



Perth Cultural Centre

Masterplan Report



Department of
**Local Government, Sport
and Cultural Industries**



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Foreword

The Perth Cultural Centre is a place of significance for all Western Australians – a place where we can come together to acknowledge our history, celebrate our diversity, explore our creativity, expand our knowledge and imagine our future.

Located adjacent to the City’s CBD and close to key educational campuses and a thriving entertainment precinct, the Perth Cultural Centre (or 'PCC') is home to many of our major cultural institutions. It is the State’s primary venue for providing the community with access to a diverse range of knowledge, information, arts and cultural experiences.

Despite its significance to Western Australia, in recent years, several shortcomings have been identified that restrict the PCC's ability to attract and retain visitors. It seems disconnected from the City lacks identity, is difficult to navigate and does not encourage visitors to gather or dwell. Unlike other great cultural precincts in Australia and overseas, it is not yet considered a destination in its own right.

Considerable opportunity exists to enhance the success of the precinct, building on recent significant investments made in the area, including the redevelopment of the WA Museum Boola Bardip and the Elevate project at the Art Gallery of Western Australia.

In late 2019, the Perth Cultural Centre Taskforce was established to progress opportunities for immediate, short and longer-term investments in the precinct. The \$1.5 Billion Perth City Deal partnership has further piqued community interest in reimagining the PCC, and facilitates a first tranche of funding to rejuvenate the precinct.

This Masterplan Report aims to deliver a strategic vision for the PCC and provide a framework for short-to-medium term funded redevelopment commitments for the precinct’s public realm. It also sets out a long term redevelopment vision that will transform the precinct into a world-class destination that reflects the richness and value of its significant cultural assets and institutions.

This Masterplan has been developed with the participation of key institutions and stakeholders, in consultation with Traditional Owners and with input from the broader community. It outlines six “Key Moves”:

- Form a Central Heart: create a welcoming public space for people to visit and linger in comfort and safety, incorporating wetlands and play spaces for children;*
- Reinforce James Street as a formal promenade: remove the amphitheatre to create a more sympathetic and navigable streetscape, linking William and Beaufort Streets;*
- Connect to the City and Beyond: improve gateways to the Centre and reduce impediments to pedestrian traffic, such as the Roe St Carpark;*
- Reimagine the North-South axis as a series of natural gardens: create interlinked indigenous landscape gardens to bring ‘a little piece of Kings Park’ to the CBD;*
- Open the existing buildings up to the public realm: encourage the existing institutions to create inviting threshold spaces that relate to the Cultural Centre; and*
- Develop underutilised sites: ensure areas throughout the precinct are suited to activities complementary to the existing institutions, residential, commercial and hospitality activity.*

The Taskforce members believe that the delivery of these “Key Moves” will enhance the amenity of the precinct, deliver new attractions, improve access and connectivity to, from and within the Cultural Centre, enhance the representation of Aboriginal culture and arts, encourage patronage and interest in the PCC and improve the use of underutilised sites.

This Masterplan intends to deliver a beating cultural heart for the City, to reflect the vibrancy, energy, creativity and optimism of our State. The PCC Rejuvenation Project offers an opportunity to create a lasting legacy for Western Australia – to deliver an iconic, beautiful place that our whole community can enjoy and share with the world.

Jessica Shaw MLA
Chair
PCC Taskforce

Dear Perth,

The Cultural Centre has long been a mirror reflecting the progress and soul of our city, our displaced, our history, our fears, our aspirations and dreams.

The physical transformation of the Cultural Centre has begun with the opening of the W.A. Museum Boola Bardip, and is continuing with the exciting developments underway at the AGWA.

The renewal of the Perth Cultural Centre is overdue.

Now is the time to articulate our aspirations for the public spaces between our major and independent cultural institutions. What do we want them to be and by extension, what sort of place do we want Perth to be?

We want the Perth Cultural Centre to be a civic heart that captures and celebrates our artistic and creative culture with every beat - popular, diverse and 'fringe'. It must exemplify the civic, artistic and commercial life of our city. A vibrant and democratic space that is for the people of Perth, of Western Australia and visitors from distant cities. A space that our community proudly embraces and shares with the rest of the world.

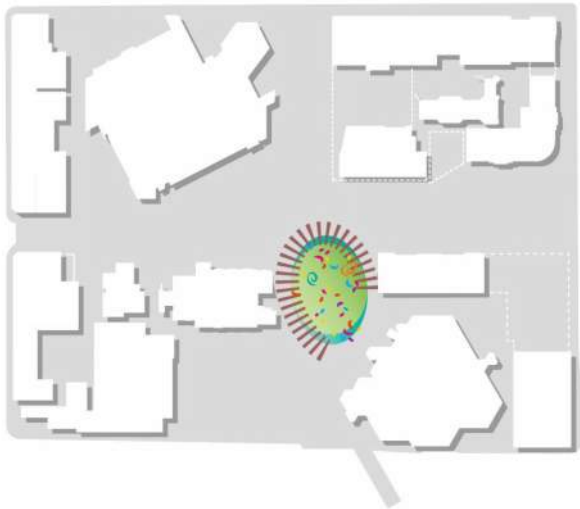


PCC Taskforce

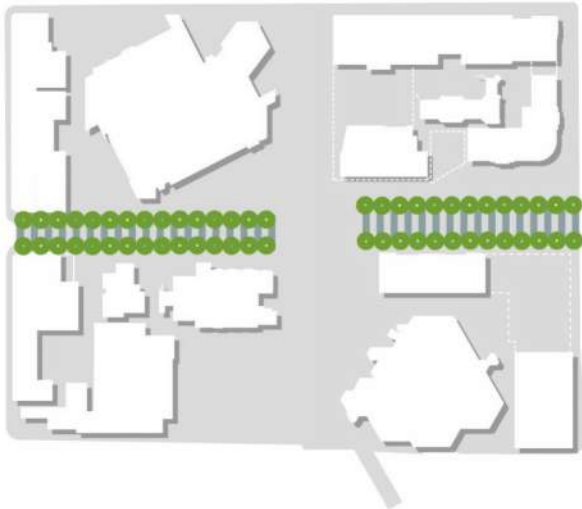
1.0 Introduction



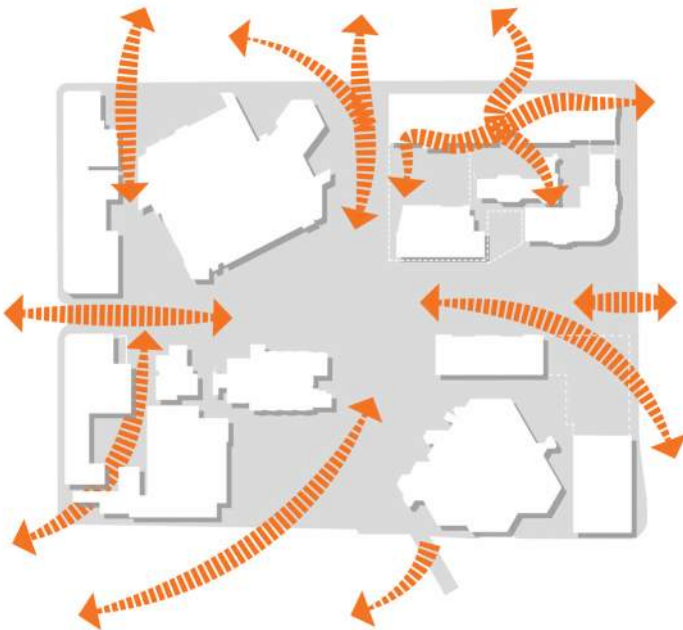
1.0 Introduction



1 Form a central heart



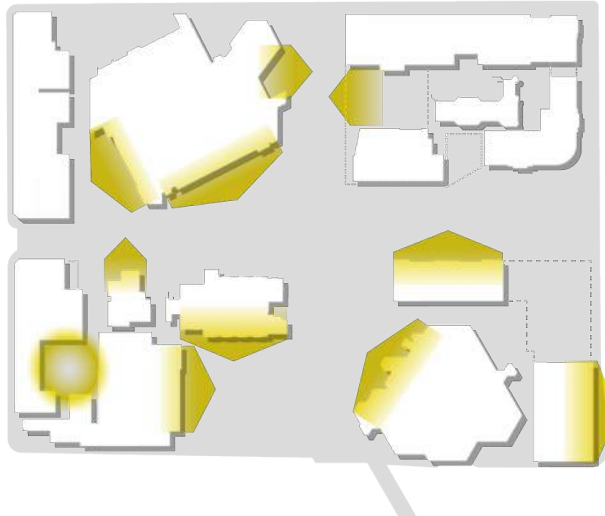
2 Reinforce James Street as a formal promenade



