26m is the Swan River Alluvium, consisting of soft, organic, highly compressible mud. The bedrock in the area, the Kings Park Formation, typically encountered as very dense sand, forms a low permeability basement to the superficial aquifer and provides separation from the much deeper (>300m) artesian aquifer. Groundwater is present at about 1-2m depth below the current ground surface. A number of ancient river channels (paleochannels) run beneath the site to a depth of approximately 32m below ground surface with relatively steep slopes and are filled with the Swan River Alluvium.

As a result of the underlying ground conditions, the site has been subject to differential settlement. The development of major buildings and infrastructure on such sites is not unusual and has been successfully undertaken for the existing buildings on the Peninsula, including the Burswood Entertainment Complex and the State Tennis Centre. Ground treatments, including the placement of surcharge loading with vertical “wick” drains to accelerate settlement, or stone columns to reinforce and stiffen the ground, are being investigated. The stadium structure itself is likely to be supported on piles, similar to a number of nearby structures including the Peninsula residential towers.

The geotechnical investigation of the site is shown in **Figure 3**.

Indicative Only

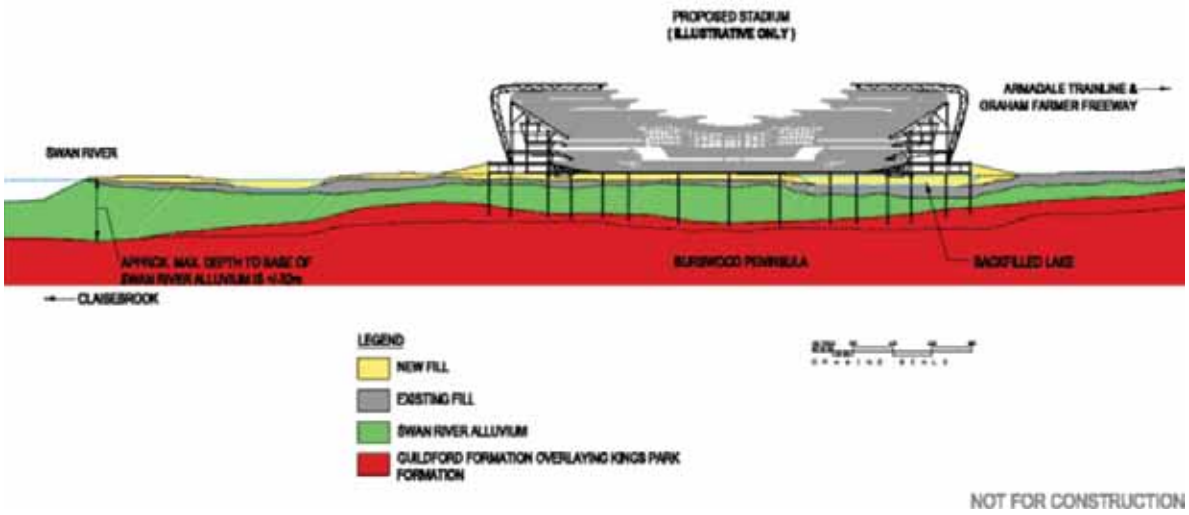


Figure 3: Geotechnical Cross-Section

Environmental

The environmental characteristics of the precinct have been investigated through:

- A desktop environmental assessment including the review of 60 environmental reports.
- The completion of a Preliminary Site Investigation for the project area.
- The preparation of a Sampling and Analysis Plan to document the extent and nature of further investigations to be undertaken on the site to satisfy legislative and approval requirements.
- A flora and fauna survey.

The major environmental matters to be considered on the Burswood Peninsula are largely associated with contamination arising from the historical land use activities over the Burswood Peninsula.

The main contamination sources have been identified from when the Peninsula was used for waste disposal, including spoil from river dredging, ash slurry from the East Perth Power Station, demolition rubble, railway waste, and general household refuse. Landfill to depths of 8m has previously been encountered across the Burswood Peninsula. In addition, localised asbestos contamination resulted from the previous activities of James Hardie Industries and Swan Portland Cement and sewage from Claisebrook was pumped via underground pipes to septic waste filter beds located on the Peninsula prior to discharge in the Swan River.

As a result of these historic land uses, the Burswood Park Golf Course has been classified by the Department of Environment and Conservation as Possibly Contaminated – Investigation Required under the *Contaminated Sites Act 2003*. Acid Sulphate soil is also known to be present.

Flora and fauna studies on the golf course have also revealed a number of protected bird species, specifically Carnaby's Cockatoo and migratory birds (Common Sandpiper and Caspian Tern). Vegetation species types are predominantly limited to exotic introduced species with no protected status.

Notwithstanding the protected birds and contamination evident on the site, this is not considered to be an impediment to development of the new Perth Stadium and sports precinct.

Referral to the Environmental Protection Authority will be required to determine the level of environmental assessment applicable to the development. An Environmental Management Framework is being prepared to inform the preparation and implementation of the appropriate environmental management plans in accordance with relevant state and federal Legislative requirements. Further detailed soil, groundwater and gas investigations are ongoing and are to be completed prior to development of the site to satisfy the requirements of the environmental legislation.

5.3 Services/Utilities

The service requirements for the new Perth Stadium generally include the need to extend water, gas, telecommunications and power infrastructure along Victoria Park Drive. A new waste water pump station will be required to service the new Perth Stadium demand, with this facility to be accommodated in the vicinity of the stadium.

The estimated 12MVA of power to service the stadium can be provided from the existing Rivervale substation in Belmont, with supply routes along Victoria Park Drive.

5.4 Transport

The Burswood Peninsula is currently serviced by significant road and rail infrastructure. However, analysis undertaken by the Public Transport Authority confirms the capacity challenges of this infrastructure and identifies the measures required to ensure the efficient transport of 60,000 stadium patrons.

A multi-modal transport strategy has been developed, dominated by public bus and rail transport, with limited on-site parking but access to extensive public parking facilities in East Perth and the Perth (CBD), facilitated by a shuttle bus service. The recommended approach has a pedestrian bridge landing just south of Nile Street connecting directly to the stadium across the river. The rationale for this location is outlined below.

This strategy will be further developed by the Public Transport Authority in the preparation of the Transport Project Definition Plan.

Mode Split

The transport planning started with an objective of exceeding 70% of patrons travelling by public transport. The planning undertaken to inform the Master Plan has developed a transport solution that will achieve approximately 50,000 patrons (or 83% of the stadium capacity) travelling by public transport. This is an increase in the 35,000 patrons (61%) identified by the 2007 Taskforce Report and generally reflects the reduced on-site car parking and the increased capacity of the rail network. See **Table 2** for a mode split comparison.

Mode Split Targets **Public Transport Mode Share**	**2007 Taskforce** **61%**	**Public Transport Authority (2012)** **83%**	
Rail demand	20,760	35,500	Belmont station: 28,000 East Perth station: 7,500
Bus demand	14,500	14,500	Suburban service: 8,200 Perth CBD shuttle bus 6,300
Car*	20,000	10,000	
Walk, cycle, taxi etc.	4,500	TBC	

*It is expected that an additional 10,000 patrons will park in the CBD, with 6,300 using the Perth CBD shuttle bus and 3,700 using rail services to access their parking areas. These are accounted for in the Rail and Bus Demand.

Table 2: Mode Split Comparison

Transport Strategy

The main elements of the public transport strategy include:

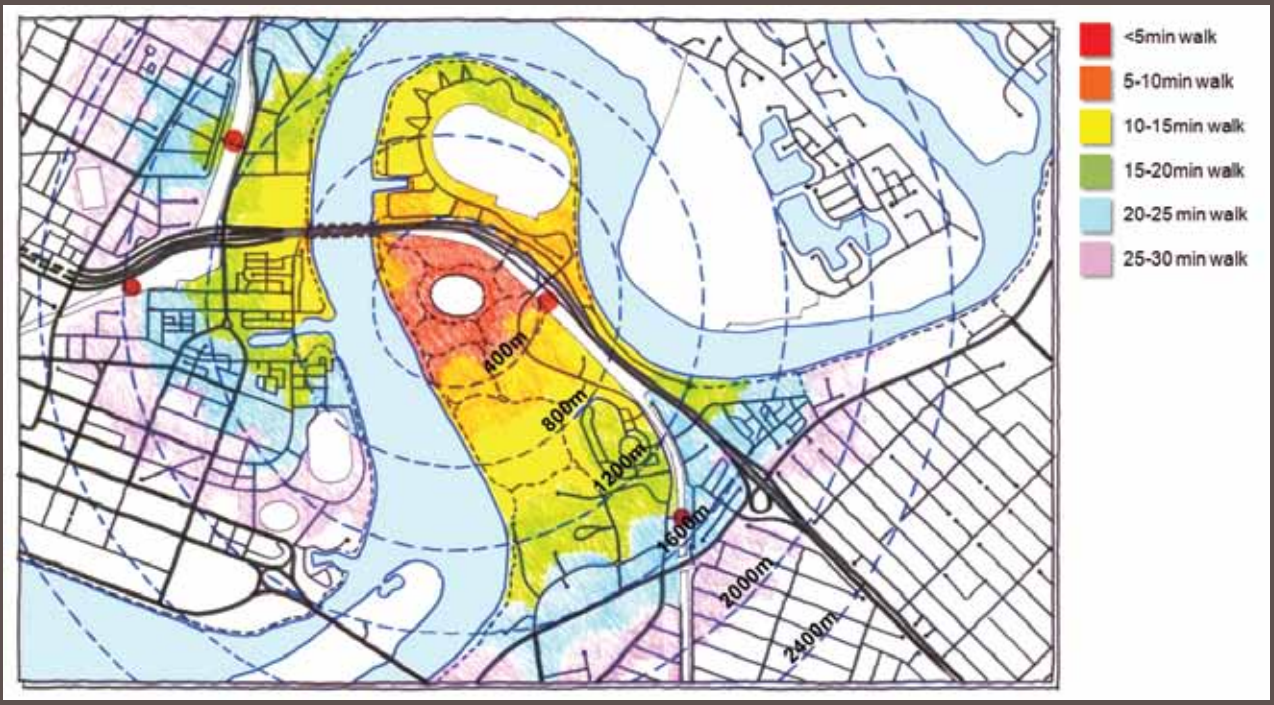
- **Rail:** It is estimated that approximately 35,500 patrons (59% of patrons) could be transported by rail in the first hour after an event at the new Perth Stadium, utilising an expanded station at Belmont Park and the existing East Perth station. This includes 3,700 patrons who are expected to use rail to access car parking in the Perth CBD.

  The existing single platform station at Belmont Park will need to be upgraded to a three platform facility capable of accommodating a nine car train set with capacity for approximately 28,000 patrons and will service the Joondalup, Armadale, Fremantle and Mandurah lines (via Perth City). The East Perth rail station, being within a 25 minute walk of the stadium, has potential to attract 7,500 patrons mostly travelling directly to Fremantle and Midland, avoiding transfer at Perth City station, which alleviates pressure at the Belmont Park and Perth City stations. Upgrades and improvements to the Windan Bridge pedestrian facilities will be required to maximise the use of this route. The planned future extension of the Thornlie Line to connect with the Mandurah Line would further improve service for Mandurah patrons, allowing direct travel to the Belmont Park station.

- **Bus:** An event bus service is proposed for suburbs not currently serviced by rail, with an estimated 120 buses required to accommodate the expected 8,200 stadium patrons. The volume of traffic generated by the stadium is not sufficient to necessitate any major road upgrades, however, road improvements include construction of a roundabout on Victoria Park Drive (to assist with efficient access into the sports precinct) and the possible upgrading of the Victoria Park Drive/Burswood Road/ Great Eastern Highway intersection (as a four way signalised intersection to assist with bus movements on game day). The extension of Victoria Park Drive to accommodate the widened Belmont Park station and rail line is also identified.

- **Parking:** Parking for emergency service vehicles, stadium operations, staff and visitors is limited to approximately 250 bays within the stadium, with an additional 700 bays potentially available within the sports precinct. Depending on the event timing there are also opportunities for premium parking to be arranged through agreement with Belmont Park, Gloucester Park and other adjacent landowners. An estimated 20,000 patrons, however, are anticipated to source parking in private and public car parks outside the sports precinct. At an average of 2.5 persons per car, that is around 8000 car bays.

  Investigations by the Department of Planning identified that within the Perth Parking Management Area (PPMA) there are approximately 65,000 car bays. The PPMA area includes West Perth, Northbridge, CBD and East Perth and includes off-street public car parks, on-street bays and tenant bays. Excluding West Perth, the total number of car bays is around 40,000. Of course, not all of these would be available to stadium patrons but it illustrates the magnitude of supply, and that there should be more than sufficient car parking facilities to accommodate the anticipated stadium demand. The demand can be satisfied without recourse to on-street parking or parking in public open spaces and parks, although private parking facilities such as the Burswood Entertainment Complex and the Belmont Park Racecourse may attract stadium patrons.



Ped-Shed Analysis – Bridge Not Included

Ped-Shed Analysis – Bridge Included

Figure 4: Ped-Shed Analysis – Walking from the Stadium

Investigation of public parking availability has identified:

- 3,700 bays available in public car parks in East Perth, within two kilometres of the new Perth Stadium with capacity (at a rate of 2.5 persons per vehicle) to accommodate up to 10,000 patrons. Evidence from other major stadia and Patersons Stadium supports the view that stadium patrons are willing to walk up to two kilometres to access parking.
- 11,800 bays available in 42 public car parks within the Perth CBD (of a size greater than 50 bays). An estimated 10,000 patrons are expected to park in the CBD outside the two kilometre catchment of the new Perth Stadium. Data provided by the Joint Football Working Group survey also identified that a number of members and supporters currently have access to a parking bay within the Perth CBD.

It is recognised however that the CBD parking bays are beyond a walkable distance to the stadium and therefore, there is a need to establish a high-frequency event shuttle bus service connecting the CBD and East Perth public parking bays. A pedestrian bridge is proposed across the Swan River connecting the stadium with the shuttle-bus drop-off near Nile Street, East Perth.

The Nile Street location offers strong east-west connections into the CBD via an existing 20m wide road reserve, with Nelson Avenue providing a suitable location for the CBD shuttle bus operations. A number of alternative alignments for the pedestrian bridge landing in East Perth were investigated, including Claisebrook Cove (which was the site identified in a December 2011 media release).

However, this site was constrained by Water Corporation infrastructure, Aboriginal Heritage sites, proximity to existing residents and poor access to the road network. **Figure 4** shows the Ped-Shed (walkable catchment area) analysis with and without a bridge crossing.

The colours indicate the distance a person will walk from the stadium at 5 minute intervals (up to 30 minutes).

The benefits of including a footbridge at the proposed alignment at Nile Street include:

- Both Claisebrook Cove and the Riverside Precinct will be within a 30 minute walk to the stadium, with stadium patrons having access to a greater range of pre and post-game entertainment facilities (**Figure 4**).
- It minimises the impact on the existing East Perth residential area, particularly by orientating the bridge landing southwards parallel with the foreshore to encourage patrons to disperse through the main road network rather than local residential streets. It is important to note that without a bridge, people walking to the stadium via Windan Bridge from the public car parks in East Perth would be moving through the East Perth residential area.
- It does not duplicate the role of the Goongoongup and Windan Bridges, both of which incorporate pedestrian paths.
- It provides an opportunity to create linkages between the existing pedestrian and cycling network in East Perth and the Peninsula, as well as with Heirisson Island.
- The existing ground level reduces ramping requirements for the bridge, thus minimising the impact on the Swan River foreshore.

- **Other Modes:** It is anticipated that a number of patrons may travel to the new Perth Stadium by bicycle or by taxi/private vehicle with drop-off in proximity to the stadium. The number of cyclists on game day is generally low due to the large pedestrian flows, however, improvements to cycle facilities including pathways and parking, will assist in establishing the precinct as a destination on non-game days. Taxi and car drop-offs require an appropriate facility which is in close proximity to the stadium and is separated from buses, pedestrians and stadium vehicles to allow ease of access and egress.

  The potential for a special event day ferry service has been considered, however, notwithstanding the opportunities which might exist on game day for river travel associated with private functions, public ferry transport to the stadium is considered to have limited effectiveness in transporting large crowds. The viability and cost effectiveness of a public ferry service to the stadium is limited by restrictions on size, and thus capacity, imposed by the Causeway bridge clearance as well as the shallow river depth abutting the stadium site. Alternative ferry terminal sites associated with the Belmont Racecourse redevelopment are planned and pedestrian linkages with the stadium provide an opportunity to access this facility.

  The anticipated pedestrian movement numbers for a 60,000 patron event are shown at **Figure 5**.

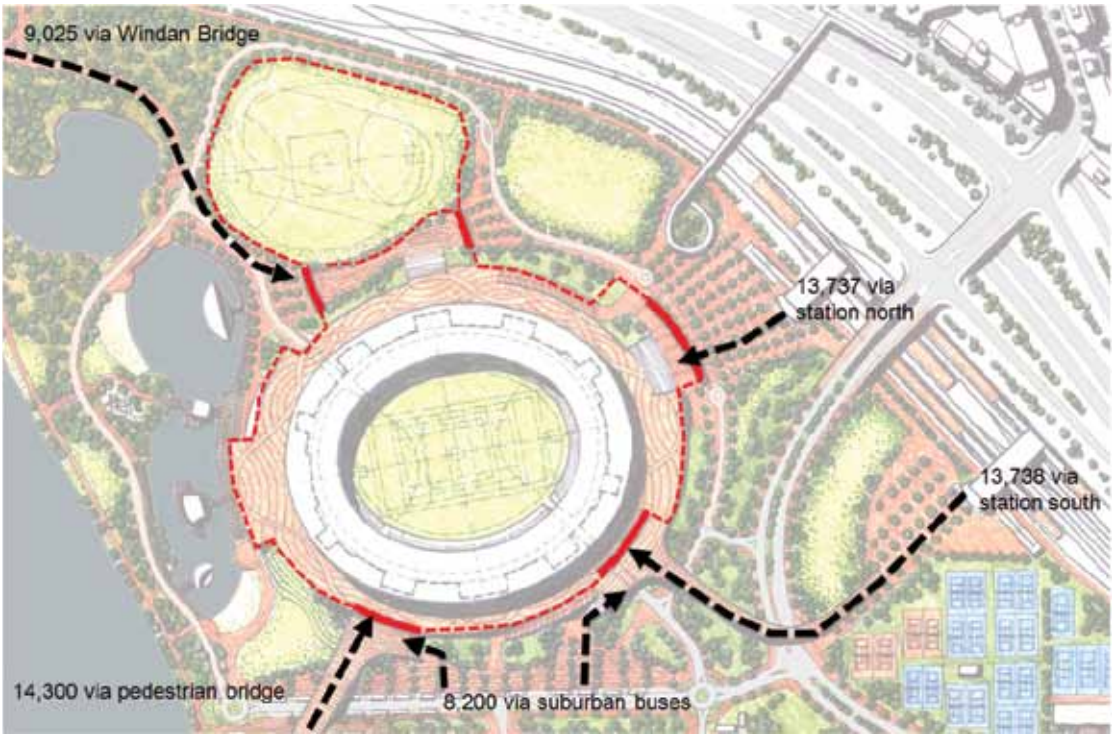


Figure 5: Indicative Pedestrian Movement

5.5 Stadia Investigations

A study of major stadia in Melbourne, Sydney and Brisbane was undertaken to examine the transport and land use characteristics of these stadia precincts. The key lessons learned from the study relate to:

- **Crowd Movement:** The majority of patrons leave the stadium at the conclusion of an event and are prepared to walk up to two kilometres to their transport destination provided a safe, attractive route is delineated. Grade separation of the pedestrian flow from other modes of transport is critical in maintaining patron dispersal and avoiding conflict between transport modes. Stadium concourse areas were between 10m and 30m wide to allow crowd circulation, but anything substantially wider can lose a sense of pedestrian scale, particularly on non-game days.
- **Access to Public Transport:** Patrons expect to exit the precinct via public transport within 45 to 50 minutes following an event, supported by multiple exit points leading to the different transport modes. Easy access to public transport is vital, although optimal distance of 400 to 800m separation between the stadium exit and public transport is preferred to allow crowd dispersal. A street-based bus transfer facility can work effectively, is cost effective, legible and is available for public parking on non-event days.
- **Car Parking:** Large areas of public car parking immediately adjoining a stadium are not desirable as significant delays can occur following an event when pedestrian/vehicular conflict arises. There is significant value in the stadium being in close proximity to large areas of on-street and/or private parking surrounding the stadium, with informal parking in parkland also an option.
- **Co-located Uses:** Residential is not a preferred use immediately adjoining the stadium due to impacts on residential amenity (noise, lighting, security, parking) limiting the type of events that can be held. Commercial uses are a more compatible neighbour, although restricted vehicle access on game day can impede business. Entertainment uses, such as cafes, restaurants and bars, and related retail uses are typically only viable where there is some other major attractor to draw patrons.

There are significant potential synergies and benefits in having other sporting uses surrounding a stadium, with a parkland setting providing flexibility of use for pre and post-game activities, such as warm up areas, junior sporting activities or for concerts/event overlay where “back-of house” areas for trucks is required.

5.6 The Master Plan

Based upon the investigations and research undertaken, a Master Plan has been developed for the Burswood Park Golf Course to facilitate the development of the new Perth Stadium in a sports precinct by 2018, and to guide future stages of development, as illustrated in **Figure 6**.

The Master Plan proposes to establish the stadium within a parkland setting rather than an urban setting, and aims to support and complement, rather than compete with, other commercial and retail developments in and around the Burswood Peninsula. The potential to create extensive passive and active recreational precincts is a response to the un-met demand for recreational space in the inner metropolitan area.

Other key principles which underpin the preparation of the Master Plan include:

- Integration with the City, developing Perth as a "River City" with a major park at each end (Kings Park and Burswood Sports Precinct), and enhancing the sense of place through a visual relationship with the City where the aspirations and lifestyle of Western Australia are reflected.
- Developing Burswood Peninsula as "Perth's Playground" and identifying opportunities for places for permanent infrastructure to activate the precinct outside of event days while recognising the sensitivities of local residents.
- Integration of land use and transport planning and capitalising on the central location to make the travel experience equitable to all residents of the Perth metropolitan area. This entails establishment of a tolerable precinct clearance rate, plan for the safe management of large crowds, and avoiding conflict between pedestrians and vehicles, as well as utilisation of existing parking infrastructure in the central city area and maximising the value of the pedestrian bridge.
- Consideration of stadium design to optimise the advantages of the stadium at this site including the inherent differences in levels associated with a large stadium. Important design opportunities include working with the landscape, utilising light as a major contributor to character and sense of place, creating a unique waterfront experience using the lake, and enabling the new Perth Stadium to hold major events beyond sporting activities.

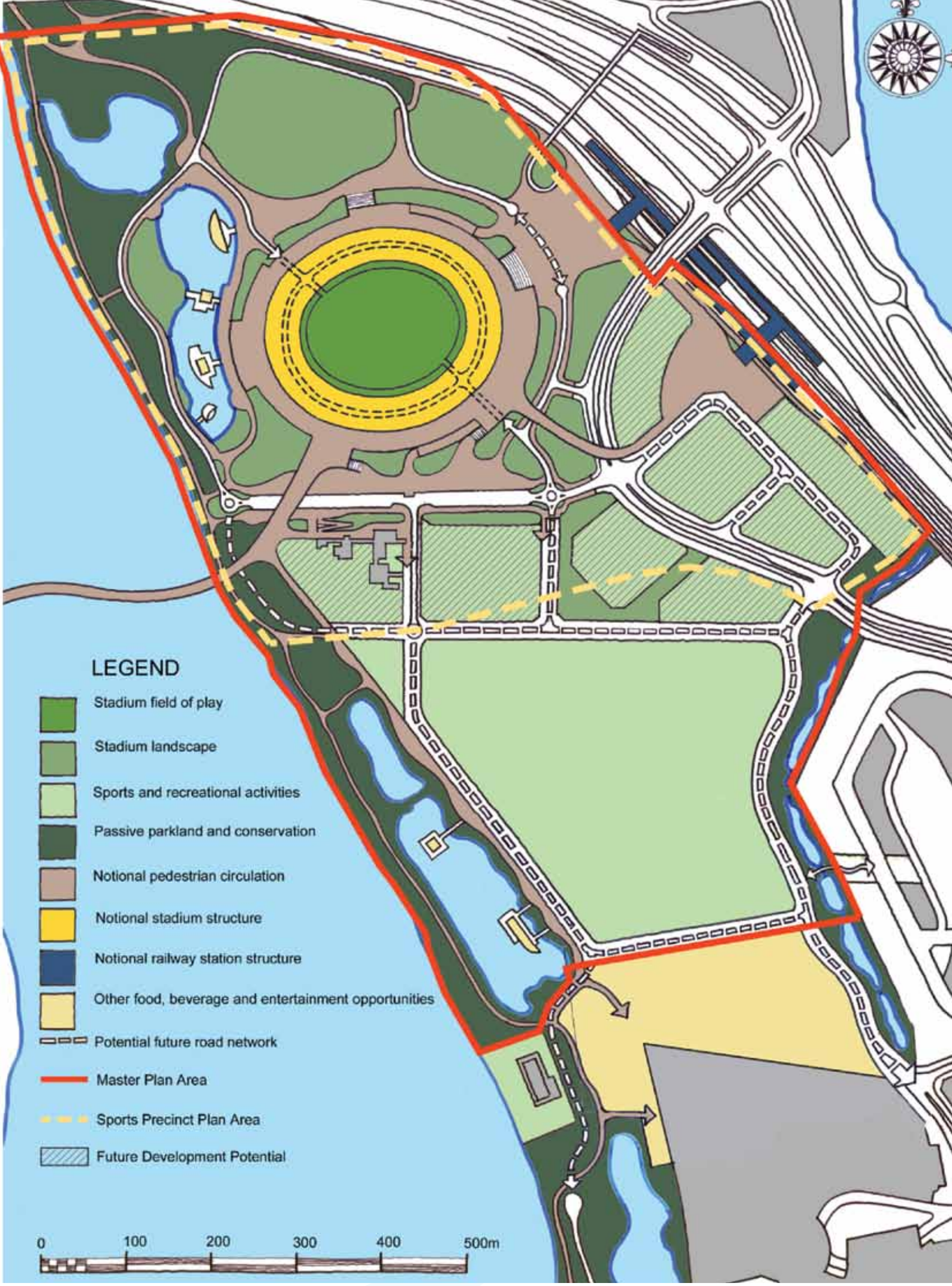


Figure 6: New Perth Stadium Master Plan

Figure 7: Consolidated Staging Plan

The Master Plan demonstrates how the principles may be integrated to deliver a world class sporting venue in a parkland precinct which will evolve over time to become an integral part of the Perth City. The Master Plan is anticipated to develop in stages as identified below, with the Short Term Sports Precinct Plan to be implemented to support the development of the new Perth Stadium by 2018.

The Master Plan will be included in the tender document for the Stadium, and provides a framework for the design of the stadium, its surrounding plaza, access arrangements, and connections to public transport infrastructure. A consolidated staging plan of the short, medium and long term view is identified in **Figure 7**.

- Short Term: incorporates a sports precinct over the northern portion of the existing golf course including the main structural elements required to support development of the new Perth Stadium by 2018.
- Medium/Long Term: incorporates a structured sports precinct over the southern portion of the existing golf course and provides for development opportunities around the stadium as the precinct matures.

It should be noted that the Master Plan incorporates the Burswood Entertainment Complex hotel development proposal (in the southern portion of the golf course site) that was announced on 1 August 2012.

Figure 8: Sports Precinct Plan – Short Term (see Section 5.7 for noted detail)

5.7 Staging – Sports Precinct Plans

Sports Precinct Plan – Short Term

The stadium is to be established within a sports precinct extending over the northern portion of the golf course, with parkland immediately surrounded by essential infrastructure, services and facilities to deliver a flexible space to accommodate a range of events including active and passive recreation spaces to encourage use of the precinct on non-event days.

The key elements of the Short Term Sports Precinct Plan, as illustrated in **Figure 8** are outlined below. These elements will be incorporated into the tender documentation for the stadium (as part of the project brief), and provide a framework for the stadium proponents to develop their designs.

❶ Stadium – location and distance from train station

The stadium size, footprint, scale and orientation are consistent with the previous State Government announcement that the stadium will accommodate a 60,000 seat stadium, with potential for expansion in the future.

The stadium seating bowl will be located 170m from the nearest entrance to the northern station access and 380m from the southern station access, the maximum achievable distance given site considerations to meet crowd dispersal targets. This provides distance to disperse and accommodate a large, full capacity crowd.

❷ Stadium Plaza

The principal spectator access into the stadium will be from the main plaza level. The main plaza will wrap around the whole stadium and is likely to vary in width (between approximately 10m and 30m), depending on the location. The main plaza needs to be large enough to accommodate the majority of a full-capacity crowd, and should provide for temporary stands and stalls for patrons and help create a festive atmosphere on event days. The main plaza will be within the secure ticketed zone during events, but outside event days it will be freely accessible to the public. Vehicle access for service, construction, maintenance and emergency vehicles to the main stadium plaza is likely to be via a ramp on either side of the stadium.

Given the extensive pedestrian network in the precinct and the scale of pedestrian movement generated by the stadium after dark, good quality lighting is a necessity. Although the lighting infrastructure needs to be functional, there is an opportunity to develop a lighting theme that is unique and can contribute to the festive ambience of major sporting and concert events.

River Terraces

As an adjunct to the South-Western corner of the main plaza, the sports precinct plan identifies a recreational space with a series of terraces that cascade down to the boardwalk and the lake. The terraces provide casual seating opportunities with views to the lake and the potential performance stage, with the Swan River and the Perth CBD towers in the background.

Plaza hillside

Given the main plaza will be 6-7m above the surrounding ground level, the landscape could be swept upwards at the edge of the main plaza in various locations around the stadium to create the impression that the stadium is on a hill. This would have the added benefit of visually reducing the bulk of the overall stadium structure and facilitate the creation of a secure area on-event days through landscaping and level changes rather than obtrusive fencing.

Public art

There is an existing theme of sculptures in the landscape around the Burswood Peninsula and across the River in East Perth, which can be expanded upon. The stadium's infrastructure and the surrounding parkland provide a wealth of opportunities for the incorporation of three dimensional, experiential and visual artworks that can celebrate either the place, local culture, or Western Australia's sporting achievements. Of particular importance is the opportunity to incorporate indigenous culture, given the original occupation of the land, the traditional stories about the Swan River and the Peninsula, and the significant contribution that the local indigenous community has made over the years to Australian Rules football.

❸ Northern Lake

The northern river-fed lake is anticipated to remain generally unchanged and provides an opportunity to create an intimate waterside experience. Adjacent to the stadium, the lake creates a setting for a potential boardwalk entertainment area, artificial beaches, picnic spots, barbecues, grassy terraces, and for events such as small concerts and an outdoor cinema or screenings of sporting events. Elements such as a performance stage and entertainment pavilions could be constructed in a way that makes them appear to float on the lake. Although the Master Plan envisages the strip of land between the Swan River and the lake being revegetated to create a shady and attractive riparian environment, the Plan also envisages the establishment of a series of discreet picnic lawns within the woodland adjacent to the River and the lake.

Boardwalk

The Boardwalk, with views westwards across the lake and the River, could create an outstanding setting for cafés, bars and restaurants. The height of the main plaza around the stadium provides an opportunity under the plaza deck to create food and beverage outlets opening out with al fresco dining onto a pedestrian route along the boardwalk.

Beaches

Opportunities for two picnic beaches are located on the banks of the lake. The southern beach faces northwest towards the possible "floating" performance stage, whilst the western beach and an adjacent adventure playground face east towards the stadium and away from the sea breeze. At their simplest, the beaches may be sandy areas of shoreline raised above the water level to create the impression of a beach. However, dependent upon site and budgetary constraints, the southern portion of the lake and the beaches has the potential to be developed to the standard of an outdoor swimming pool as at Southbank in Brisbane.

❹ Rail Station

The location and design of the upgraded Belmont Park station has been determined by the technical requirements of rail track geometry and anticipated pedestrian flows.

The existing Belmont Park station will need to be significantly expanded to cater for the forecast 28,000 stadium patrons estimated to use this station. The Master Plan is based on a requirement for up to three platforms and six rail tracks, as determined by the Public Transport Authority. Access to the station will be provided at both the north and the south ends of the platforms to enable a high throughput of patrons and to reduce the size of potential crowding at the station entrances after a stadium event.

❺ Rail Forecourts

To accommodate the demand for station access after a full-capacity event, a large forecourt will be located outside each station entrance. The two forecourts will also be linked by a pedestrian route under Victoria Park Drive to enable better crowd management and provide an alternative route to either station entrance. The northern forecourt, at approximately 12,500m^2, will also provide a strong sense of arrival to the stadium for train patrons. Other than major events, the forecourt has the capacity to double as a festive space and accommodate smaller public events.

The Sports Precinct Plan identifies a marginally smaller 9,000m^2 forecourt at the southern end of the new Belmont station to accommodate the anticipated crowd waiting to enter the station after a full-capacity event. The southern station forecourt is expected to be accessible via a pedestrian bridge over Victoria Park Drive, and a pedestrian pathway under Victoria Park Drive linking it to the northern station forecourt.

❻ Railway Track Realignment

The Sports Precinct Plan reflects the latest Public Transport Authority track concept design. This shows the existing railway track realigned to accommodate additional tracks and the necessary switching between lines to operate event trains. The realignment of the existing tracks southwards between the Goongoongup Bridge and Victoria Park Drive will also enable future widening of the westbound on-ramps from Victoria Park Drive to the Graham Farmer Freeway.

❼ Bus Hub and Plaza

Located immediately to the south of the stadium, the street based bus-hub will be the arrival/departure point for special event services to suburbs not otherwise well-serviced by rail. The bus hub will have approximately 20 bus stands for event services accommodating approximately 120 buses.

The location of the bus hub south of the stadium separates bus patrons from train patrons and pedestrians walking towards the bridge to East Perth. The Sports Precinct Plan illustrates that the direct flow of patrons to the bus hub is achieved, with access to buses only on the northern side of the street to minimise conflict between pedestrian and bus movement, whilst the southern side will provide layover space for buses waiting to access the stands.

As a street-based facility, the bus infrastructure is very cost effective and can be used as a standard street outside of event days. During non-event days, the bus hub will be publicly accessible by vehicle and offers on-street parking for visitors to the sports precinct. On event days, vehicle access to the bus hub will need to be restricted to buses only.

Located immediately to the north of the bus hub is the bus plaza, a space of approximately 6,800m^2 that provides a holding area for the queues of passengers waiting to catch a suburban event bus. The Sports Precinct Plan shows the plaza sized to accommodate the expected 8,200 bus patrons, however this area will require suitable design to provide landscaping and shade/shelter for bus patrons.