3 Connect to the city & beyond



4 Reimagine the North-South spine as a series of gardens



5 Open the buildings up to the public realm



6 Develop underutilised sites

The Perth Cultural Centre Masterplan sets out a long-term redevelopment vision for one of Perth's most important CBD precincts.

The recommendations embedded in the Masterplan will transform the precinct into a world-class destination that reflects the riches and value of its significant cultural assets and institutions, as well as the diversity of the Western Australian community. Above all else, the Perth Cultural Centre is recast as a welcoming place for all.

The Masterplan also provides a framework for funded redevelopment commitments for the precinct's public realm that will be realised over the next three years.

The framework for the Masterplan is informed by six 'key moves' that have been tested and critiqued by a wide range of precinct stakeholders and respondents to a broader community consultation process.

- The six key moves:
- Form a central heart
 - Reinforce James St as a formal promenade
 - Connect to the city and beyond
 - Reimagine the North South as a series of gardens
 - Open buildings up to the public realm
 - Develop underutilised sites

The key moves are specific planning, development and urban design actions for the precinct and are a direct response to the primary issues and problems associated with the precinct.

1.0 Introduction

The precinct that makes up the Perth Cultural Centre has been a focus of cultural institutions and cultural activity in Perth since the construction of the first museum and library buildings in the 1890s.

For over half a century, the associated institutions were located within a single city block in the north-eastern quadrant of the precinct, until the expansion of the precinct that was initiated by the development of the new Art Gallery building in the late 1970s. The construction of the State Library building a few years later continued the State's attempt to deliver a grand, modernist city precinct. That vision was never fully realised.

Although the precinct includes an unusually dense co-location of major cultural organisations, the Perth Cultural Centre has failed to gain traction

as a readily identifiable destination in its own right. Decades after its creation, the precinct struggles to secure a place in the consciousness of Western Australians.

The completion of a world-class museum, the W.A. Museum Boola Bardip, has provided fresh impetus for this transformational change, and has helped to precipitate long overdue capital investment in the precinct's public realm.

The 2018 Perth Cultural Centre Management and Activation Business Case stated that the State should: *Establish the precinct as a thriving cultural destination that will attract businesses, residents, and tourists. The activation of the precinct should be through innovation, technology and learning as well as cultural pursuits that align but do not distract from the existing operations.*

The development of the Masterplan concept has been coordinated with contemporaneous business case initiatives for the State Library and AGWA sites. It provides sufficient flexibility within its framework to enable and deliver key public realm outcomes in parallel with a range of complementary institutional initiatives within the precinct.

The Masterplan provides a roadmap for redevelopment as well as costed proposals for deliverable and transformative projects. It incorporates specific design concepts for readily redeveloped sites within the precinct and a framework for future redevelopment on sites that will require, or benefit from, public-private investment models.

Major short-term redevelopment and urban renewal opportunities include the proposed 'Central Heart' located between PICA and the AGWA administration building, the redesign of James Street between William Street and old Museum Street, forecourt spaces associated with each of the cultural institutions and the refurbishment and reactivation of various north-south laneways.

The plan also proposes redevelopment opportunities on the sites of the PICA building and the existing Roe Street and Beaufort Street carpark sites, each of which will combine substantial public garden spaces together with new accommodation supporting both cultural and complementary commercial/residential uses.

2.0 Project Background



2.0 Project Background

Urban Context - Background and History



Beneath our City Lies my Ancestors' Land, Rod Garlett, 2014

The Perth Cultural Centre is, and has been, the location of Western Australia's primary cultural institutions since the late 1800's. The precinct is located on a small hill just north of the Perth Railway Station and immediately adjacent to the city's major hospitality and entertainment hub of Northbridge.

The site is also situated in what was once a significant wetland and lakes system that was gradually subsumed by the growth of the central business district.

Construction of the railway line and train station in the 1890's largely completed this relegation of the natural eco-systems to a series of subterranean aquifers. The rapid development of Perth's CBD from the 1890s thereby consigned the original landscape and its rich Whadjuk Noongar cultural associations, "to history," for much of the twentieth century.

Over time, the area that became known as the Perth Cultural Centre has been subject to distinctive changes in urban form and character. Until the nineteen seventies, James Street and Museum Street maintained vehicular and pedestrian access into the precinct. Smaller, free-standing Victorian and Edwardian era buildings made up the urban form of the place, including fenced gardens, pavements and roadways.

The construction of the new AGWA building in the late nineteen seventies began the construction of a still unrealised modernist vision for the Cultural Centre.

2.0 Project Background

Urban Context - Background and History



Aerial View Perth Cultural Centre 1985

This mid-century vision of larger-scale institutional buildings was intended to transform the area into a fully integrated and pedestrian-oriented precinct of the Perth CBD.

Implicit in this vision, was the expectation that surrounding streets including Roe Street and William Street would be dedicated to below-ground vehicle movement and access, and the raised ground plane extending all the way from St George’s Terrace would be the performative public space. The construction of the State Library building, completed in 1985, reinforced this urban vision.

For over thirty years, the legacy of this modernist vision has been a failed public realm. The left-over spaces that make up the main plaza space, together with the unloved amphitheatre adjacent to PICA, deliver little by way of public amenity. Interim measures, including fixed furniture installations and the Urban Orchard, have mitigated the precinct’s failures but were never intended as long-term urban design solutions for the precinct.

The completion of the world-class W.A. Museum Boola Bardip in 2020, shone a necessary and critical spotlight on the failings of the Perth Cultural Centre.

This Masterplan sets out a roadmap for reconstructive surgery for the precinct. It maps critical new connections into the precinct, a new green landscape vision, recognition and acknowledgment of the traditional custodians, the Whadjuk Noongar people, and opportunities to realise safer and more secure public spaces through increased commercial activity and a resident neighbourhood population.



Early Perth Survey map illustrating Wetlands and Lakes

2.0 Project Background

Previous Masterplans



Cultural Precinct Concept Model illustrating Proposed Elevated Parkland over Railway Station Precinct (including Roe Street and Wellington Street)

Since 1891, the Cultural Centre - Perth's heart of literacy, records, art and performance has been reflecting the City's growth and development - in commerce, society and culture.

At its best, it mirrors the energy and vibrancy of contemporary urban Perth. At its worst, it presents an uncomfortable stark environment, crime hotspot and microcosm of urban ills.