❽ Boulevard Loop

The Sports Precinct Plan includes a boulevard loop that can function as an external access road for service, maintenance and emergency vehicles around the stadium, and can provide access to the internal service ring road within the stadium structure.

A carriageway width of approximately 6m is envisaged for the boulevard loop, enabling this to become a wide and efficient pedestrian route around the stadium on event day. Vehicle access to the boulevard loop will need to be restricted on event day to maintain pedestrian priority around the precinct.

❾ Northern Parkland

The grassed area to the north of the stadium, of approximately 27,000m^2, is expected to perform a number of roles. It might be used as a “kick-about” area on match days before and after games, and it could function as a community playing field on non-event days. The area might be required for temporary storage, logistics and ancillary equipment associated with major concerts, and provides for a “back of house” area during major events in the stadium (for outside broadcast vehicles, media, security, staff, temporary catering and other essential event services).

This space also has the potential for informal parking of 400 to 700 vehicles – although this would compromise its use for pre-game “kick-about” activities and back of house functions. Any parking on this site would be subject to the same traffic management regime applicable to vehicles in the stadium, with early arrivals and delayed departures. The creation of this space would require some form of ground improvement works to enable vehicle access.

The additional open space to the east of the northern parkland, of approximately 8,800m^2, may be required as a site for servicing infrastructure, with the potential to incorporate water sensitive urban design solutions to accommodate any required drainage.

⑩ Victoria Park Drive Upgrades

The proposed new Belmont rail station and associated additional tracks will necessitate modifications to the existing Victoria Park Drive. The existing Victoria Park Drive bridge over the railway will need to be extended to span the enlarged rail infrastructure as well as the pedestrian link between the northern and southern station forecourts.

The alignment of Victoria Park Drive will remain largely unchanged, although the extension of the bridge to span the upgraded station increases the existing road height, requiring integration via landscaping and path treatments at the interface to the Stadium.

⑪ Pedestrian Bridges – East Perth and Victoria Park Drive

The new Swan River pedestrian bridge will provide a direct pedestrian connection to the stadium from East Perth. A range of options have been considered for this bridge, as outlined above in the Transport section.

The Sports Precinct plan identifies the preferred bridge alignment, with the bridge landing on the Burswood Peninsula adjacent to the existing golf course club house, which enables an extension over the bus hub to connect directly with the main plaza of the stadium. The stadium's plaza height is expected to be around 9.5m above he Swan river level, and the bridge deck will be able to tie into this level to allow a direct flow of patrons from the plaza onto the bridge.

The preferred landing point in East Perth is just south of Nile Street. It is envisaged that the bridge will provide the option of a ramp and/or steps to connect with the river foreshore or Nile Street respectively, allowing patrons to walk to the Claisebrook or Riverside precincts, walk to nearby car parks or take the special event shuttle bus to the Perth central business district. The improved cycle/pedestrian network opportunities, linking with the existing network, also promotes opportunities for activating the sports precinct on non-game days.

As the bridge will be a prominent feature of the sports precinct, the river and the City, its status needs to be recognised in the quality of it design. Accordingly, the design of the bridge is being developed by the Public Transport Authority with the aim of minimising intrusions in the river, retaining access to the navigational channel and providing adequate clearance from the river.

A pedestrian bridge over Victoria Park Drive, connecting the stadium plaza with the southern entry to Belmont Park rail station, is required to manage around 14,000 patrons moving to the southern entry of this station. Separation of pedestrians and vehicles at this location is crucial in maintaining pedestrian safety and enabling efficient bus/access egress from the sports precinct.

⑫ Golf Course Club House

The existing club house, and its car park, is a useful piece of built infrastructure to support the sports precinct. The club house, close to the new Perth Stadium with elevated views of the River, is ideally placed to find a new role as a supporting hospitality venue within the sports precinct.

The golf course car park, south of the bus hub, is well placed to accommodate taxis, ACROD parking and drop-off traffic on event days without interfering with bus operations. To minimise conflict with buses, pedestrian access from the golf course car park to the stadium would be via the Swan River bridge extension over the bus hub.

⑬ State Tennis Centre

The State Tennis Centre can continue to operate in its current location. Minor modifications may be required however in association with proposed rail track works, with these being developed by the Public Transport Authority.

⑭ Southern Nine Golf Course

The short term Sport Precinct Plan which is to guide development until 2018 shows that the "southern nine" portion of the Burswood Golf Course is not generally affected by the development of the sports precinct over the northern portion of the golf course. However, this area will be affected by the Burswood Entertainment Complex development proposal announced on 1 August 2012, with 5.8 ha of land in the southern portion of the golf course to be utilised for the hotel development.

In the medium to longer term, the southern nine golf course land provides opportunities for use as a parkland for sporting, recreational and entertainment uses as well as creating stronger linkages between the stadium and Burswood Entertainment Complex.

⓯ Belmont Park Footbridge

The existing footbridge between the Belmont Racecourse and the golf course, crossing the rail and road corridors will need to be extended (or reconstructed) as the realignment of the railway tracks will leave the south-western end of the bridge in the middle of the rail reserve, without a southern connection. The footbridge is of limited value to the stadium project; its principal function will be to provide access to the Belmont Park station for race-goers and future Belmont Park residents.

⓰ Pedestrian and Cycle Paths and Landscaping

The existing shared path along the banks of the Swan River will need to be retained (or reconstructed where ground improvements are required) as part of the extensive pedestrian and cycle network around the sports precinct and the Burswood Peninsula.

The intent of the Master Plan is to establish attractive natural parkland along the bank of the Swan River, incorporating extensive landscaping and planting that recognise local environmental conditions. Commonwealth and State requirements for foreshore rehabilitation and environmental offsets may have to be incorporated into the landscape design.

In addition to the environmental benefits, additional planting should provide a shady environment for picnicking, walking, cycling, and other park activities. The vegetation should also provide a cultural reference to the River's pre-settlement history as a significant environmental corridor.

The realignment of the railway provides the opportunity to establish a direct cycle route between the Windan Bridge and Burswood via the upgraded Belmont Park Station, avoiding the Victoria Park Drive/Graham Farmer Freeway interchange. The path provides an important link in what will be an extensive cycle and pedestrian network around the sports precinct and the Burswood Peninsula as a whole.

Note that this plan has incorporated the Burswood Entertainment Complex hotel development proposal (in the southern portion of the golf course site) that was announced on 1 August 2012.

The new Perth Stadium **Artist's Impression**


PERTH

Sports Precinct Plan – Medium/Long Term

The medium/long term development opportunities within the Master Plan include a structured precinct over the southern portion of the golf course to accommodate a range of future sports, recreation and entertainment uses, ranging from open spaces to built form. This represents a valuable and unique opportunity to create a major area for district and regional sporting activities.

Development of the southern portion of the sports precinct could facilitate improved pedestrian connections to the Burswood Entertainment Complex, with associated opportunities for the Casino to orientate towards that southern portion.

The key elements of the Medium to Long Term Sports Precinct Plan are shown in **Figure 9.** These elements are outlined below.

Future Sport and Recreation Opportunity

The structure of the southern park could create areas of land that can readily accommodate a range of future sports, recreation and entertainment uses in open spaces and built structures. This represents a valuable and unique opportunity to create a major area for district and regional sporting activities and recognises the increasing demand for recreational space, sensitivities of adjoining residents, ground instability and associated cost of major built form solutions.

A network of park roads would provide a legible structure to the precinct and enable convenient public access and on-street parking to all parts of the park (similar to Kings Park).

Urban Development

As the precinct matures, other commercial entertainment uses could develop around the stadium and waterfront boardwalk. However, the substantial entertainment and retail facilities in neighbouring existing and planned developments, including approximately 310,000m^2 commercial, retail or mixed use within approximately 1.5km, could significantly delay any such growth within the Master Plan area. The sports precinct should aim to support and complement, rather than compete with, these surrounding developments.

Additional future development may enable the opportunity for more permanent infrastructure to be built around the stadium to help activate the precinct outside of event days, as well as providing increased daily patronage for the public transport system.

Burswood Promenade

Connections to the Burswood Entertainment Complex could be strengthened via a clear and direct pedestrian network, augmented with sculptures, café pavilions, playgrounds, water features and other infrastructure to create a water front experience. This would enhance the potential of the Entertainment Complex to offer food and beverage services to stadium patrons before and after an event.

Burswood Entertainment Precinct

The Master Plan reflects an expanded Burswood Entertainment Complex, with opportunities to orientate northwards and establish a new “front door” to the parkland and the new Perth Stadium beyond. Given the proximity to the adjacent lake, such an expansion might also incorporate a boardwalk environment for al fresco dining with water and City views.

Figure 9: Sports Precinct Plan – Medium/Long Term

Pedestrian Connection for Existing Local Residents

There is an opportunity to establish a direct pedestrian connection between the existing Peninsula residential development and the southern park, providing local residents with improved access to the river, the stadium and East Perth.

5.8 Implementation Strategy

An implementation strategy has been developed to identify the processes and timeframes to be considered in delivering the project, recognising the site's legal status, underlying ground conditions and future management and operations associated with the Sports Precinct and the new Perth Stadium.

The three phases of the project (pre-construction site works, stadium construction and post-construction management of the Sports Precinct and new Perth Stadium) are incorporated into the implementation strategy as follows:

- Pre-construction site works: retain the Agreement Act in place to undertake pre-construction site works, subject to approval of the Burswood Park Board. Environmental and Aboriginal Heritage approvals are a pre-requisite for commencement of site works.
- Stadium construction: requires that the Metropolitan Region Scheme is revived as "Parks and Recreation", the Sports Precinct is excised from the Agreement Act and that a new "C" Class Crown Reserve "sports precinct" is created and vested in the Minister for Works during construction. A Management Plan for the Sports Precinct is to be prepared and determined by the Western Australian Planning Commission to guide development of the sports precinct.
- Post-construction: a number of options have been considered for the future management of the Sports Precinct accommodating the new Perth Stadium. These include the use of existing organisations or the creation of a new management body. The power to lease/licence would be conferred upon the chosen management body, thus providing flexibility in determining the future operations of the stadium and/or sports precinct. This includes the ability for the management body to operate the stadium and/or the sports precinct or to outsource stadium operations to a third party under a lease or licence arrangement. This is discussed further in Chapter 9.

A suite of management plans will be developed to guide the various elements of the project including construction management plans, environmental management plans, landscape management plans and traffic management plans. The detailed design of the new Perth Stadium, the Sports Precinct and its associated infrastructure will inform this process.

6. the new perth stadium

6.1 Background

At this point in the planning process there is no formal design of the stadium. The focus in the Project Definition Plan has been to determine all of the elements of the stadium project (scope) and how they are to work and relate to other areas (function). This critical information forms the "functional brief" that will be provided to the tenderers for the delivery of the stadium (the procurement process is outlined in Chapter 7) as part of a comprehensive project brief. The key aspects of this brief are outlined below.

The scope and function were determined in a number of ways by:

- Establishing the requirements for the stadium as to what it is expected to achieve and how it is expected to be used.
- Reviewing existing and planned stadiums to identify features that perform well and benchmark accordingly. While a number of Australian, American and European stadia were used, Etihad Stadium in Melbourne was the key reference stadium.
- Extensive consultation with stakeholders, particularly sporting codes as future users of the new Perth Stadium, including the Joint Football Working Group (which comprises the WA Football Commission, AFL and West Coast Eagles and Fremantle Football Clubs), and cricket, rugby union, rugby league and football. In addition, consultation was undertaken with stadium operators (nationally and internationally), builders and designers.
- Researching new and emerging trends that will impact the future design and operation of the stadium.
- Meeting the competition and broadcast standards of sporting codes in order to achieve required accreditations and reference to international guidelines, such as the Guide to Safety at Sports Grounds known as the "Green Guide" (United Kingdom Department for Culture, Media and Sport).
- Applying the "fan-first" approach to planning the new Perth Stadium.

6.2 Functional Requirements

The functional requirements of the new Perth Stadium that have been developed in accordance with the Project's general objectives are to:

- Improve access and opportunities for all Western Australians to experience a range of national and international sporting events and other significant events. This has evolved into a "fan-first" philosophy which is one of the new Perth Stadium's key aspirations.
- Provide a facility that is efficient, functional, distinctive and clearly identifiable as the new Perth Stadium that will also reflect the growth of professional sport in Western Australia.
- Provide a facility that ensures a whole-of-life approach to the management, operations and maintenance of the facility.
- Develop a multi-use 60,000 seat competition stadium for a range of uses, including hosting the Australian Football League (primarily), cricket, rugby union, rugby league, soccer and entertainment events such as concerts.
- Create a stadium that can allow for future expansion to 70,000, or more.
- Provide a facility that will achieve a structural life of at least 50 years.
- Provide a stadium with the field of play orientation that minimises shade effects on the grass playing surface and provides maximum shade protection to spectators.
- Provide a seating bowl around the field of play to maximise the atmosphere and locate patrons as close as possible to the action.

6.3 Key Design Trends

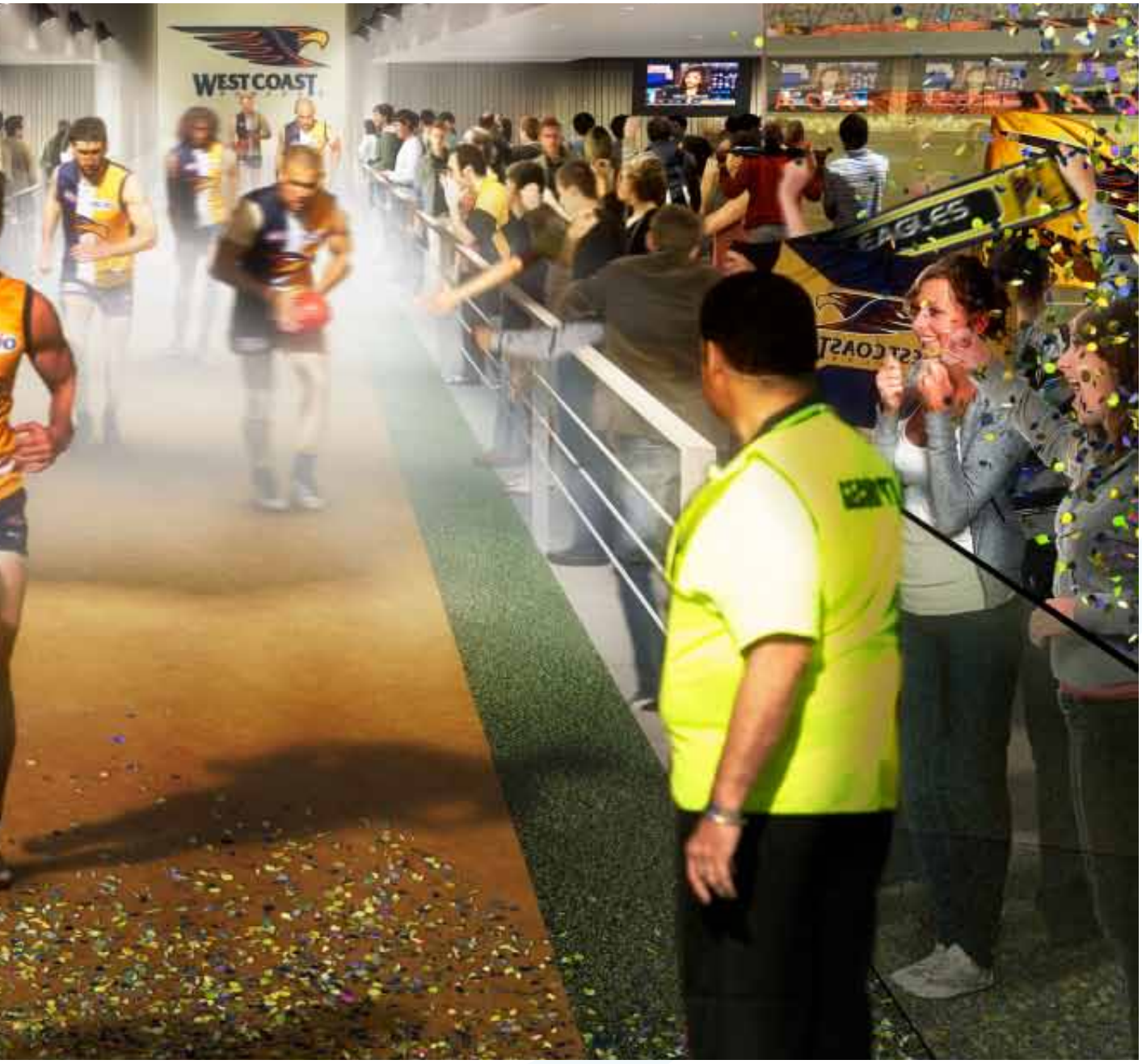
An analysis into emerging stadium trends occurred, with the findings discussed at a series of workshops with key stakeholders, including government agencies and sporting codes at a State and national level. These workshops covered a range of topics, which are summarised in the following sections.

The trends analysis and workshops have highlighted the need to ensure that the new Perth Stadium is flexible and adaptable over its 50 year life span. In summary, the key findings include:

- Enhancing the game day experience and the non-event day activity and revenue generation by the activation of the new Perth Stadium external plaza and the precinct.

The new Perth Stadium **Artist's Impression: Field Club**

- Providing a wide mix of premium hospitality products to suit all price points, including new products that enhance the spectator/athlete interaction such as field clubs.
- Incorporating future proofing measures within the design in recognition of the rapid and continuous development of technology.
- Using technology to improve the efficiency and effectiveness of venue operations and management in areas of communication, security, sales and stock management. As an example, electronic signage and lighting has been used in stadia with multiple users to tailor the branding of retail areas to reflect the users, sponsors, team colours and brand.