Since 1990, a series of guidelines, frameworks and masterplans have been developed for the Cultural Centre Precinct - most of which explore common themes, particularly the embrace of the colonial grid, predominately the east-west axis of James Street and the north-south Museum Street thoroughfare. The cardinal orientation of the State Library, Art Gallery and central TAFE sitting beyond the site, are largely downplayed however the centre's modernist plaza concept has often been cited as a significant element of the precinct.

When, in 2004, the State Government extended EPRA's boundary to include the arts precinct bounded by Aberdeen, Roe, William and Beaufort Streets - the Perth Cultural Centre was at a crossroads.

The MRA's focus on 'Lighter, Quicker, Cheaper' strategies, or Quick Wins instigated simple spatial adjustments and event programming and attracted the wider community to a more welcoming public space.

The Perth Cultural Centre's failures and successes are visible and not unlike the challenges faced by other cultural precincts around Australia and indeed the world. What is a public space during times of social distancing and live streaming? If anything, the COVID pandemic has highlighted how crucial it is to have accessible, welcoming and comforting open urban spaces.

"A distinct sense of restlessness with the quality and character of the PCC's public realm and its connection with the city developed from the mid/late 1980s and has basically continued to this day"

P.Ford 'The Long Idea of the Cultural Centre', 2019

The 1976 masterplan by Tadeusz Andrzejczek (PCC Project Architect with the Public Works Department [PWD]), conceived the precinct as a complex. Its four major facilities (Theatre, Library, Art Gallery and Museum) were to be knitted together by a 'Participatory Arts' facility which reached outwards from the centre and was flanked by multiple 'ground planes' designed for flexible public uses and activities. By far the most ambitious component of this scheme was the landscaped terrain which stretched south to an underground Perth Train station and created a simulation of the pre-colonial wetland condition.

2.0 Project Background

Previous Masterplans



The centre was connected to the city core by elevated walkways over the reconfigured ground plane. By 1979, a revised masterplan relinquished the train station site as an integrated element of the Cultural Centre and a more generous provision of public open space had replaced the ‘Participatory Arts’ facility. The cardinal orientation of the new modernist insertions became the primary organising device of the precinct and is an urban design element that all subsequent masterplans have grappled with.

Over the past three decades, the following master planning studies have been undertaken by various authorities and architects:

PCC – Recent Masterplanning 1994 - 2019	
1994	Donaldson, Smith and Hooke
1999/2000	James Christou & Partners with DCM
2005	PCC Precinct Urban Renewal Strategy, Hassell for MRA
2007	AGWA Redevelopment Workshop Report, various architects for AGWA / DCA
2007	AGWA Redevelopment Workshop Report, Barrie Marshall
2009	PICA Redevelopment Proposal, Donaldson + Warn for PICA
2010	CIT/Cultural Centre Precinct ‘What If’ Concept, Donaldson + Warn for CoP
2013	Draft PCC Place Plan, by MRA with JCY
2015	AGWA Redevelopment Scenario Testing, by OGA for AGWA
2015	New Museum Project RFP Masterplan Proposals, various architects
2017	Cultural Centre Precinct Plan, by CoP for City Planning Scheme 2

A common theme has been the regulation or distortion of the precinct’s modernist orientation and a willingness to rehabilitate the colonial grid. Other opportunities presented in various masterplans indicate:

- The importance of identifiable ‘gateways’ from William Street and Beaufort Street, into James Street
- Potential development sites, particularly the opportunity to redevelop the Roe Street carpark and Art Gallery informal carpark site at Beaufort Street.
- The creation of shady gardens and distinctive places throughout the Cultural Centre precinct.
- Formal avenue planting in James Street.

TRCB and TCL have identified some parallels in the 1994 Donaldson Smith and Hooke Architects planning model, particularly breaking down the hard edge of Roe Street by reimagining the site with original topography and more expansive landscaping.

The redevelopment of the site may include a hotel (or, now, student accommodation or mixed-use residential) and the play of levels surrounding PICA.

East and west entry points were to be expressed and the northern Francis Street entry became a major arrival point using a dynamic arrangement of stairs, as a visual spectacle, a meeting point and opportunity for people to occupy the transitional space.

TRCB and TCL have also recognised the importance of a precinct ‘heart’ however, its centre-point has gravitated southward, towards the junction between AGWA, PICA and the future Roe Street pedestrian link.

3.0 Strategies for a Great City



3.0 Strategies for a Great City

Effective cultural infrastructure connects physical assets, spaces and technology with people, enabling economic, creative, cultural and social opportunities to flourish. It's time for Western Australia to put creativity and culture at the heart of future planning, development, and investment, and the wellbeing of communities across the State.

DLGSC 'Western Australian Cultural Infrastructure Framework 2030+ Summary'



A place in the making

Public Life and Public Spaces, a documentary by Jan Gehl, recommends six principles for achieving a great city.

- Capitalise on the unique qualities
- Create a better city for walking
- Create a better city for staying
- Reduce through traffic
- Create a diverse, safe and lively city
- Create a beautiful city



Reposition the identity and image of the precinct

Create a precinct where the whole is greater than the sum of its parts. A regeneration that represents the confidence of the institutions, the city and state.

- Respect the cultural and identity of each cultural institution while reinforcing the whole area as a precinct
- Celebrate the delivery of the historic, modern and contemporary architecture
- Create a more recognisable, welcoming and dynamic cultural precinct
- A precinct that embraces cultural, social and demographic diversity
- Encourage youth-friendly moves
- An easily found/ easy to love precinct



Stitch together the urban fabric

Open up and connect the site physically and visually to the city and its surroundings and create relationships between the precinct institutions.

- Reveal the lie of the land - the site's topography
- Connecting the State Theatre, Train Station, Yagan Square and TAFE to the precinct
- Re-imaging Roe, Francis, James and Beaufort Street as urbane, green and pedestrian friendly
- Liberate 'shuttered' buildings and frontages with welcoming, open forecourts
- Define both east-west and north-south spines



Create a heart

The precinct has an idiosyncratic pinwheel plan which lends itself to having a central focus.

- "I'm Here": a compelling destination in the centre of the precinct which amplifies the precinct's character
- A central space that integrates the precinct
- A draw-card and gathering place for the everyday
- A sizable space for programmed events and happenings

3.0 Strategies for a Great City



Generate inviting precinct components

A successful precinct is often composed of a palette of varied elements that create inviting, memorable and comfortable areas.

- Consider micro-climates, provide cooling shade, shelter from the wind and capture warming winter sun
- Refer to the original environmental condition of the site as a model for landscape renewal
- Green the precinct with wondrous, botanically diverse WA flora
- Provide passive surveillance and vistas
- Punctuate with commercial activity and food and beverage options
- Include generous well positioned lawn spaces



Develop a sustainable precinct

Incorporate activities, business and infrastructure that create a platform for an environmentally, culturally and socially sustainable precinct.

- Encourage commerce and developments that enable and grow the precinct
- Develop more sustainable institutions
- Showcase as a model of urban renewal and ecological restoration
- Re-imagine the rich indigenous site context of the former wetland system and geomorphology of the precinct
- Turn on a night time precinct experience with lighting, programming and after hours activity
- Incorporate WSUPD principles and closed loop water cycles to support efficient plant equipment
- Minimize embodied carbon
- Utilise community batteries and PV cells to reduce grid demand



Celebrate Aboriginal identity & meaning

Respect, recognise and pay tribute to the Traditional Owners - the Whadjuk Nyoongar People.

- Create a welcoming place for all Aboriginal people
- Include Aboriginal cultural, historical and environmental narratives, programs and artworks in the public realm



Encourage urban ecology

How can landscapes within our cities help reverse the negative effects of global human activity?