Key Design Trends – International

Stadia have increasingly been used in the redevelopment of underutilised city environs to create new pockets of activity, as demonstrated with the O2 Arena in London and the London 2012 Olympic Stadium.

The use of stadia has also evolved beyond the setting for just a sporting competition to a complex facility capable of providing a broader entertainment experience. This marked increase in expectation from the patron around all aspects of the stadium experience is driving new commercial opportunities and innovation in stadia design.

Commercial opportunities are a critical component of the operational planning and business model of stadia and must be built into the facility's design. This is particularly true of the range of hospitality and premium products offered.

The desire to create a superior experience for the fan continues to drive developments in stadia design and new revenue generating opportunities. They include:

- Branding a stadium to reflect the ethos (often referred to as the "soul") of a team and create a sense of belonging for the team's supporters.
- Activating the internal and surrounding areas to make the experience last longer than the event itself.
- Providing opportunities that cannot occur anywhere except at the stadium. This is often achieved through the use of technology (screens), providing quality experiences (variety of food and beverage, a range of premium product opportunities) and access to "money can buy" experiences.

This approach needs to apply to all events held at the stadium and is achieved through flexibility and adaptability to accommodate multiple tenants and future changes in events.

Key Design Trends – Stadium Technology and "Future Proofing"

There have been significant advances in portable technology since 2007. The evolution of applications and access to data on portable devices has led to an increase in opportunities to engage spectators at sporting events. Contemporary stadia endeavour to use technology to enhance the fan's experience – from engagement and communication prior to arrival at the stadium, to state of the art technologies that improve efficiencies for spectators (for example, in the delivery of services) and stadium operations. Although there are clear benefits arising from such technology, the costs and rapidly evolving nature of this technology will continue to pose planning challenges for project budgets.

In this regard, the preferred approach is to provide the physical space for the infrastructure rather than try to pre-empt the associated technical infrastructure that will evolve through the design and delivery phase. Ways in which technology has evolved in modern stadia include:

- Use of video boards replacing traditional static signage.
- Use of lighting to give a stadium vibrancy and to create an enhanced atmosphere.
- Creation of engaging content for video production and broadcasting to be used on stadium screens as well as portable technology (smart phones and tablets).
- Integration of the systems and documentation (in electronic and model form) from design phase through to operation to assist facility managers and operators.
- The expansion of the data network to enable the use of portable technology.

It is noted that in addition to the provision of physical space, the new Perth Stadium cost plan includes a reasonable provision for the "backbone network" required to future proof the new Perth Stadium for technological changes.

Key Design Trends – Premium Product

Traditionally, stadia have provided a limited range of products, mainly catering for the higher end spectator and the general admission spectator with limited choice in between. Corporate or high end spectator products generally comprised a mix of corporate boxes and dining rooms, and were far superior to the amenity provided as part of the general admission ticket. Stadium operators and teams have increasingly sought to fill this gap with a range of products that enable dedicated fans to access an affordable premium product.

As part of the diversity of these products there is also the opportunity to increase the accessibility of the players to the fans with new products such as field clubs.

Key Design Trends – Environmental Sustainable Design (ESD)

A number of key regional facilities were evaluated in the development of an appropriate approach to Environmental Sustainable Design for the new Perth Stadium. The ANZ Stadium constructed for the Sydney Olympics leads the integration of ESD within its design through a number of approaches, including the use of recycled materials, passive ventilation, lighting, water harvesting and an advanced waste management system. This has resulted in less energy and water consumption in the construction and operation of the stadium.

In 2011, Metricon Stadium advanced on ANZ Stadium with the introduction of photovoltaic cells to generate 20% of the stadium's energy consumption, advances in water management and the use of a high efficiency plant, making Metricon one of the most operationally cost effective stadia in Australia.

In addition, it is noted that the development of an integrated public transport strategy as part of a stadium development (combined with a reduced dependence on cars as a means of transport) is a significant contributor to a stadium's sustainability. Also, where stadia are located on land that requires remediation (e.g. London Olympic Stadium) this remediation improves the quality of the soil and reduces adverse environmental impact on the surrounds.

With regard to the new Perth Stadium, the ESD approach is one which integrates the surrounding precinct with the stadium. This will need to be achieved through the application of a number of measures, including lifecycle costing, performance measures and best practice which arises from the study of various benchmarks and sustainability tools.

6.4 Undercroft and External Plaza

The conditions of the Burswood Peninsula site mean that an underground basement development would not be practical. This constraint has been addressed by the provision of a ground level undercroft basement which will be constructed at grade beneath the stadium bowl, and which will contain the service elements traditionally found within stadia at basement level (team facilities, back of house requirements including kitchens, ground maintenance and services). This undercroft basement solution has required the elevation of the stadium entry and provides the opportunity for the construction of an external plaza which will provide a 360° promenade around the facility. This is outlined in **Figure 10**.

The external plaza is accessible to the public, and a number of short term amenities, such as temporary food outlets, can be stationed on event days to serve the public within designated activity zones. The external plaza will be designed to ensure the safe movement and holding of patrons to and from the stadium and transport nodes and will ensure there is an appropriate separation

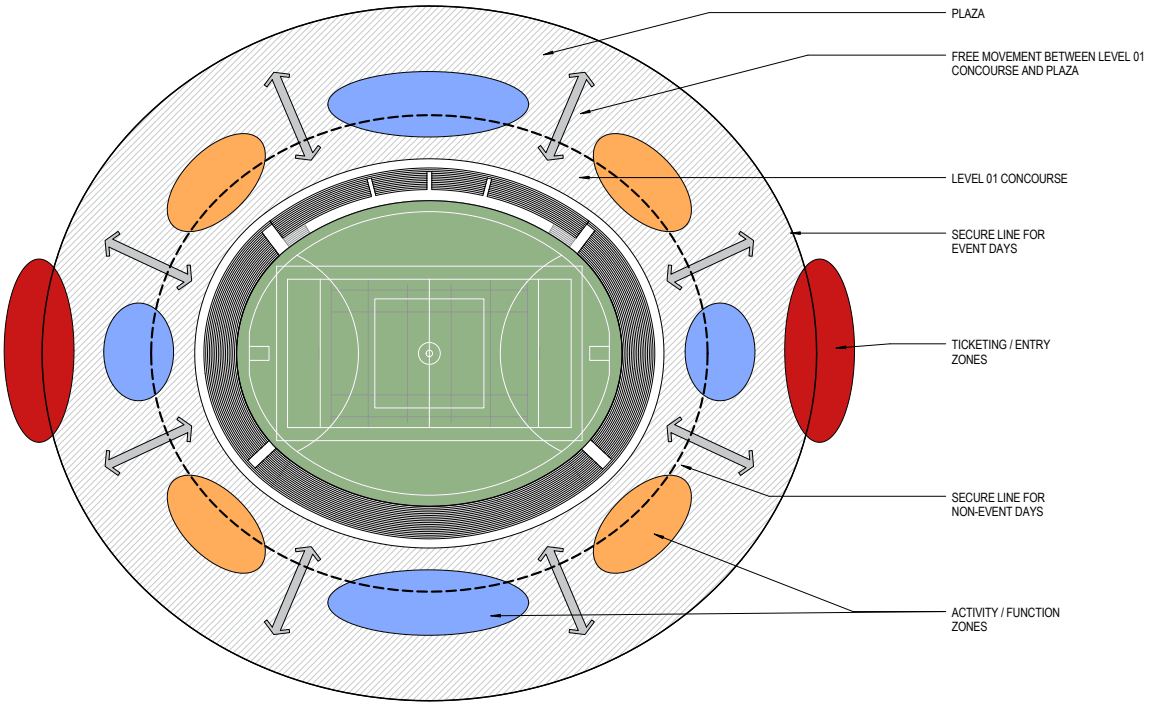


Figure 10: New Perth Stadium Access from Raised External Plaza

of patrons from vehicles. Reference needs to be made to the Master Plan report to understand the relationship of the stadium to the plaza, precinct and transport nodes.

A secure line will be established for patrons with tickets to access the stadium and to move onto the internal concourse at a similarly elevated level, overlooking the pitch. The external plaza will be sized to suit both the holding requirements based on the transport modal splits and stadium capacity, and also to ensure there is adequate space to activate these areas.

6.5 The new Perth Stadium – Key Design Features

The key design features for the new Perth Stadium are detailed below.

Expansion above 60,000 seats

The initial stadium capacity will be 60,000 seats with the ability to expand to 70,000 or more in the future if required.
The approach to achieve 70,000 seats would be, by way of self-contained additions beyond the boundary of the existing stadium. It is envisaged that this would occur on the northern and southern “wings”, as shown in **Figure 11**.

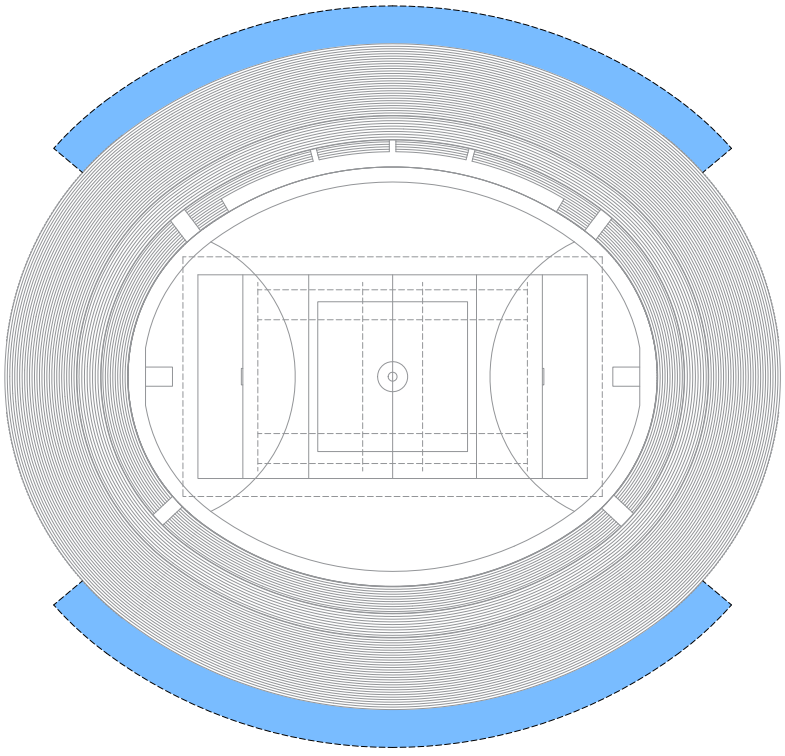


Figure 11: Expansion Above 60,000 Seats

Field of Play

The long axis of the field of play will be in an east-west orientation goal line to goal line. This orientation optimises the multi-use nature of the field, is consistent with the findings of the sun studies and stakeholder consultation, and complements the broader precinct development. This is essentially the same orientation as both the Melbourne Cricket Ground and Patersons Stadium (Subiaco Oval) as shown in **Figure 12**.

The field of play dimensions are 165m along the east-west axis and 130m on the north-south axis. A 5m "safety zone" perimeter is added to the field of play making the total size of the area 175m by 140m fence line to fence line (this is also shown in **Figure 12**).

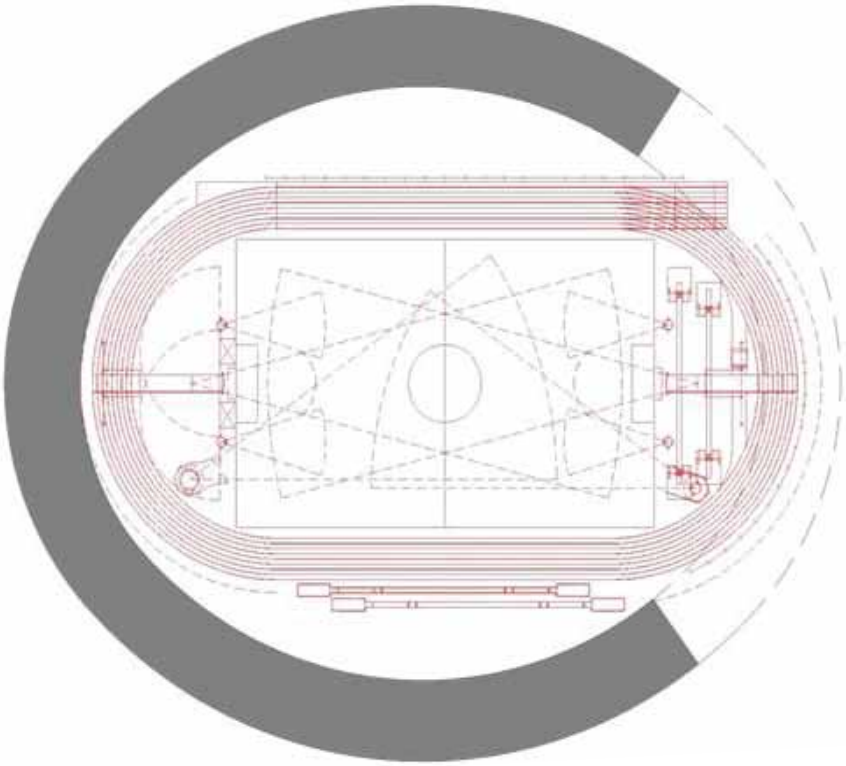
Figure 12: Field Orientation and Field Size Benchmarking

The dimensions:

- Address the requirements of the Australian Football League, cricket and all rectangular sports, and reflect input from stakeholder consultation, including the Joint Football Working Group as main users; and
- Although shorter in length than Subiaco Oval, are aligned with the dimensions of other key Australian stadia, including Etihad Stadium, and assist with atmosphere ("fan-first" philosophy) and facilitate a rectangular reconfiguration for rectangular-field sports when required.

In addition, the new Perth Stadium will be able to accommodate with minimal intervention, a 400m athletics track and field, consistent with the requirements of the Commonwealth Games and international athletics events, as shown in **Figure 13.**

With regard to the pitch, the quality of the turfed playing surface will be of a standard suitable for national and international sporting events.



Athletics Track Strategy similar to MCG approach Commonwealth Games.

Design for the event as an event-specific occurrence.

Seating sections to be removed to allow for track.

Permanent lower seating tier

Permanent lower seating tier designed to be removed for event

Figure 13: Athletics Overlay

Roof

The minimum roof provision will be 85% of permanent seats under direct roof coverage (in Australian Football League mode). While a fixed roof solution has been adopted, it is anticipated that innovative roof options could feasibly emerge from the competitive procurement process. The rooves for the Melbourne Cricket Ground Northern Stand and Adelaide Oval have been used as benchmarks. The following notional diagram (**Figure 14**) shows a section through the stadium stands, with roof cover at 85% of the seating.

Seating Bowl Dimensions and Sight Lines

The stadium will have a coliseum style seating bowl around the field of play, similar to Etihad Stadium and the Melbourne Cricket Ground.

The seating dimensions for the bowl will be:

- General admission – row depth 825mm, seat spacing 500mm (standard is greater than Etihad Stadium).
- Premium seating level – row depth 900mm, seat spacing 550mm (standard similar to Etihad Stadium).
- Suite level – row depth 950mm, seat spacing 550mm (standard similar to Etihad Stadium).

Indicative Only

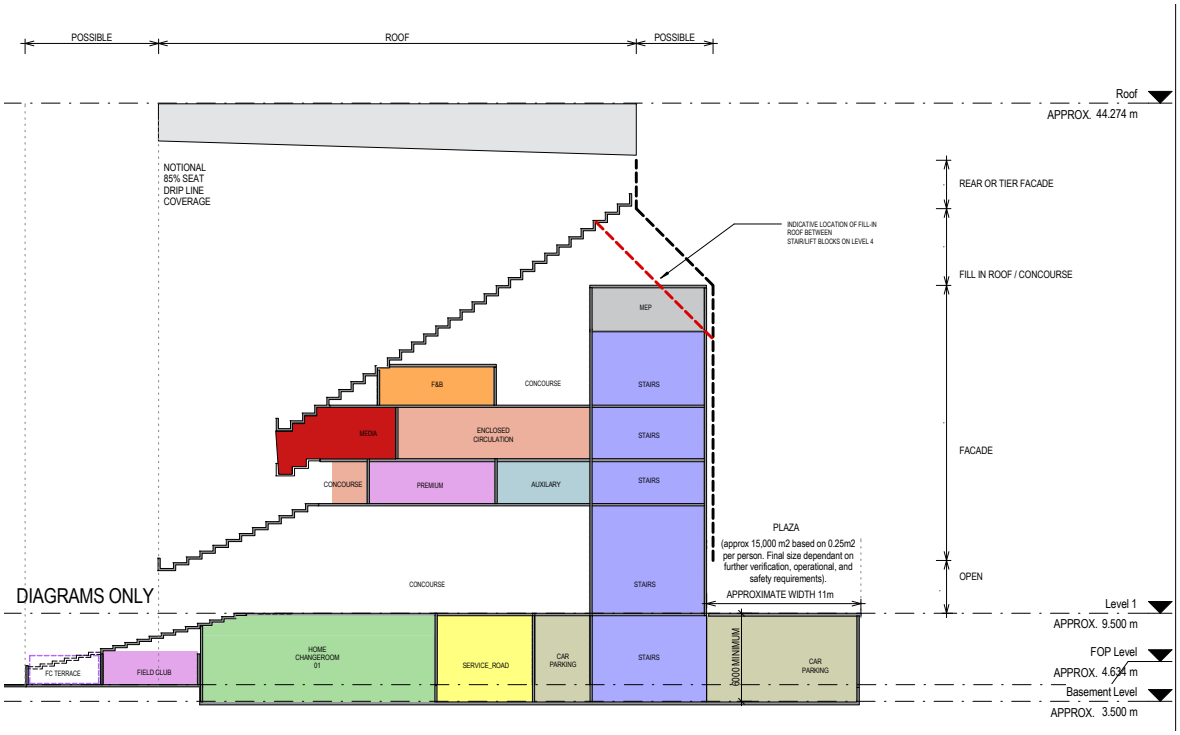


Figure 14: Notional Stadium Section – 85% Roof Cover

The dimensions are based on the development of a balanced seating bowl, which seeks to achieve the best balance between sight lines and proximity to play. It is envisaged that:

- These dimensions will produce sight lines in the lower tier that are significantly better than the Melbourne Cricket Ground lower tier and marginally less than the Etihad Stadium lower tier.
- The upper tier sight lines will match the Melbourne Cricket Ground upper tier sight lines.
- The club and suite tier sight lines will match the Melbourne Cricket Ground sight lines but with proximity similar to Etihad Stadium. The following diagram (**Figure 15**) highlights this relationship.

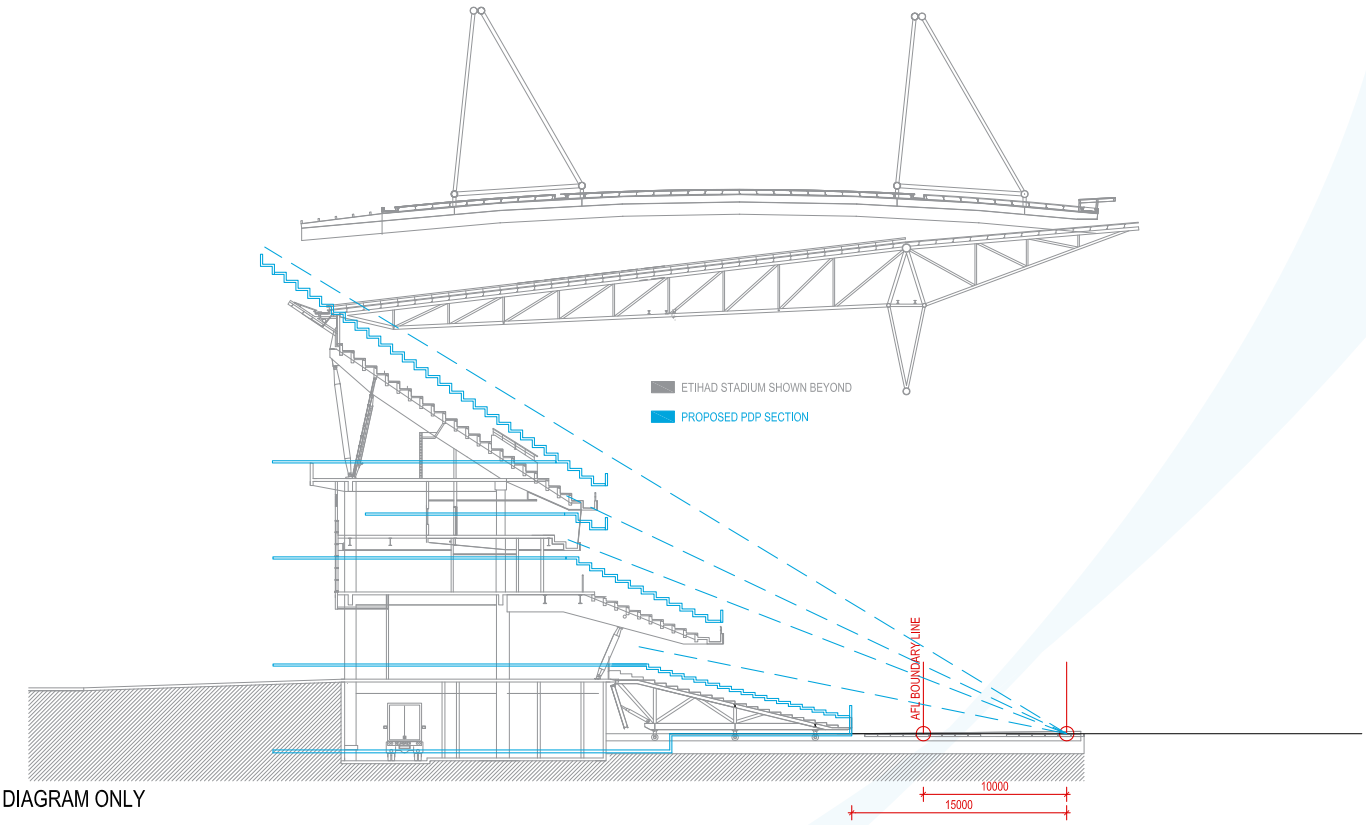


Figure 15: Notional Stadium Section – Sightlines

Reconfiguration into Rectangular Mode

The functional brief proposes that the front row of seating will be raised 1.5m from ground level to allow for 5,000 temporary "bump in" seats to reconfigure the new Perth Stadium into a rectangular format. This approach would not only improve the sight lines for spectators by elevating their seating position, but it also provides the opportunity to develop new hospitality products such as field clubs beneath the seating tier, consistent with several successful American models. See **Figure 16**: Reconfiguration to Rectangular Mode.

"Fan-First" Facilities

To ensure a "fan-first" stadium there has been considerable focus on the facilities for the general spectator to ensure that they have a great experience. Some of the key considerations have been to make:

- Seating to be accessed from wide and comfortable corridors.
- Seating for people with disabilities will be distributed at various locations within the seating bowl within all seating categories and all tiers of the stadium.
- Toilet and food and drink outlets evenly distributed around the seating bowl at all levels.

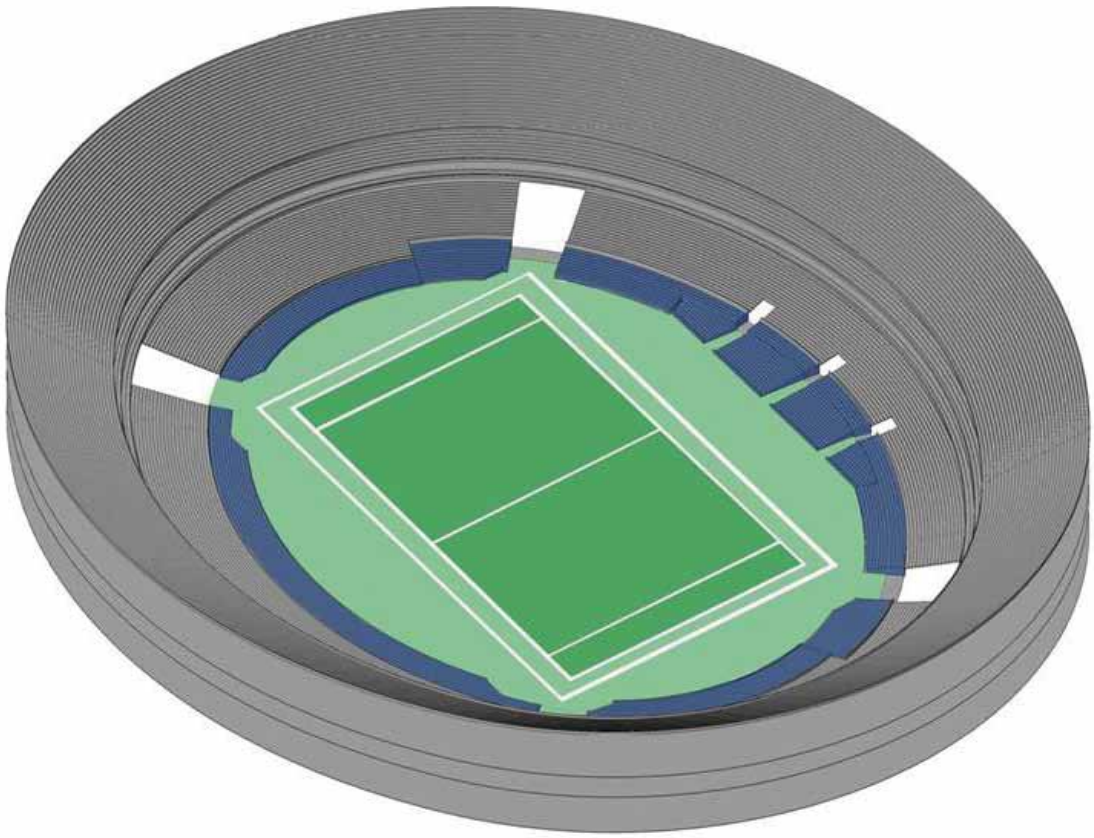


Figure 16: Reconfiguration to Rectangular Mode

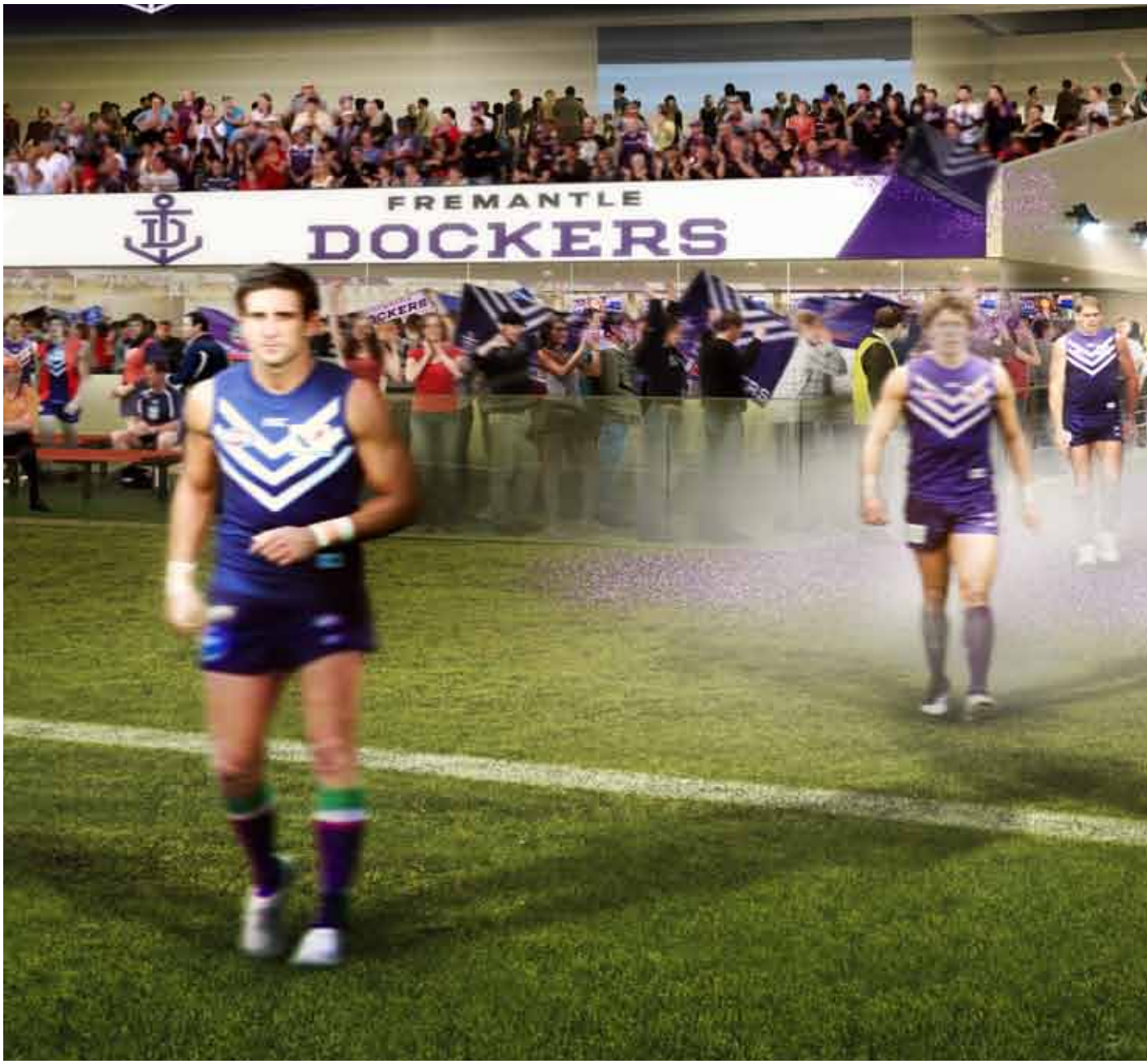
- The number of toilets has been determined to accommodate the “peak” periods of the five minutes prior to the start of the game and at the breaks during the game. Further, there will be significantly more female toilets than at Patersons Stadium (Subiaco Oval). There is also an increase in the provision of parenting rooms and toilet facilities including changing areas for people with a profound disability.
- The size of the food and drink outlets also reflects these peaks and will have monitors for those accessing them while the game is in progress.
- A “Kids Zone” will also be located here in close proximity to the practice sports field. Toilets and food and beverage concessions will be placed nearby. These spaces increase the functionality of the stadium without necessarily adding to the building footprint. The use of pods and temporary facilities provide increased flexibility than can be realised if permanent structures are built.
- A number of public restaurants will be distributed around the concourses and external plazas to provide tables and chairs, with the ability to provide light meals. These spaces are provided in modern stadium and give the opportunity to all spectators to have access to “sit down” food and drink as opposed to simply relying on food and drink outlets on the concourse to return to their seat.
- The spaces around the stadium in the wider precinct are also part of the game day experience which can be a series of food and drink outlets or merchandise spaces outside of the stadium.

Premium Product

The new Perth Stadium will have the greatest range of seating options of any stadium in Australia. This has been determined after extensive research and benchmarking of major Australia and American stadia, and reflects a Western Australian demand for a range of options when watching sport.

The overall proportion for these products is 13.5% of total capacity. In general, premium products offer access to food and beverage, an identified space and a seat to a higher standard than general

The new Perth Stadium **Artist's Impression: Field Club**



admission. Depending on the level of the product, it can also include access to a reserved car park bay, a wider variety of food and beverage and the provision of wait staff.

In addition to the more traditional products of corporate suites, open boxes and dining options, there are a number of new products proposed, including:

- Field clubs.
- Lounges.
- Terraces.
- Sky bars.

Team Facilities

There has been extensive consultation with the sports that will use the stadium, in particular the West Coast Eagles and Fremantle Football Clubs, as well as Western Australian Cricket Association, Rugby WA, Perth Glory, WA Rugby League and their national bodies.

The stadium has provision for five change rooms with:

- West Coast Eagles and Fremantle Football Clubs each having a dedicated change room.
- The change room for the visiting Australian Football League team will also be used as the home team change room for a non-Australian Football League event. This is similar in size to the dedicated West Coast Eagles and Fremantle Football Club change rooms.
- There will be two auxiliary change rooms for flexible use with the capacity to host the visiting team in non-Australian Football League mode or when there is a "curtain raiser" or similar event. Although smaller than the above change rooms, these rooms will still comply with appropriate sporting code requirements.

The stadium's coaches' boxes will be able to accommodate 30 coaching and support staff.

In addition, there is the provision of spaces required for hosting international cricket fixtures and other sporting events.

Technology

One of the key planning challenges has been to capture the role that future technology will play in the new Perth Stadium.

Some of the elements which are currently known are:

- There will be a minimum of two mega-screens (at least similar in size to that at Skoda Stadium, NSW).
- There will be the ability for use of personal mobile technology in and around the stadium.
- There will be the capability for in-house video production (meaning that what is shown would be unique to those at the stadium).
- The facility will incorporate digital signage and the ability to change the branding of the stadium through electronic signage and lighting.

To anticipate future trends the focus has been to provide the space and capacity to accommodate emerging technology.

6.6 The new Perth Stadium by Level

While there has been no design solution developed for the stadium, the planning has determined the functional and spatial requirements for each level.