- Ecology of the Perth region
- Biological hotspot
- Protect and enhance local biodiversity
- Create and maintain ecological linkages (urban corridors etc) & nature-friendly environments to encourage absent species to return
- Heat islands and mitigation

4.0 Engagement + Stakeholders



4.0 Engagement + Stakeholders

Engagement workshops



Early stakeholder engagement included a six hour vision workshop to gauge an understanding of the key stakeholder’s concerns and opportunities.

The workshop was attended by 32 people, inclusive of the project team consisting of Department of Local Government, Sport & Culture (Project Manager), representatives from TRCB and Taylor Cullity Lethlean (Master Plan design team) and representation from Deloitte (Business Case consultant).

Workshop stakeholder attendees included representatives from existing cultural institutions such as Perth Theatre Trust (PTT), State Library of WA (SLWA), State Records Office (SRO), Art Gallery of WA (AGWA), WA Museum Boola Bardip, PICA and Blue Room. Organisations that utilise and inhabit the space for events such as Awesome Arts and educational institutions that border the site currently or in the future (North Metro TAFE, Edith Cowan University, University of WA) also attended.

Tiers of government bodies and agencies and independent research centres were represented (City of Perth, Department of Premier and Cabinet, Office of the Government Architect, Australian Urban Design Research Centre, Tourism WA).

Through a series of posed questions, the stakeholders identified the best and worst aspects of the Cultural Centre and presented visions for the precinct. The responses from the workshop groups were similar and consistent. Key themes included local identity, recognition of Aboriginal history, and a need to create a welcoming, inviting and aesthetically pleasing space.

TRCB, with Shape Urban, conducted a series of ‘one on ones’ with heads of the anchor cultural institutions namely SLWA, the State Theatre, AGWA, the WA Museum Boola Bardip and PICA.

The purpose of these informal discussions was to tease out the feedback from the Stakeholder Workshop and focus on the wants, needs, desires and aspirations of each cultural institution.

Other key government agencies, PCC institutions and major surrounding attractions, a Whadjuk Elder Reference Group, the arts sector, local businesses and community groups have also been consulted and broad community feedback has been collected via online surveys.

4.0 Engagement + Stakeholders

Summary of key findings

The Masterplan has been informed by a series of workshops undertaken with the appointed Elders Reference Group for the Perth Cultural Centre project. Element and Karda Designs assisted the project team by engaging, key stakeholders around the preliminary master plan and key moves. The following is a summary of these activities.

Aboriginal Elder Engagement

Aboriginal Elder Engagement followed a ‘Right People, Right Place’ approach, led by Karda Designs. Four narratives emerged from the Elder engagement to-date:



Welcoming

Create a space that is welcoming and inviting to all people, including Aboriginal Australians outside of Whadjuk Country.



Make culture visible

Recognise and celebrate all Western Australian Aboriginal culture through truth telling, interpretation, and landscaping.



Safety

Cultural protocols should be followed and adhered to in the landscape. Aboriginal people should feel safe in the PCC.



Water

Water is essential for all life, therefore is a strong connection point. A well known Aboriginal dreamtime story tells of the Wagul (Rainbow Serpent) who created all the pathways and water underground, which used to be exposed on the site.

“Noongars aren’t that different, you know! We want the same things. We all want shade, a place to sit.”

Aboriginal Elder Reference Group.

Vision: Koort Boorloo mirrors a place of learning, knowledge sharing and reflection; passing on of knowledge from one generation to the next: A walking place. *Djena Whadjuk Boodjar Kaatidjin Djirripin – Koort Boorloo*

Key Stakeholder Engagement

- Over 25 stakeholders have been engaged to-date
- Overall support for and excitement about the six masterplan key moves
- Strong support for the emerging Aboriginal cultural narrative.
- Strong support for a Central Heart and Connecting to the City and Beyond.



Urban Ecology, Photo credit: Jarrad Seng, City of Perth

5.0 Town Planning + Governance

5.0 Town Planning + Governance

Governance

In 2016, the Perth Cultural Centre was consolidated as a single site and lot to enable its more effective management under the guidance of the Perth Theatre Trust. The day-to-day operations and programming of the precinct are currently managed by a small management team and the Perth Theatre Trust. Since 2019, strategic development has been overseen by the Perth Cultural Centre Taskforce, that has also initiated and managed this masterplanning process.

After the completion of the Masterplan, oversight of the project delivery process will transfer to relevant project teams with appropriately considered governance arrangements in place.

Statutory Planning, Tenure, Encumbrances

“The Perth Cultural Centre is one of the largest and most strategically located, publicly owned land holdings in any city in Australia.”

Perth Cultural Centre Management and Activation Business Case, 2017

The existing Perth Cultural Centre is a complex site with many planning and spatial challenges. As a central city precinct, it is unique in that it accommodates the State’s premier cultural institutions; very few capital cities around the world have such a compact and accessible precinct with so many keystone institutions.

The PCC’s inadequacies are now even more evident with the opening of the new WA Museum Boola Bardip in 2020. In the last 20 years, master planning studies for the PCC have been many and varied but all have pointed to a substantial re-making of the public realm. Interim public realm works undertaken in 2011 were always conceived as temporary interventions in the precinct.

The master plan will bring together a range of spatial and non-spatial factors. The TRCB/ TCL master plan is a trigger for discussions relating to the non-spatial factors such as cultural programming, strategic planning and governance.

Throughout the masterplanning process, TRCB has been engaged with stakeholders and the PTT regarding the activation and governance of the centre.

A key objective of the masterplan is that the Perth Cultural Centre should be a desirable destination to visit and inhabit without the need for constant event programming. The precinct must deliver urban spaces that are capable of ‘standing alone’ but can also accommodate programmed events.

Many of these attributes were clearly articulated more than fifteen years ago with the publication of the then East Perth Redevelopment Authority’s Interim Guidelines for the precinct, listed below. The subsequent focus on urban activation led to the diminution of key precinct objectives such as:

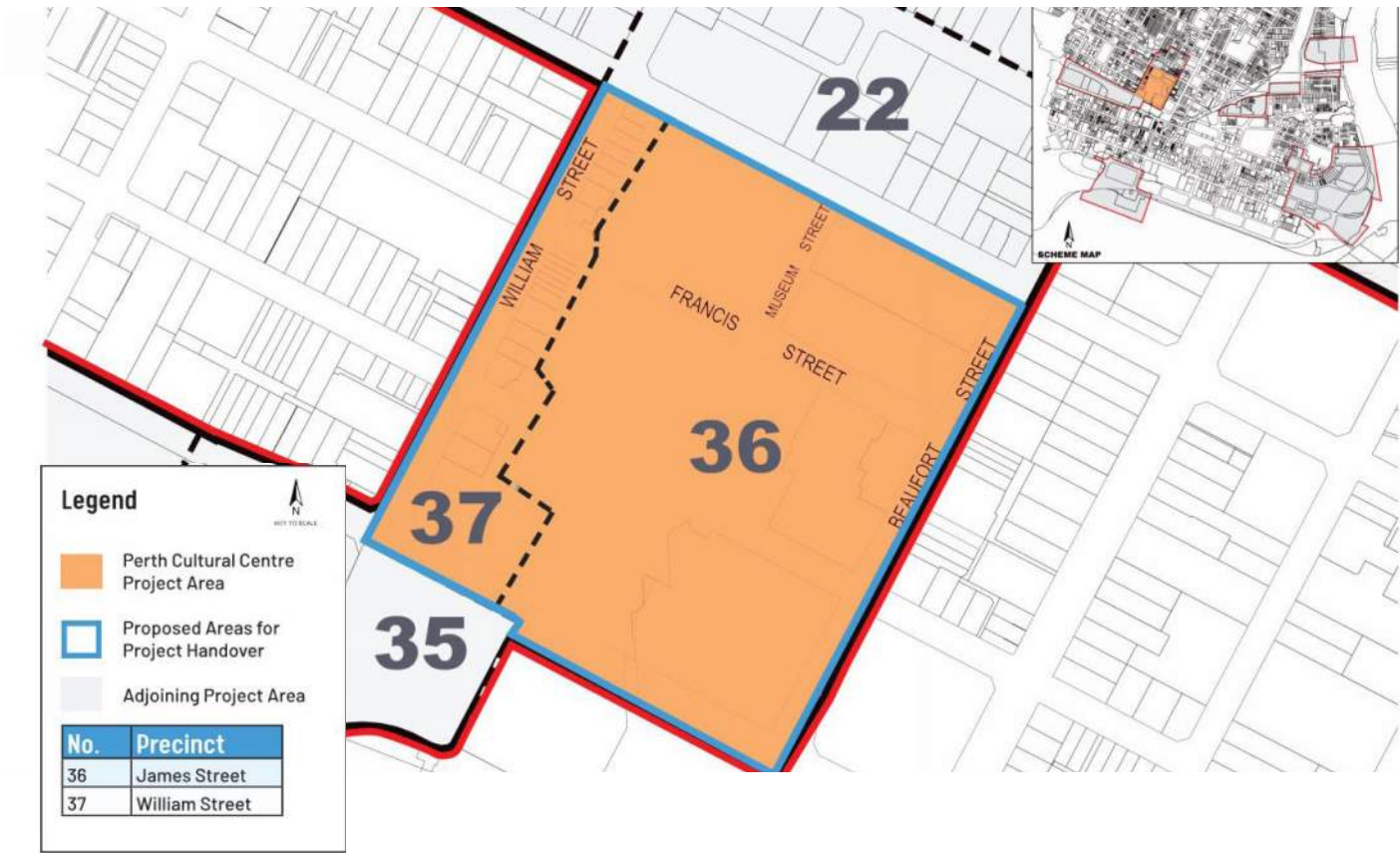
- A high level visual and environmental outcomes
- Integration with the historic urban fabric of the adjacent City and Northbridge’s historical context
- The provision of a diversity of spatial and activity experiences for the community.
- The creation of safe places through application of Crime Prevention Through Environmental Design (CPTED) principles.

The Masterplan sets out strategic, infrastructure, urban design and development opportunities for the precinct that will enable the realisation of these long-held objectives for the Perth Cultural Centre.

5.0 Town Planning + Governance



MRA Project Areas - 'The Link' (Northbridge and Perth), 'Perth Cultural Centre' and 'New Northbridge'



Perth Cultural Centre Project - MRA Precinct 36

6.0 Site Context



6.0 Site Context

A place in the making

Designing the rug, but not necessarily the picnic
Florian Beigel



Aerial View, Existing Site

The Perth Cultural Centre is located immediately north of the Perth Railway Station and the city's Central Business District. A network of wetlands in the area was drained to make way for the train station and rail line. These wetlands, and the subsequent rail lines, presented a physical barrier between the city CBD and what became Northbridge. The major cultural institutions of the city have therefore always been located 'on the other side of the line.'

In recent decades the Forrest Chase and CityLink development initiatives began the process of uniting the northern and southern precincts of the greater Perth city centre.

The completion of the new WA Museum Boola Bardip in 2020 shone a light on the manifest limitations of the precinct. The Museum occupies, and has reactivated, the north-eastern quadrant of the Cultural Centre however its associated public realm works were largely limited to the Museum's southern James Street frontage. The balance of the Cultural Centre precinct presents a dated and spatially dysfunctional public realm in what should be one of the city's premier urban precincts.

The poor physical state of the precinct is a legacy of decades-long financial neglect. Despite the remarkable colocation of so many important cultural institutions, the precinct compares poorly to cultural precincts across Australia. The lack of significant capital investment in well-designed public spaces and landscapes within the centre extends to the periphery of the precinct.

Through a series of MRA 'quick win' initiatives, small but important gestures altered components of the physical landscape within the Centre. With an emphasis on "activation," these became a starting point for testing the community and commercial interest in the precinct.

6.0 Site Context

Opportunities and constraints

The following attributes and issues were collected to inform early consultation meetings and workshops with precinct stakeholders:

The things we love:

1. All cultural institutions are in one precinct
2. Its proximity to the City
3. Key transport links are nearby
4. Lively Northbridge and night time activation with great food + beverage options
5. More students are on the move
6. Future development opportunities
7. Its mix of architecture - modern + contemporary + historical
8. Could allow expression of original environment + topography

The things we don't like:

1. Hot + bare public spaces
2. Difficult to navigate
3. Not well connected to surrounds, there are too many barriers (Yagan Square, TAFE, ECU)
4. Little transition from inside to outside
5. Doesn't make use of Perth's Mediterranean climate
6. Imposing buildings
7. Little or poor wayfinding
8. No overall precinct brand + overall precinct recognition
9. Little connection between institutions
10. Poor night-time experience, at times dangerous because of lack of activity, lighting and passive surveillance.

A bird's eye view of the wider city illustrates that the Perth Cultural Centre lies at the northern end of the city's major north-south movement paths. It is one of a series of major civic spaces along this spine including Yagan Square, Forrest Place and its southern termination of Elizabeth Quay on the river foreshore.

The most recently completed and immediate civic centre, Yagan Square, sits isolated on the south side of Roe Street and allows only glimpses of the State Theatre Centre from the intersection at William and Roe Streets. The ground plane of Yagan Square incorporates a laneway which hugs the northern edge of the Horseshoe Bridge. This leads past vibrant external food and beverage tenancies to a dead-end forcing pedestrian up and over the bridge to access the Cultural Centre via a bridge link.

High traffic volumes (vehicle and bike) and controlled pedestrian crossings complicate pedestrian access from Yagan Square - typically, pedestrians meander on the western side of William Street before accessing the Cultural Centre from James Street west. It is estimated that by 2025, 10,000 students will utilise the new ECU city campus - enabling pedestrian filtration from Yagan Square and ECU is critical to increase visitors and foot traffic into the Cultural Centre.

The gentrification of William Street has assisted in the activation of the western boundary, however, Beaufort Street is still lacking an obvious and friendly pedestrian connection south to the city centre, Supreme Court Gardens, the Esplanade and Elizabeth Quay. The Cultural Centre is distanced from large urban parklands and itself is characterised by too many hard, unshaded landscaped areas. Curated, public parklands are within walking distance but limited.

City Hearts in the City and Northbridge



6.0 Site Context

Opportunities and constraints

Parks and Green Spaces in Perth and Northbridge



Housing and Development Opportunities

Despite significant private sector investment in permanent residential housing and some centralised student accommodation a few blocks to the east, the surrounding streets of the precinct remain largely devoid of residential accommodation and affordable housing and studio spaces for existing and emerging artists and creatives. Although the development potential of these streets must be balanced with the Northbridge entertainment precinct to the west, the TAFE campus to the north and the railway line to the south, a few key sites present significant opportunities for major urban renewal including new multi-residential development.