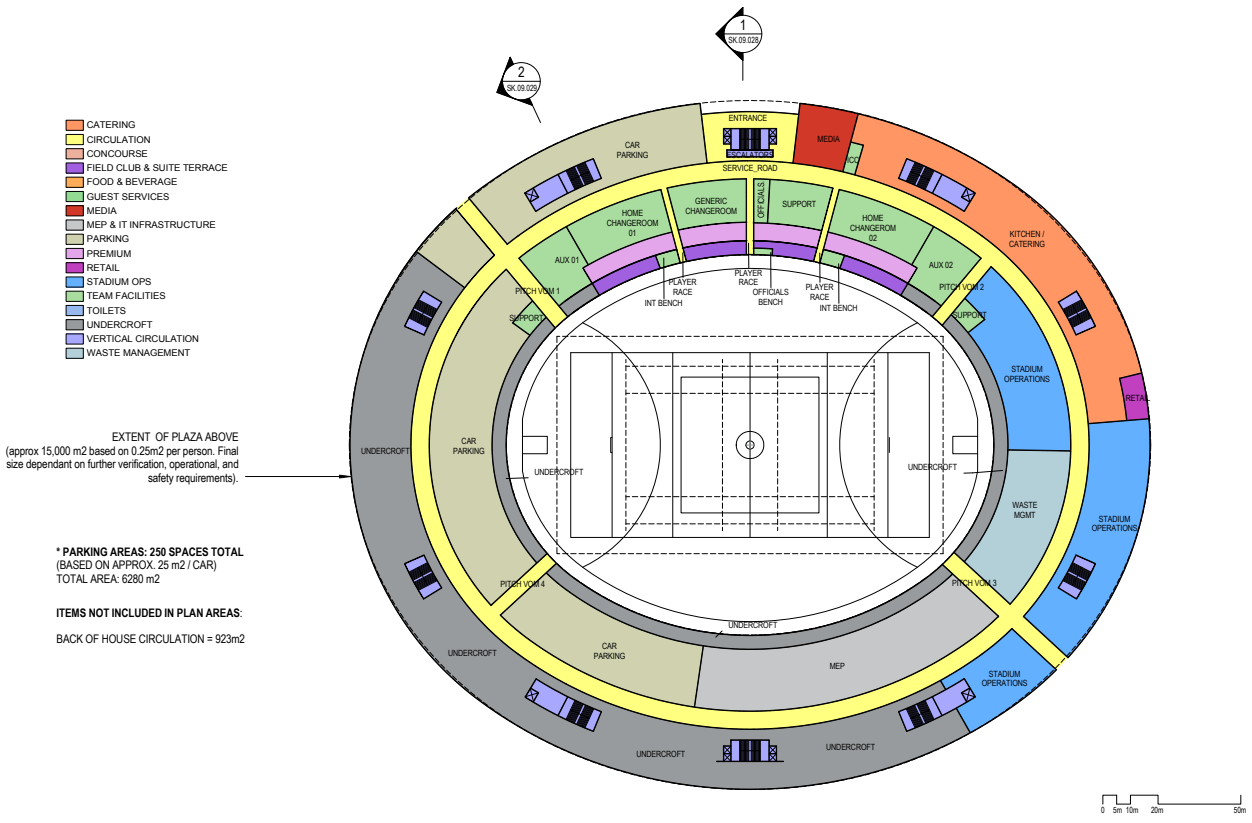
Undercroft Basement

This is the service level of the new Perth Stadium and is not accessible by the public, other than the entry for premium product patrons to the field club, field suites and field terraces. Direct access to upper level premium areas will be provided to minimise any cross-flow between patrons and the stadium/team management. **Figure 17** outlines the various functions to be located in the stadium undercroft basement.

An internal two lane, one-way service road is located under the stands, serving all main areas of the service level, including loading docks, drop off zones and stores. Team facility areas, including the home team, visiting team, auxiliary and officials' change rooms and support spaces are located with direct access to the pitch and interchange benches.

Field clubs and field suites will connect patrons visually with the warm up areas and player races and provide dedicated access to the seating bowl above. Field terraces will allow patrons to have a social space that engages with the game at pitch level.

Stadium operations, including grounds keeping, are located off the service road. Retail and office areas will be given frontage to the east entry plaza.



DIAGRAMS ONLY

Figure 17: New Perth Stadium Undercroft Basement – Development Plan

The main commissary kitchen and catering stores are also located on this level. This kitchen is sized to provide the catering requirements for all stadium patrons. Direct access to the service lifts from the kitchen and service road allow for the movement of catering goods to the finishing kitchens/pantries and concessions located on the upper floors.

Media facilities, including interview, photographers and outside broadcast support rooms, as well as cricket storage areas, are located on this level with direct access to the exterior, where the outside broadcast compound and turf farm are located.

Car parking for stadium operations and team management and some premium clients is located on this level with direct access to the interior service road and exterior roadways.

Level 1

The elevated external plaza level is accessed by the public from the ground level via stairs and ramps, as well as via the pedestrian bridge links. The external plaza allows a 360° promenade around the facility.

Concessions and amenities frame the outer edge of an internal concourse, allowing more views of the pitch, and keeping the patrons connected with the game. Large staircases, banks of escalators and lifts are also off this concourse towards the perimeter of the building, offering access to the upper levels of accommodation and seating. Refer to **Figure 18** for the functions to be accommodated at this level.

A cricket player viewing gallery is also provided on this level behind the wicket block in the north stand.

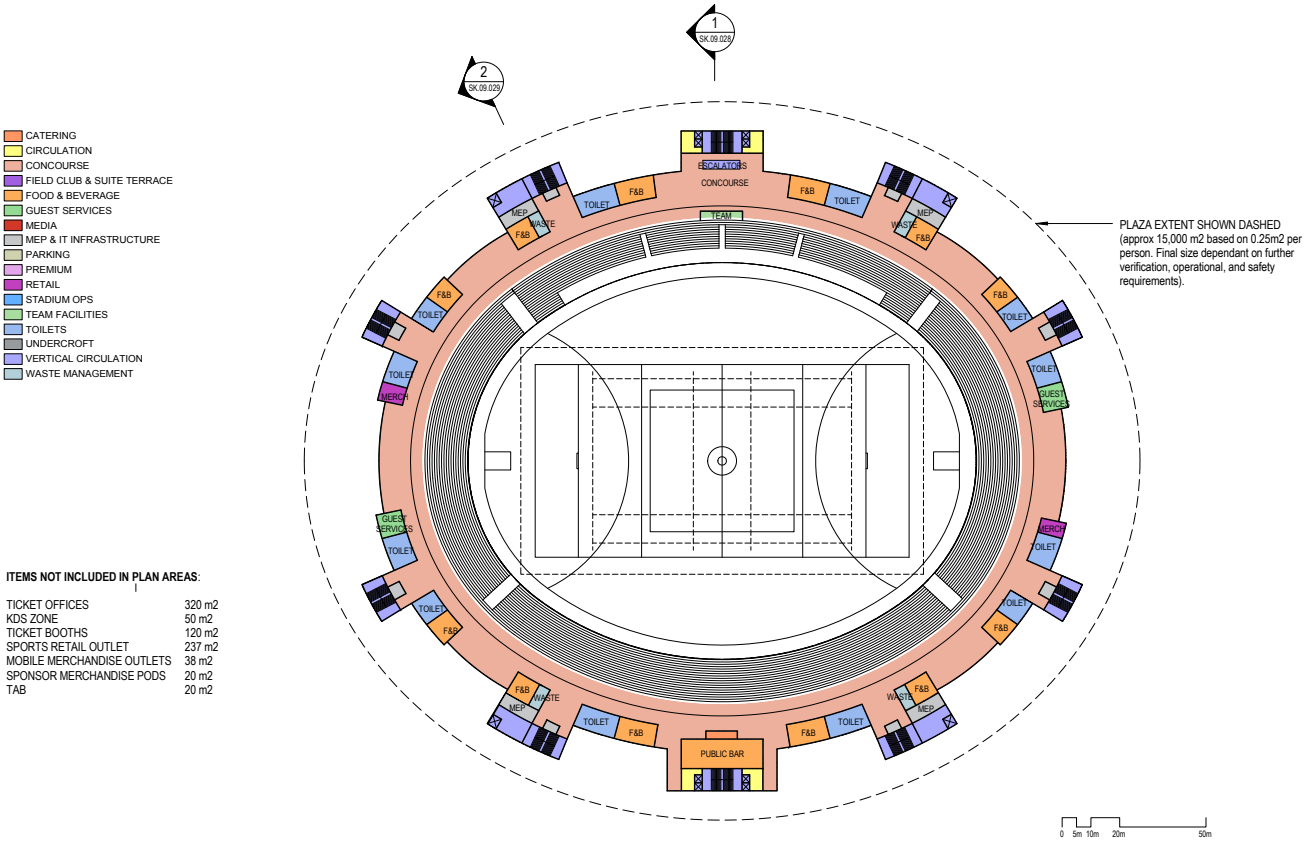


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Figure 18: New Perth Stadium Level 1 – Development Plan

Level 2

This is the main premium member level and allows access to a continuous middle tier of premium seating. Two club lounges, a function room, chairman's club, and a coaches' club are located in the north and south areas with views to the pitch and out to the surrounding environment. Dedicated kitchens, service lifts and amenities are provided for these premium rooms, and the associated seating in front of these rooms is accessed via lateral aisles. A series of open corporate reserve seating is also provided within this seating tier. Refer to **Figure 19.**

Open concourses are provided at the east and west areas. Concessions, bars, and amenities are located at the perimeter, keeping open views to the pitch, and framing views back to the city and surroundings.

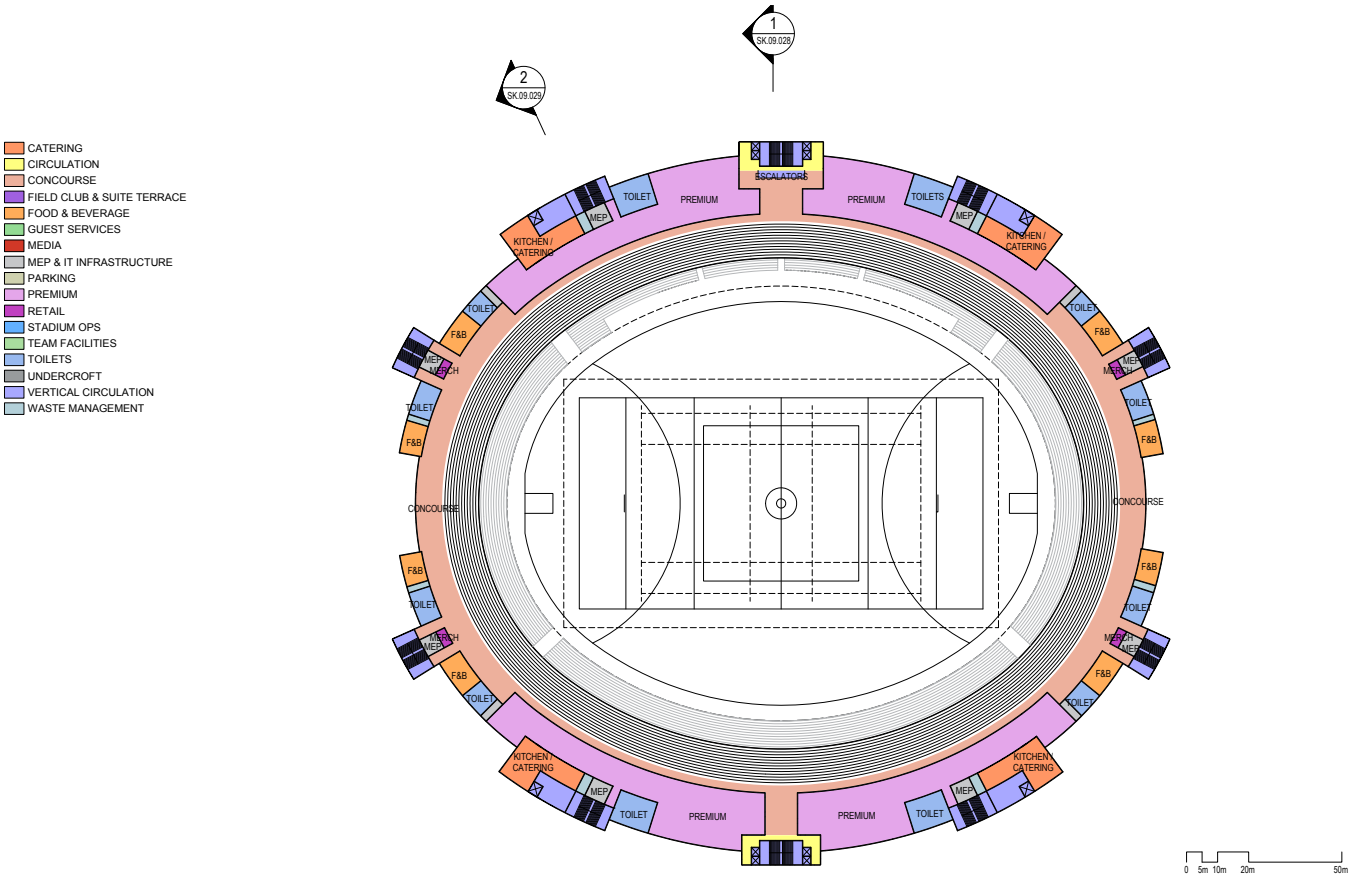

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Figure 19: New Perth Stadium Level 2 – Development Plan

Level 3

This level incorporates the premium areas of traditional, hirer's and social suites, as well as terraces. It also provides the required accommodation for primary media, team facilities (for coaches, officials, statistics, data, timekeeper) and stadium operations such as for event and public address video control.

Each suite has stadium seating located in front of a glass line offering uninterrupted views of the playing surface. Finishing kitchens and amenities are in close proximity with access to service lifts. Terraces, on the east and west, maximise views to the city and surroundings. These areas have dedicated concessions and amenities.

Team facilities (coaches boxes) are provided in the north area near the centre line, with direct access to the service level and changing rooms. Media and stadium operations areas are also located at this location (when in Australian Football League mode). Refer to **Figure 20** for the Level 3 development plan.

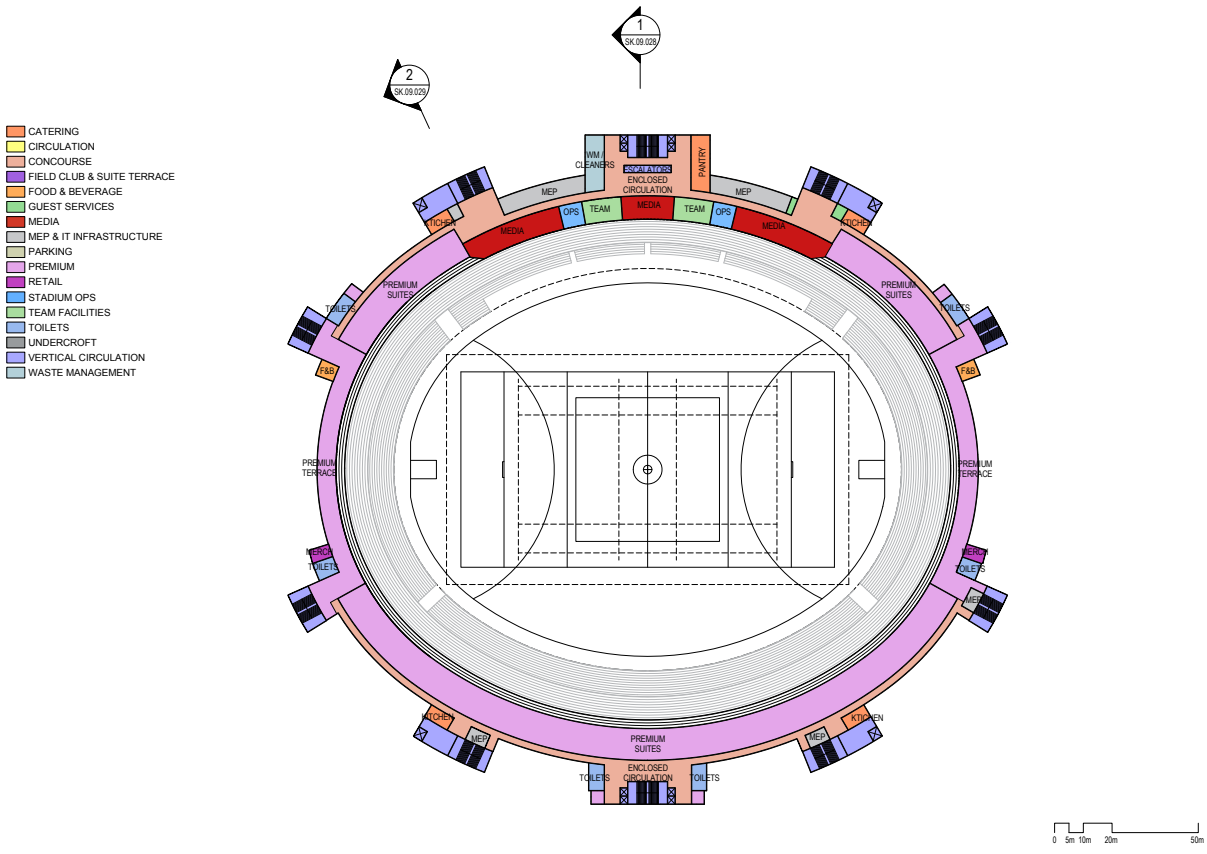

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Figure 20: New Perth Stadium Level 3 – Development Plan

Level 4

This is a public concourse level serving the upper seating tier. Access to the seats from the concourse is provided via vomitories or aisles. Concessions and amenities are located off this concourse under the seating tier, allowing the concourse to be designed as an open terrace offering views to the surrounding area. A sky terrace is included in the west area to allow for views to the city skyline, as well as the stadium pitch and bowl. Refer to the **Figure 21** for the Level 4 development plan.