Key constraints on the precinct include:

- Its limited night-time economy
- Poor passive surveillance/ limited local resident population
- Next to no activation of its northern and southern street frontages (along Francis Street and Roe Street)
- A poorly planned and conceived streetscape and interface with the Perth Railway Station

- Limited residential development opportunities west, north and south of the precinct
- Inadequate coordination between key authorities that limits the creation of optimal pedestrian linkages into and out of the precinct (e.g. the ongoing occupation of the Horseshoe Bridge offices at Roe Street level by the PTA continues to obstruct important pedestrian pathways between Yagan Square and the Cultural Centre)
- A history of limited collaboration between the City of Perth and State Government instrumentalities
- Significant in-ground infrastructure that may require replacement and/or augmentation during upgrade works. The major inground services are located in James Street

The precinct will not function effectively and safely without related, adjacent urban renewal east and south of the Perth Cultural Centre. Each of these constraints can also be readily converted into opportunities through the coordination of planning initiatives, the enactment of whole-of-government planning strategies and collaboration between currently siloed government departments and authorities.

6.0 Site Context

Opportunities and constraints

Other key attributes of the precinct present further opportunities to leverage the exceptional qualities of the Perth Cultural Centre:

- i. The place has always been an important food gathering and ceremonial place for the local Noongar community (though Aboriginal people have not always been welcomed into the precinct.)
- ii. The Perth Cultural Centre is the site for many of the city's primary cultural institutions.
- iii. Each of the major cultural institutions is the subject of recent strategic planning or redevelopment which has demonstrated that each institution can be reimagined and augmented to meet the needs of their communities and stakeholders within the Perth Cultural Centre.
- iv. The site is highly accessible by public transport from all corners of the Perth metropolitan area.
- v. The Perth Cultural Centre is located immediately adjacent to the CBD, though its pedestrian linkages are difficult to navigate and uninviting.
- vi. There is significant capacity for urban renewal and redevelopment both within and on the eastern and northern perimeter of the precinct. Major development opportunities include the on-grade carpark on the western corner of James Street and Beaufort Street, the Roe Street carpark site, the 'Megamart' site on the eastern corner of James Street and Beaufort Street, the Swan Barracks site and the potential redevelopment of the City of Perth carpark site that straddles the railway line west of the Beaufort Street Bridge.
- vii. The site is adjacent to Perth's major TAFE campus and the soon-to-be developed Edith Cowan University city campus.
- viii. There are significant, further opportunities to improve pedestrian linkages into the precinct – which may or may not be realised, subject to the level of government leadership and coordinated development over coming decades.
- ix. The combined value of related and anticipated developments in and around the Perth Cultural Centre is in excess of \$1billion.
- x. The greater Perth Cultural Centre precinct is WA's largest integrated cultural and educational precinct.



WA Museum, Boola Bardip



Roe Street Frontage, Horseshoe Bridge



ECU City Campus



QV Melbourne, Mixed Use Development

7.0 Key Moves



7.0 Key Moves Vision

A Living Room – A Cultural Park

A Sanctuary for arts and culture within the heart of the city.

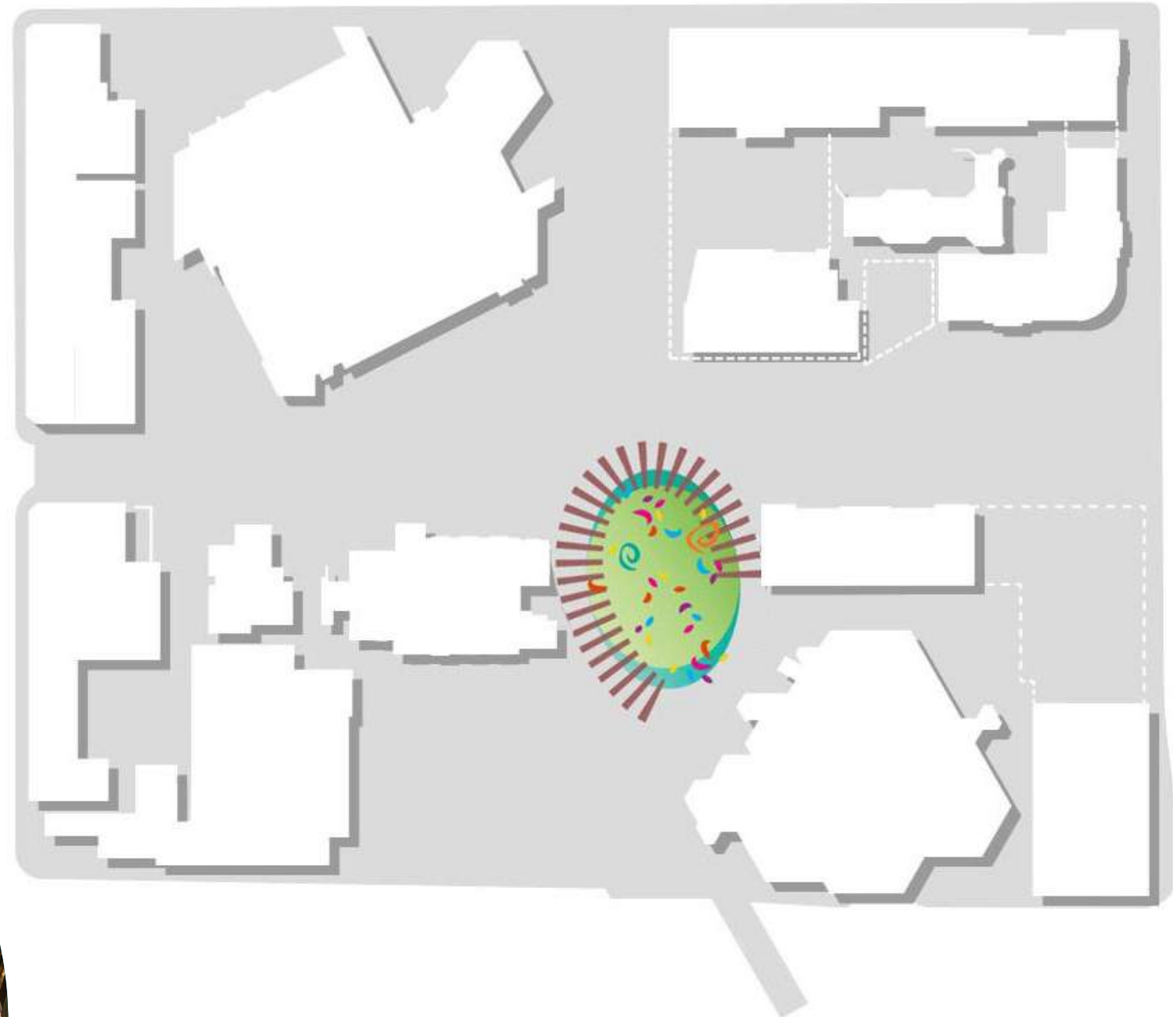
A place of sustenance, ceremony and cultural and environmental significance.



7.0 Key Moves

Form a Central Heart

- Create a compelling, flexible green and shady centrepiece;
A meeting place with amenities that draw people into the precinct to play, stay and experience all the area has to offer.
- Encircle with large scale shade structures that are visible from afar.