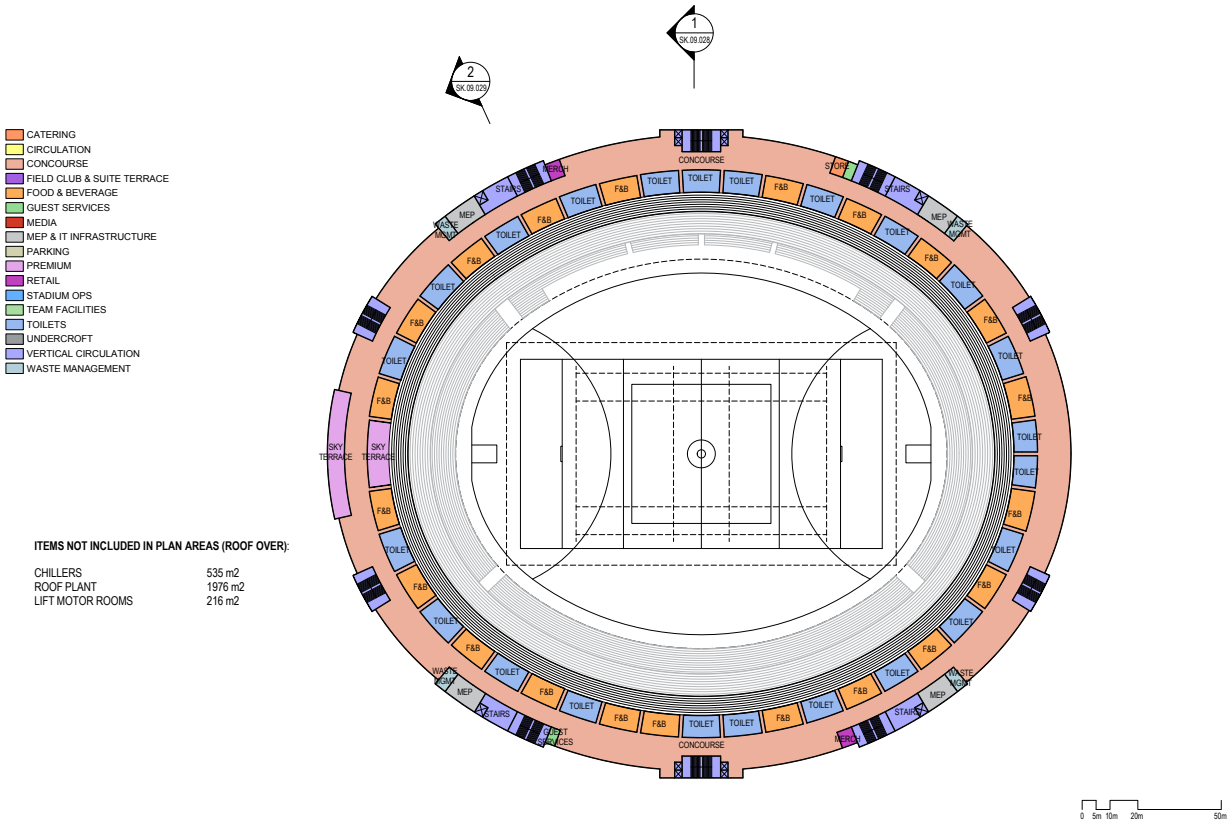

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Figure 21: New Perth Stadium Level 4 – Development Plan

7. project delivery

7.1 Cost Plan

Cost planning has focussed on developing a reliable indication of the cost of delivering the new Perth Stadium at the Burswood site.

The starting point for the analysis was the estimated capital costs for development of the new Perth Stadium which was included in the final Taskforce report prepared in 2007. This is summarised in **Table 3** below.

The June 2011 Cabinet decision to exclude requirements for 3,000 underground public parking bays has a significant impact on the original estimate. Actual escalation from March 2007 to June 2011 is also a significant factor, as the effects of the 2008 global financial crisis (GFC) were unforeseen at the time of the 2007 Taskforce report[1]. After taking into account these factors in particular, an indicative cost of $700 million (June 2011 dollars) for the new Perth Stadium and its surrounding plaza was derived from the Taskforce Capital Cost outlined in **Table 3** below.

Cost Plan Assumptions

This PDP has considered the capital budget required to design and construct the new Perth Stadium and its plaza, plus the essential infrastructure in the Sports Precinct around the stadium, based on the Master Plan (Chapter 5) and the Functional Brief (Chapter 6) developed over the past nine months.

The approach taken was to initially prepare an estimate in June 2011 dollars, so the current cost plan can be compared with the original $700 million indicative budget noted by Cabinet. All costs are exclusive of GST.

This PDP cost plan does not include the public transport and pedestrian access facilities to be included in the Transport PDP being prepared by the PTA.

Item	Amount ($ million)
Stadium cost including escalation	685
Car park and plaza including escalation	256
Transport infrastructure including escalation	83
Escalation for delayed construction start (Sept 2008)	101
Other capital costs (at Subiaco Oval)	12
Pre-opening expenses	10
Total (for completion by March 2013)	**1,147**

Table 3: Taskforce Identified Capital Cost

[1] Annual escalation (pre GFC) of 6% was assumed. The Department of Finance's Building Cost Index (the indicator adopted in the Taskforce estimates) indicates an actual 6.6% reduction in building costs between June 2007 and June 2011.

Key Cost Risks

The State's Cost Planner WT Partnerships has used costs from a range of Eastern States stadia as a benchmark to prepare its estimates. These include Etihad Stadium (Docklands) completed in 2000, the MCG Northern Stand (completed in 2006), AAMI Stadium Melbourne (completed in 2010), and Adelaide Oval redevelopment (now under construction.)

A key issue in determining a Perth-based cost estimate based on benchmarks in other States is determining the escalation factor to apply. Given the unique nature of a major sports stadium, it is not possible to be conclusive with regard to the quantum of escalation to be applied. However, given the significant decline in the market rates for State Government building projects since 2008, an assumption of zero increase in building costs since 2007 has been adopted. It has therefore been assumed that a June 2012 estimate is the same as June 2011 (and it would have been the same in 2007).

Capital Cost Estimate for the new Perth Stadium

Table 4 on the following page provides two cost plans prepared by WT Partnerships for the new Perth Stadium and its plaza, with a bottom line comparison in June 2011 dollars.

The first column shows the cost plan prepared for the 2007 Taskforce's functional brief, adjusted for the removal of the 3,000 bay underground public car park, and for the actual escalation.

The second column shows the cost plan for the functional brief outlined in Chapter 4.

There are a number of material differences in the project scope between the Taskforce brief and the current brief, as follows:

- In total, the tiers have an 18% greater floor area, which provides the space for a range of premium product spaces at the rear of the stands.
- Roof coverage has increased from 80% to 85%.
- There is an allowance for several items not included in the 2007 Taskforce cost plan, including:
  - a digital backbone;
  - a drop in cricket wicket; and
  - fit out of the food and beverage outlets.

Cost escalation assumptions in the tender process will be made by respondents making their own assessment of the end of day bid cost having regard to forecast price movements in the cost of labour, materials, and equipment over the duration of the development period. For this cost plan, cost escalation is based on the Australian Institute of Quantity Surveyors (WA) Construction Cost Index Forecast (CCIF) dated April 2012 (which has price indices up to 2016), and is calculated as follows:

- 2012 – 2.0%.
- 2013 – 3.1%.
- 2014 – 3.7%.
- 2015 – 4.3%.
- 2016 – 4.8%.

For 2017, the Cost Planner has used its own estimate of 5.3%, based on the CCIF trend.

Stadium & Plaza Works	Adjusted Taskforce Brief 2007	Current Project Brief June 2012
COSTS	**($'000)**	**($'000)**
Base Stadium & Plaza Works ■ Ground treatment & piling. ■ Substructure and structure. ■ Raised plaza. ■ Façade (with feature lighting). ■ Roof (with iconic allowance). ■ Seats. ■ Hydraulics, M&E, security. ■ Fire protection. ■ Communications, and digital backbone. ■ Vertical transportation. ■ Pitch construction. ■ Pitch lighting. ■ Drop-in-wickets.		
Total Base Stadium & Plaza Works	**329,100**	**382,588**
Fit-out & Allowances ■ Fit-out team facilities & premium product. ■ Furniture, fitments, equipment. ■ Future expansion premium. ■ Rectangular configuration. ■ Public art. ■ Headworks charges.		
Total Fit-out & Allowances	**108,240**	**103,202**
Margins & Contingency ■ Preliminaries & margins. ■ Design contingency. ■ Construction contingency. ■ Client contingency.		
Total Margins & Contingency	**154,167**	**144,167**
Total Consultancy fees	**56,769**	**60,036**
TOTAL STADIUM WORKS ($June 2011)	**648,280**	**690,000**

Table 4: Stadium and Plaza Works – Cost Plans

Capital Cost Estimate for Sports Precinct

Table 5 provides a summary of the cost plan for the Sports Precinct surrounding the new Perth Stadium and its plaza (across the existing northern nine golf course), as well as the utility servicing required for the site.

These works are complementary to the development of an operating stadium by 2018, and will largely be incorporated into the main delivery contract for the new Perth Stadium and its plaza.

Sports Precinct Works	Current Project Brief June 2012
COSTS	**($'000)**
Precinct Pre-construction Site Works ■ Site fencing, signage and access. ■ Bulk earthworks & dynamic compaction. ■ Surcharging with wick drains. ■ Groundwater management.	
Total Precinct Pre-construction Site Works	**21,766**
Utility Services to Site ■ Waste Water & Water Supply. ■ Electrical Power supply. ■ Mains Gas supply. ■ Telecommunications. ■ Fire Services.	
Total Utility Services to Site	**19,115**
Precinct Improvement Works ■ Hard Landscaping from edge of Plaza. ■ Soft Landscaping of Parklands including Public Space. ■ Roadways, pathways & drainage. ■ Lake works, boardwalks and retail.	
Total Precinct Improvement Works	**29,335**
TOTAL SPORTS PRECINCT ($June 2011)	**70,200**

Table 5: Sports Precinct – Cost Plan

Capital Costs – Total

The following table summarises the cost plans outlined previously for the new Perth Stadium, its plaza and the surrounding sports precinct. It also shows the escalated cost assuming a construction start of 2014 and completion by the end of 2017.

Stadium and Sports Precinct Works	$'000 June 2011	$'000 Escalated
Base stadium & plaza	$382,588	
Fit-out & allowances	$103,202	
Consultancy fees	$60,036	
Margins & contingency	$144,167	
Stadium Works	**$690,000**	**$820,700**
Precinct pre-construction site works	$21,766	
Utilities & services	$19,115	
Precinct improvements	$29,335	
Sports Precinct Works	**$70,200**	**$81,700**
TOTAL WORKS COST	**$760,200**	**$902,400**

Table 6: Cost Plan Summary – Stadium and Sports Precinct Works

Project Team

In addition to the capital works cost, the project budget will include costs of the joint Strategic Projects/Department of Sport and Recreation Project Team, which will provide the overall project management.

Funding for the project team positions and the associated State adviser consultancy services up to July 2013 is already included in the approved project planning budget of $13 million. A further $16 million allocation will fund the project management costs from 2013/14 through to construction completion.

7.2 Time Plan

The procurement analysis has recommended that the project be delivered in three phases of:

- Pre-construction site works.
- Stadium, plaza and sports precinct works.
- Transition to operations.

Approval of the Project Definition Plan enables the project to proceed to the tender stage. During 2012 and early 2013 the project team will focus on the detailed development of tender documentation that will describe the State's legal, commercial and technical requirements for the pre-construction site works, and then for the design, construction and maintenance of the stadium, plaza and sports precincts works. Each procurement phase will follow a two staged process, involving an Expression of Interest (EOI) to short list respondents, followed by a Request for Proposals (RFP). The indicative project timeline is shown in **Figure 22.**

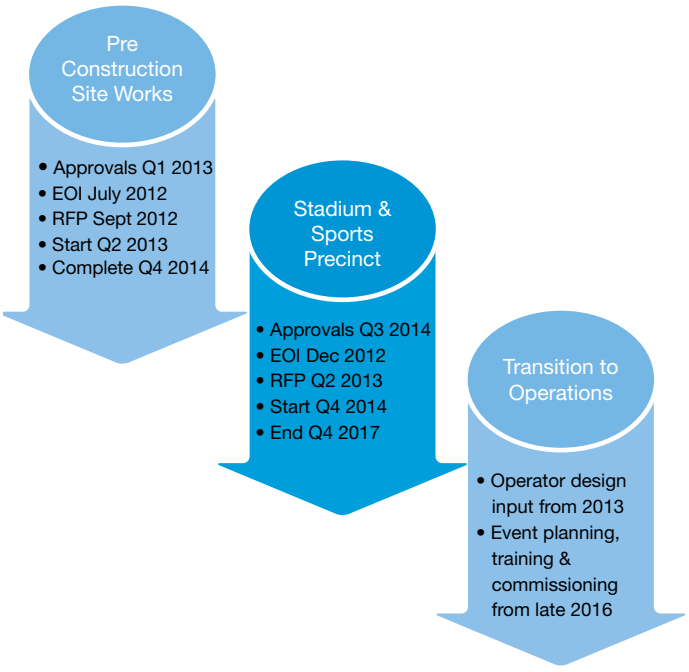

Figure 22: Indicative Project Timeframe

7.3 Pre-Construction Site Works

In May 2012 the Steering Committee endorsed an early works package, comprising pre-construction site works for ground treatment works. The pre-construction site works package is designed to expedite the commencement of ground improvement works concurrently with the detailed planning and procurement processes for the stadium itself. The pre-construction site works package will precede the main contract for the new Perth Stadium delivery, which will enable the planning for the environmental approval assessments to commence immediately, and for the ground treatment works to be designed and the pre-construction site works package to commence by mid-2013. This strategy will help ensure delivery of the new Perth Stadium by 2018, given that 12 to 18 months is expected to be required for the ground treatment works at the stadium site. **See Figure 23.**

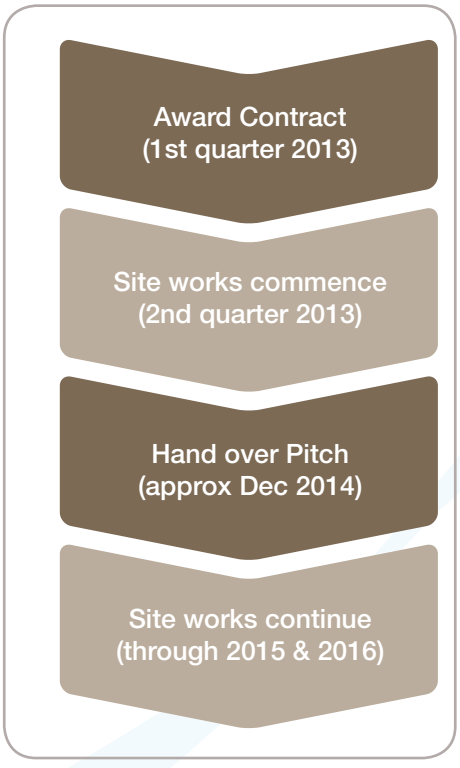

Figure 23: Pre-construction Site Works Timeline

Pre-Construction Site Works Package Stages

The first stage of the pre-construction site works will include earthworks to shape the stadium site and the surrounding sports precinct and ground treatment works to prepare the playing field, adjacent plaza and access roads ahead of the main stadium construction works.

The second stage will focus on preparing the site for the transport infrastructure, subject to the Government's approval of the Transport Project Definition Plan.

The timing for the early works package is in line with the Government's previous announcement that stadium construction would start in 2014.

The pre-construction site works procurement package is currently at Expressions of Interest (EOI) stage (submissions closed on 29 August 2012). The Request for Proposals from short listed EOI respondents is expected to be issued by the end of September 2012. This works package is outlined below, in **Figure 24.**

Figure 24: Pre-construction Site Works

7.4 Stadium, Plaza and Sports Precinct Works

The procurement processes required for the delivery of the stadium, plaza and sports precincts works will be progressed while the pre-construction site works are underway. This will enable the detailed design to commence, so that structural works can commence as soon as the site is accessible – expected to be in the second half of 2014 (actual timing of handover to the main contractor timing will depend on the timing of environmental approvals, and the design of the ground improvement works).

The new Perth Stadium construction period is estimated at 30 months when benchmarked against a number of significant Australian stadia. Hence, if construction starts by the end of 2014 (when the pre-construction site works for the pitch should be ready for handover), then construction may be completed by mid 2017.

The timeline therefore incorporates a six month time contingency to enable an operating stadium by early 2018. **See Figure 25.**

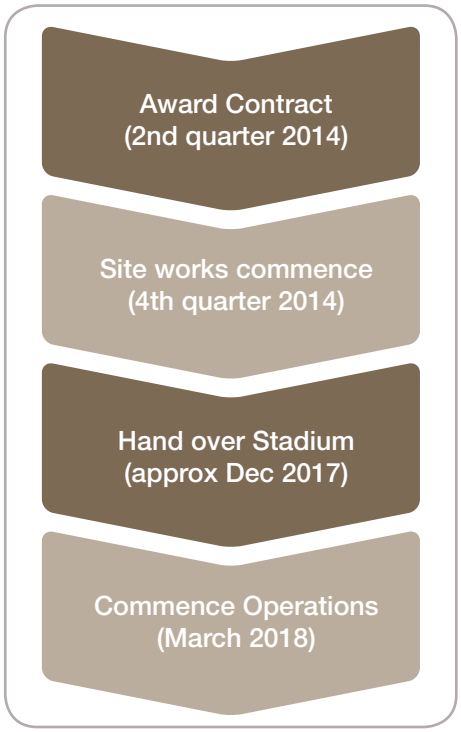

Figure 25: Stadium, Plaza and Sports Precinct Works Timeline

7.5 Transition to Operations Program

The Department of Sport and Recreation is currently representing the asset owner on behalf of Government. A decision will be made by Government on who will be the Governance authority for the new Perth Stadium and the sports precinct that surrounds it.

Planning for the transition to operations also assumes that an Operator will be engaged under a services contract. The Operator should be engaged during the construction phase and should be involved in the commissioning of the facility, to facilitate its ongoing operation and knowledge of systems within the venue. Hence, the time plan shows the procurement process for the Operator commencing at the end of 2014, so the contract is awarded by the end of 2015, allowing two years for transition to operations.

7.6 Procurement Strategy

The procurement strategy for the main stadium works, its plaza and the surrounding sports precinct has been determined after an extensive analysis of options. It is essential that the right model is chosen, because it will establish the commercial environment for the delivery of the new Perth Stadium (including the allocation of risks and responsibilities between the public and private sectors) and will have a far reaching effect on all aspects of project delivery.

To achieve project timeframes, the project team has been exploring options to fast track construction activities to ensure that the new Perth Stadium is fully commissioned and ready for use in time for the commencement of the 2018 Australian Football League Premiership Season.