7.0 Key Moves

Reinforce James Street as a Formal Promenade

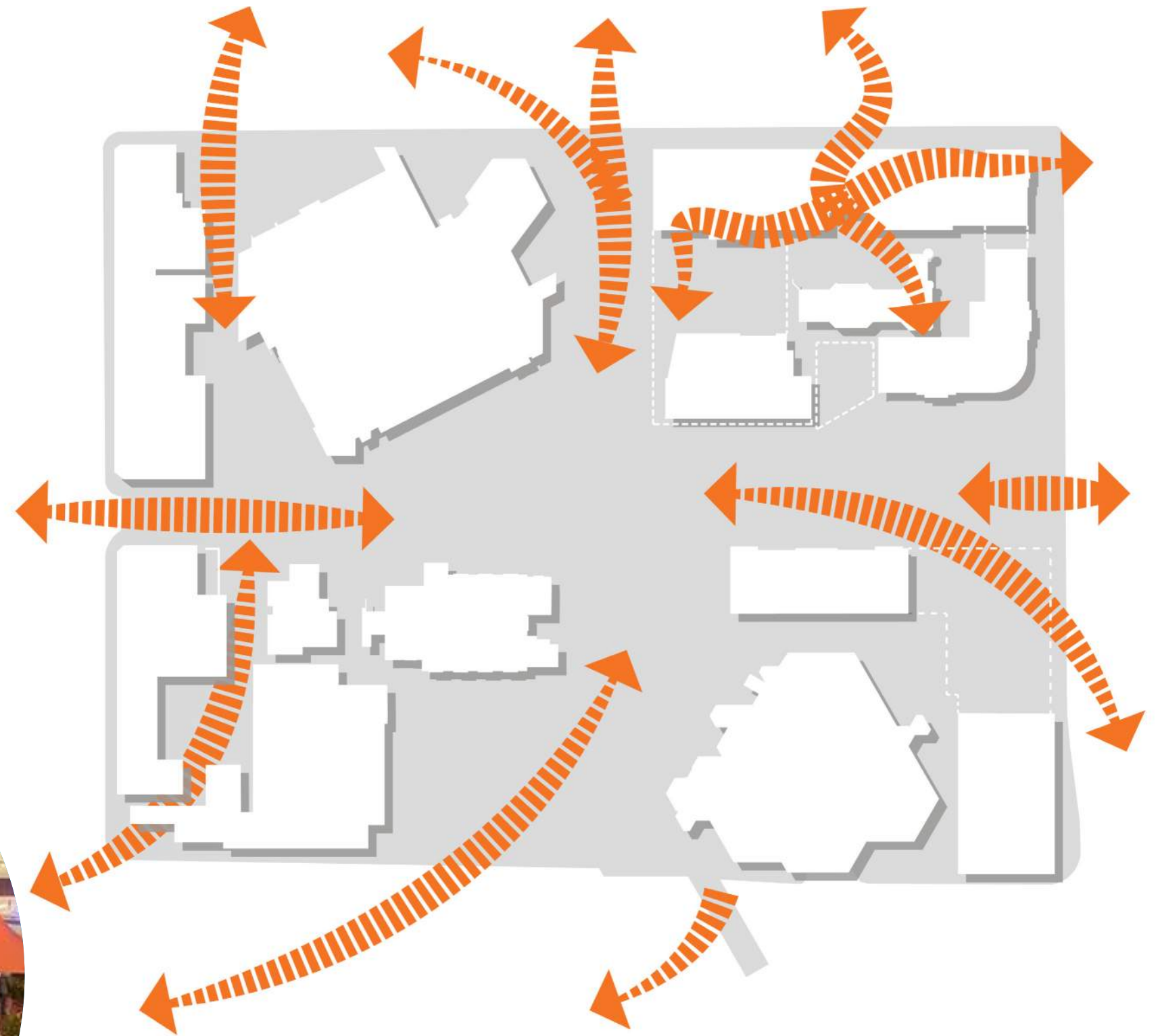
- Clarify disjointed elements and gradients with an inviting and distinctive formal east-west spine composed of an avenue of tall trees, grass and garden elements.
- Herald building entrances with welcoming forecourts.



7.0 Key Moves

Connect to the City and Beyond

- Extend the reach of the site by creating clear, permeable and recognisable entries and circulation routes.
- Create a direct diagonal pathway of generous stairs and a lift on the southern edge to Roe Street and Yagan Square.
- Provide green and shade to the bridge to the Train Station and Forrest Place.
- Reinforce Beaufort Street and William Street as important linking streets to the city.



7.0 Key Moves

Reimagine North/South as a Series of Gardens

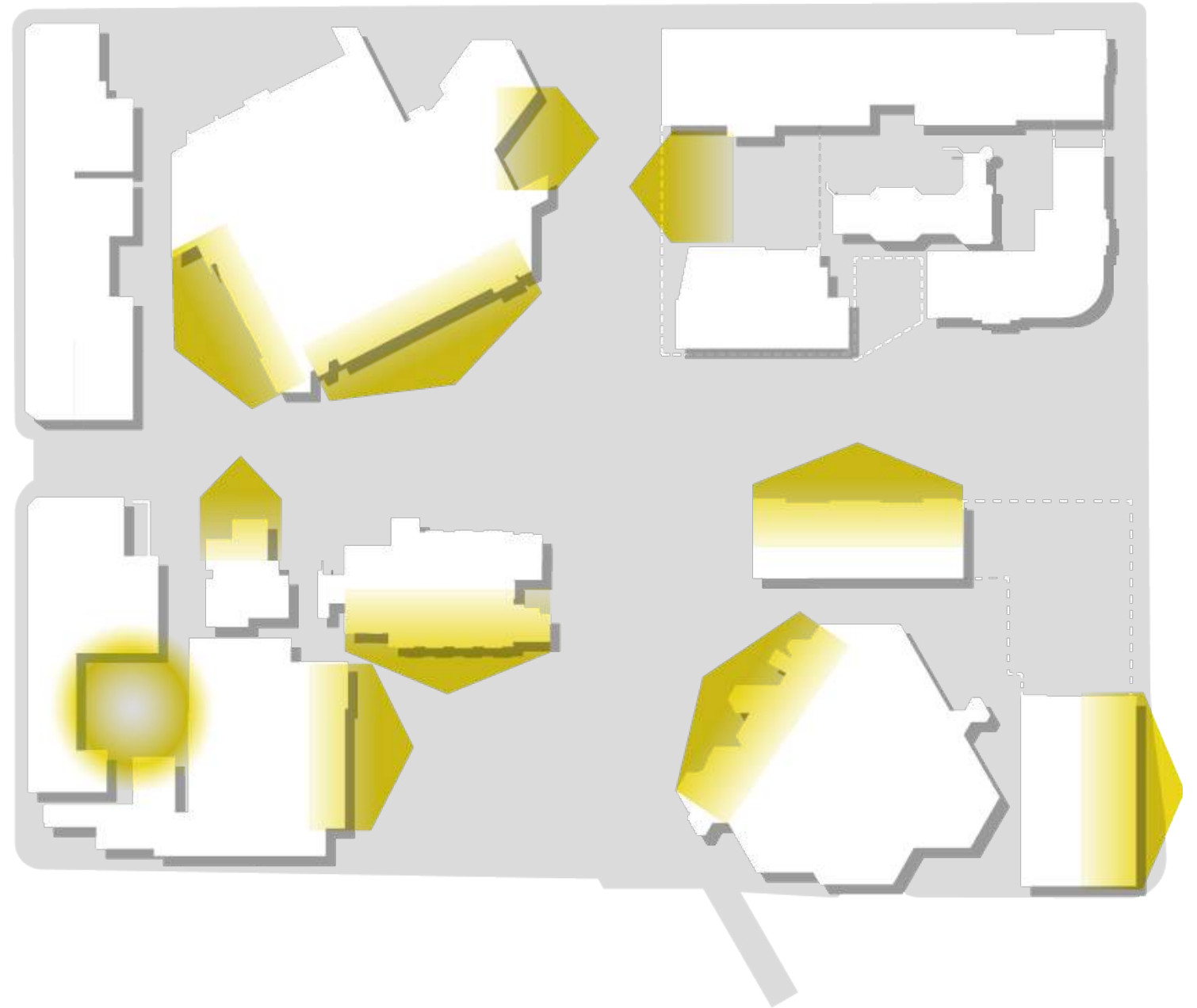
- String a series of distinctive garden spaces along the north-south spine that celebrate the rich botanical and cultural environments of the Perth region.
- Incorporate existing trees within the garden spaces.
- Create areas for sitting, lounging, eating and lingering while ensuring that sight-lines are maintained.