As a consequence, the first round of analysis concluded that the pre-construction site works package should proceed immediately, to ensure delivery of the new Perth Stadium by 2018, given that 12 to 18 months is expected to be required for the ground treatment works at the stadium site.

For the procurement strategy for the stadium works package, the project team undertook a detailed Procurement Options Analysis. The decision-making process focused on identifying the procurement model that best balances the control of project cost and risk with the achievement of the project objectives and is considered to be most likely to provide the best value-for-money to the state.

The process identifying the preferred procurement model for the Stadium Works package followed the following three steps.

Part A – Preliminary Procurement Options Analysis: The purpose of this analysis was to identify a suite of potential procurement models, and to obtain a shortlist of models that are best suited to deliver the project, for further consideration. Nine possible models were identified, which were shortlisted to five after a workshop involving a wide range of procurement experts.

Part B – Market Sounding: The market sounding process was conducted after the Procurement Options Analysis workshop and focused on the shortlist of procurement models. Key steps in this process were:

- Preparing a market sounding briefing document.
- Selecting a representative group of potential tender respondents and undertaking interviews.
- Documenting the key findings of the market sounding process, and updating the analysis in light of the information obtained.
- Commissioning an independent consultant to provide advice on the current market appetite for Public Private Partnerships (PPP) options.

- **Part C – Identification of a Preferred Procurement Model:** Based on the outcomes and feedback from Parts A and B, the project team made its final assessment and recommendation of the preferred procurement option, which was then endorsed by the Steering Committee.

Preferred Procurement Model

The DBFM procurement model was identified as the model that best balances the control of project cost and risk with the achievement of the project objectives, and is the structure most likely to maximise value-for-money outcomes for the state. It is now the Government's approved model for the delivery of the stadium and its surrounding sports precinct.

The DBFM model incorporates a number of features that are well suited to this project. It will deliver three schematic design solutions prepared under a competitive process. The model is well understood by the market and is considered capable of extracting very competitive market responses and tender prices. The model can deliver the new Perth Stadium by March 2018.

In addition, the DBFM model:

- Will inject significant intellectual, operational and commercial focus into the procurement process.
- Will ensure a robust maintenance regime is delivered over a 25-year operating period to prevent asset deterioration.

- Has an excellent track record of achieving on time and on budget outcomes when compared with traditional procurement models. The private sector entity is only entitled to commence receiving payments upon asset commissioning. This provides a powerful incentive to achieve construction timeframes. This statement is supported by empirical studies, most notably the "Performance of PPPs and Traditional Procurement in Australia" report commissioned by Infrastructure Partnerships Australia.

In making this recommendation the Project Team noted the following issues:

- The DBFM model will, as a minimum, include the provision of hard facility management services over the duration of the 25-year operating term. Soft services, such as security, cleaning, logistics, and energy management may be added to the operational scope of the DBFM after further investigation and consideration what impacts (both positive and negative) this might have on operational arrangements.
- The DBFM model will not impact on or influence the selection of the new Perth Stadium Operator. The state will be able to appoint an Operator of its choice at any time.
- The DBFM model can facilitate state contribution models to reduce the level of private sector finance required for this Project. State contributions can be structured in such a way as to preserve all of the structural benefits of the DBFM and to demonstrate the key financial stake the State has in the Project.
- Under this procurement model the state will:
  - Legally and in substance "own" the new Perth Stadium and surrounding land at all times.
  - Be a financial investor in the stadium (if the state elects to pursue a state contribution model).
  - At all times control the new Perth Stadium (including the identity and terms of reference for the operator of the stadium).
  - Recognise the new Perth Stadium as an asset on the state's balance sheet.
  - Be able to terminate the agreement at any time of its choosing (noting of course that this may entitle the private sector investor to a termination payment under certain circumstances).
  - Receive the stadium at the end of the 25-year operating phase for nil consideration.

DBFM overview

A DBFM is a long-term contract, typically 25 years from construction completion. Under a DBFM, the state will undertake a competitive process to engage a Contractor to:

- Design and build the new facility.
- Procure debt and equity funding to finance construction.
- Undertake facilities maintenance responsibilities (including lifecycle replacement) for the facility over an extended operating period.

Typical services provided under a DBFM model include hard Facilities Management (FM) services (such as maintenance of the structure, the roof and the plant and equipment) and may include soft FM services (such as cleaning, grounds maintenance, security, waste management, and catering).

Stadium operating activities would not form part of a DBFM scope. This would be undertaken by the state or an organisation appointed by the state under a separate arrangement.

Maintenance activities included within the DBFM scope

The inclusion of hard FM services is central to the DBFM model. Whole of life asset performance risk cannot be transferred without the requirement for the private sector to undertake hard FM services. Hard FM services involve the reactive and programmed maintenance, and lifecycle replacement activities for the stadium and its surrounding plaza, including the following:

- Planned maintenance of the asset to pre-determined condition standards.
- Programmed maintenance and life-cycle replacement and servicing of building systems such as fire, security, access control, communications, ICT backbone, lighting, lifts, escalators, heating, ventilation and air conditioning.
- Repairs to pre-agreed rectification items based on defined response priorities.
- Maintenance, repair and replacement of specified fixtures, furniture and equipment.
- Utilities management including electricity, water and gas (including utility back-up systems).
- Grounds maintenance including roadways, parking areas, paths and landscaped areas.
- Structural cleaning including windows and graffiti removal.
- Provision of building management systems and reporting.

Although possible, hard FM services will likely exclude the maintenance of the playing surface itself and high technology elements such as the maintenance and replacement of the electronic scoreboards and electronic signage.

Some DBFM projects include soft FM services where this further incentivises whole-of-life cost considerations and quality service outcomes. Soft FM services that might be considered include security, carpark management, cleaning and waste management.

8. financial analysis

An appropriate business model is required for the ongoing success and sustainability of both the new Perth Stadium and its hirers. It is critical to the longer term financial sustainability of the new Perth Stadium that the business model is able to demonstrate that the returns expected to be generated by the stadium are able to meet its whole of life costs which include preventative maintenance and lifecycle costs.

The business model has been developed from the perspective that the venue's net surplus should be able to fund the key expenditures, including "whole of life costs" and venue management fee, necessary to ensure its sustainability. It is noted that the Joint Football Working Group provided a large range of data for the projected revenues and expenses for their Australian Football League fixture matches. Due to the commercial nature of the data provided by the sports and other users of the stadium, actual revenue and expense figures are not detailed in this document.

The key inputs and outcomes of the model are provided below.

Inputs

- An event calendar ranging from 32 to 37 stadium events per annum.
- All "non-Australian Football League fixture" events modelled as a simple net return.
- "Australian Football League fixture" matches modelled in detail and include conservative assumptions of:
  - 39,000 average attendance.
  - 77% utilisation of premium membership and hospitality inventory.
  - 66% match day attendance for premium membership and hospitality inventory.

Outcomes

The first test of the financial model was to examine the net returns of the Australian Football League Clubs (WCE and FFC) from their premiership season fixtures in conjunction with the net returns attributable to the stadium owner/manager. The whole of life costs, critical for ensuring the sustainability of the new Perth Stadium, are subtracted from the Australian Football League fixture matches and venue owner/manager net revenues. Under this examination the model indicates that these revenues can fund the whole of life costs.

The second test of the financial model was to examine the net returns attributable to the stadium owner/manager, reviewed against the whole of life costs. Under this examination the model indicates that these revenues cannot fund the whole of life costs of the stadium.

Having regard for the findings above outcomes, it is apparent that meeting the ongoing costs of the new Perth Stadium will require ongoing financial contributions from both the stadium owner/manager and the Australian Football League Clubs as the main tenants. The following potential strategies are presented to address the long term sustainability of the stadium:

- The Government and the venue manager negotiate hiring agreements with the Western Australian Football Commission, WCE and FFC that enable the venue owner/manager to fund the whole of life costs and management fee (at a minimum); and/or
- The Government considers other means of raising revenue, including the introduction of a venue membership; and/or
- The Government funds (in full or partially) the ongoing recurrent shortfalls to ensure the ongoing sustainability of the stadium.

9. governance

The potential governance/management options analysed for the new Perth Stadium and sports precinct are:

- A State Agency or Trust;
- A representative (of stadium users) model; or
- A private sector model.

A range of factors will need to be considered in forming the recommendations regarding the governance and management of the sports precinct and the new Perth Stadium. Examples of the various models used around Australia are shown in **Table 7** below.

Model	Relevant Example
State Agency or Trust	Melbourne & Olympic Parks Trust, Sydney Olympic Park Authority, Stadiums Queensland
Representative model	Adelaide Oval SMA Limited, MCG, WAFC (Patersons Stadium), WACA
Private sector model	Etihad Stadium (VIC), ANZ Stadium (NSW)

Table 7: Governance Models

A private sector model being employed for the governance of the stadium has been discounted on the basis that the state will retain ownership of the stadium asset.

Based on an understanding of various governance structures for stadium infrastructure (particularly those owned by Government) and discussions with key stakeholders, a State Agency or Trust model is considered to be the most appropriate approach for the new Perth Stadium. This is primarily driven by the Government ownership of the asset, the independence of the governance vehicle and the support of key stakeholders.

The Governance body for the Sports Precinct and the new Perth Stadium will have three options for the day to day operational management. These are:

- Operate the venue itself (via its own management team);
- Contract the operational management of the venue to a tenant; or
- Contract the operational management of the venue to the private sector.

The same applies to the operation of the sports precinct. This could be incorporated into one of the options above, or it could be separately managed.

This PDP does not finalise the form of management body or operator model for the new Perth Stadium. A number of operator models could be appropriate depending on eventual governance of the venue and appetite for the governing body to keep the operation of the Sports Precinct and new Perth Stadium separate (or not).

These options will now be further considered by the Project Team. It is anticipated this options analysis will be completed within a few months, enabling the new Perth Stadium Steering Committee to make a recommendation to Government for the future governance for the Stadium and the Sports Precinct by the end of 2012. The governance body can then be established during 2013, and transition to operations planning can proceed.

10. future stakeholder engagement

As the new Perth Stadium project progresses, a variety of communications measures will be employed to ensure interested stakeholders can be engaged in the project.

Community Forums

Following Government approval of the Project Definition Plan, the new Perth Stadium Project Team will conduct a series of community forums aimed at informing local residents and the wider community on the planning and its rationale, and to seek their feedback on the proposals. Details of these forums, once finalised, will be posted on the project website, newsletter or by direct contact.

The community forums will be conducted within the Town of Victoria Park and City of Perth, where they will involve residents, property owners and ratepayers. They will also be held in other key locations, involving future stadium users and the general public.

Sessions are currently being planned for October/November 2012 and will include information on:

- Master planning.
- Public access (including public transport and pedestrian bridge access).
- Stadium features/design elements.

Project Website

The new Perth Stadium project has a dedicated website providing an extensive amount of information on the progress of the Project Definition Plan, awarding of tenders and the proposed early works stage. It has recently been updated with a comprehensive presentation on the master planning (that was announced on 24 August 2012).

Information on the website is regularly updated and includes copies of presentations made to stakeholders, tender briefings, Frequently Asked Questions, newsletter articles, Government media statements and details of the newsletter subscription process, the free-call telephone information line and the email enquiry process.

Project Newsletter

The new Perth Stadium Newsletter is published monthly on the website and is emailed direct to subscribers, providing an ongoing source of information to all interested members of the public. The newsletter is also made available to the governing bodies of all major sports for further distribution to their public memberships.


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Email and Telephone Enquiries

From the project's commencement in July 2011, a dedicated email address and phone contact via the Department of Sport and Recreation have been available to the wider public.

A free-call telephone information line has since been established to further increase communication options for the public. The line is staffed during office hours and has an after-hours message. Every effort is made to respond to enquiries within 24 hours.

Media Statements

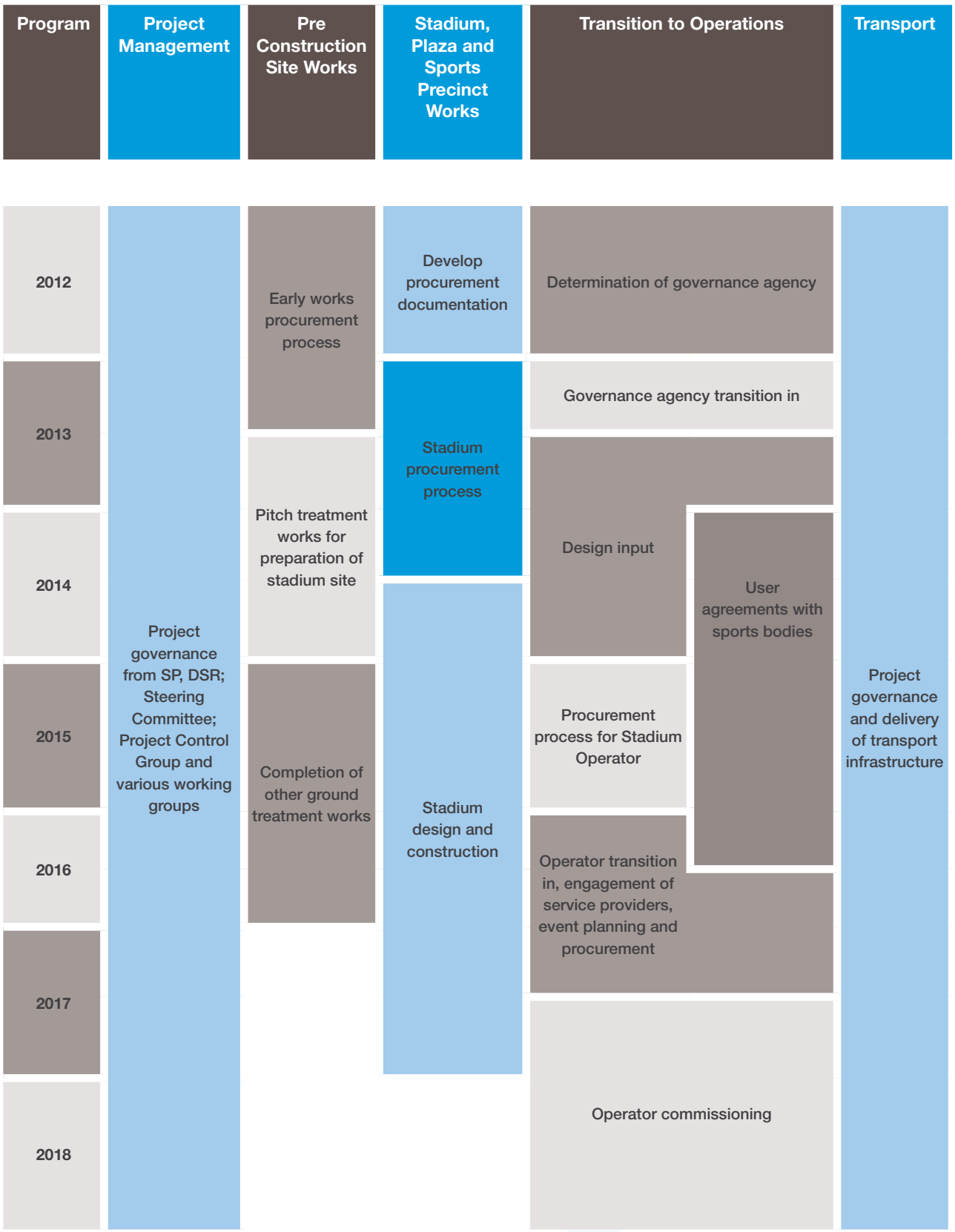
The State Government has to date issued eight media statements on the new Perth Stadium Project. Briefings have been provided to key stakeholders where appropriate with major statements.

All media statements have received widespread media coverage within Western Australia and are available on both the new Perth Stadium project website and the WA Government website.

Interested stakeholders can provide their feedback on the project through the following:

- Visit the stadium website at **www.perthstadium.com.au**
- Register for the stadium newsletter on the website
- Call the information line on **1300 433 306**
- Email the team at **perthstadium@dsr.wa.gov.au**
- Subscribe to ministerial media statements at **www.mediastatements.wa.gov.au**
- Register to attend a community forum – on **1300 433 306** or the stadium website.

11. the way forward: project delivery timeline



Appendix 1

The New Perth Stadium Steering Committee Members

The members of the Steering Committee established by the State Government to guide the delivery of the stadium, associated precinct and transport infrastructure are listed in the table below.

Name	Position	Organisation
Ron Alexander, Co-Chair	Director General	Department of Sport and Recreation
Richard Mann, Co-Chair	Executive Director	Department of Treasury, Strategic Projects
Nicholas Egan	Deputy State Solicitor – Commercial	State Solicitor's Office
Eric Lumsden	Director General	Department of Planning
Anne Nolan	Director General	Department of Finance
Barry Sargeant	Burswood Park Board	Chairman
David Smith	Deputy Director General	Department of the Premier and Cabinet
Reece Waldock	Director General	Department of Transport

The Premier has also appointed a Parliamentary Secretary, John McGrath MLA (Member for South Perth) to liaise between his office and the Steering Commitee.

Richard May, Executive Director, Strategic Review, Department of the Premier and Cabinet attended Steering Commitee meetings.

The Steering Committee is supported by John Tondut, Principal Project Director, Department of Treasury, Strategic Projects and Ronnie Hurst, Project Director, Department of Sport and Recreation. Executive support to the Steering Committee is provided by the Department of Sport and Recreation.

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The new Perth Stadium **Artist's Impression**


PERTH

GOVERNMENT OF WESTERN AUSTRALIA

Department of
Sport and Recreation

GOVERNMENT OF WESTERN AUSTRALIA

Department of **Treasury**
Strategic Projects