7.0 Key Moves

Open the Buildings up to the Public Realm

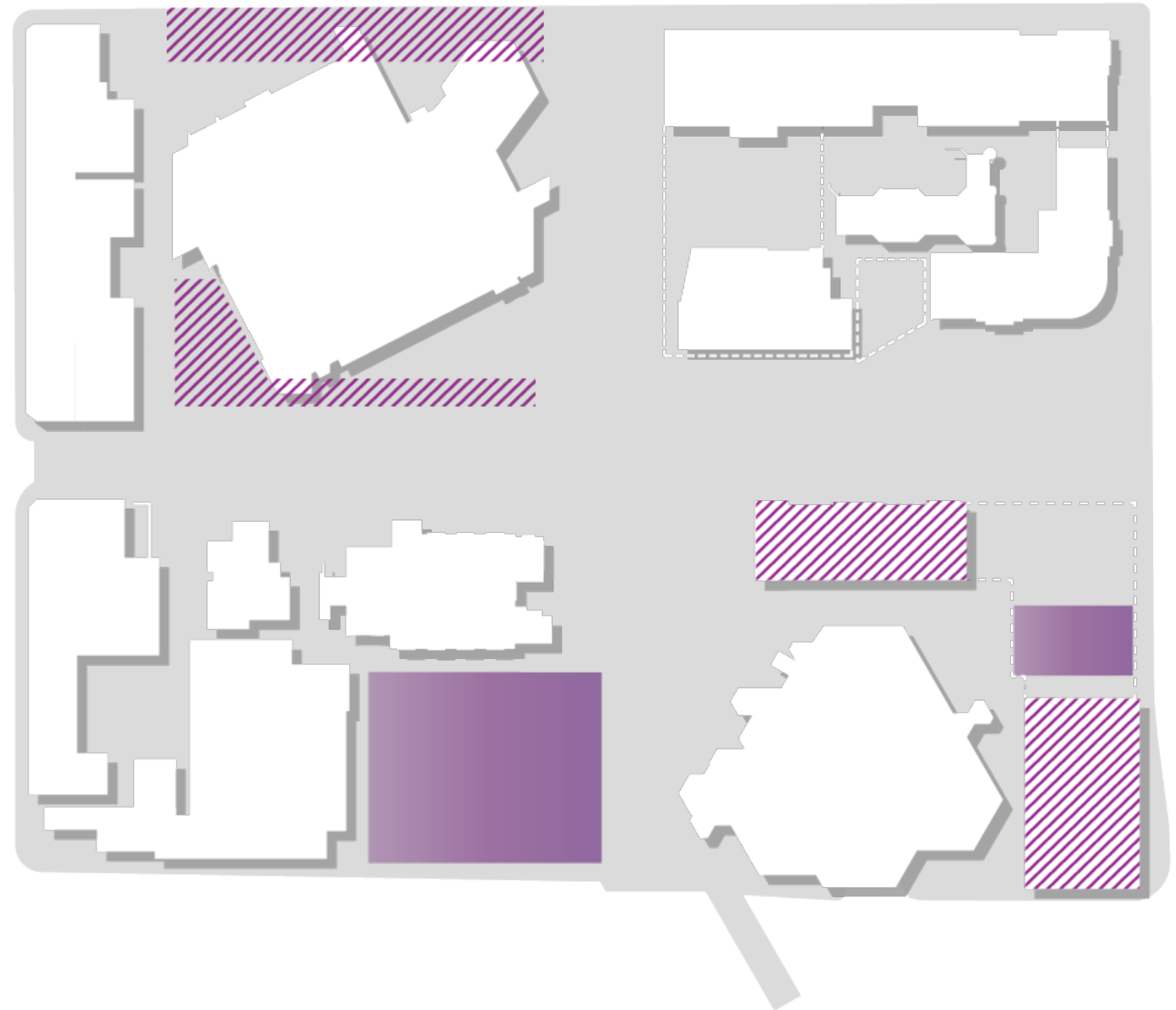
- Respectfully alter the buildings to create more porous entrances and openings that visually indicate the institution's function, as well as taking more advantage of Perth's Mediterranean environment with extended porticos, verandahs and loggias.



7.0 Key Moves

Development Underutilised Sites

- Augment the cultural precinct with new cultural, social and economic projects. These could include improved performance and event spaces, complementary public/private mixed use redevelopment initiatives and facilities that encourage engagement with youth.



8.0 Masterplan



8.0 Masterplan
Plan



8.0 Masterplan

Plan with Legend

- 1. Northern Garden Walk
- 2. Playful Garden
- 3. Library Arbour and Forecourt
- 4. Library Grove
- 5. Central Heart
- 6. Gallery Grove
- 7. Promenade West/James Street
- 8. Promenade East
- 9. Laneway Court and New Stairs
- 10. Children's Art Garden
- 11. Wetland
- 12. PICA Forecourt
- 13. City Walk
- 14. Tiered Gardens/Southern Entrance
- 15. Roe Street Development/ AGWA Expansion 'Option'
- 16. PICA Redevelopment Option
- 17. Library Francis St Redevelopment
- 18. Gateway Development
- 19. State Library of WA
- 20. Art Gallery of WA
- 21. WA Museum/Boola Bardip
- 22. Old Courthouse/ AGWA Expansion 'Option'
- 23. Jubilee Building
- 24. Old Police Barracks Building
- 25. State Theatre
- 26. Blue Room Theatre
- 27. PICA
- 28. Reflection Courtyard, SLWA
- 29. Boardwalk
- 30. Events Lawn
- 31. State Theatre Forecourt
- 32. Public Art Opportunity
- 33. Green Room
- 34. Kiosk/Cafe
- 35. Children's Water Garden



8.0 Masterplan Objectives



The primary objectives of the Masterplan are informed by the vision for a world-class cultural park and precinct anchored in local and regional identity, including Western Australia's extraordinary cultural and natural history. Aboriginal culture, language and naming is central to its narrative and realisation.

The masterplan concept is framed by a series of broader urban design and redevelopment objectives, including:

- i. The creation of a high-quality ('world class') public realm.
- ii. The creation of places and spaces in which people want to stay and linger – with or without 'activation' initiatives.
- iii. A place that is welcoming to all, including local Aboriginal people.
- iv. Stronger pedestrian linkages, connections and vistas in and out of the precinct.
- v. Improved amenity, including a stronger balance of green landscape and hard landscape/ built form and the provision of more shade throughout the precinct.
- vi. The incorporation of regionally and locally indigenous landscape and flora.
- vii. Acknowledgement and inclusion of Whadjuk Noongar and wider Western Australian Aboriginal cultural traditions and content.
- viii. Representation and realisation of wetland landscapes including permanent water bodies.
- ix. Optimising redevelopment scenarios for underutilised sites within the precinct.
- x. Increased safety through complementary residential development within and adjacent to the precinct, community engagement programmes, improved passive surveillance, and improved pedestrian lighting and CCTV.

The masterplan delivers:

- i. Public spaces that will embody learning, local culture, narrative as well as improved access to and welcoming spaces for each of the major cultural institutions.
- ii. Spaces that support and encourage more passive activities that are more complementary and effective in continuously engaging and attracting visitation than activation strategies that rely on performance and entertainment.
- iii. A central organising space that provides an integrating orientation space and 'welcome mat' to each of the major cultural institutions.
- iv. Complementary business and commercial development including additional and better integrated hospitality venues, major public-private partnership development opportunities and potential short-stay and permanent residential accommodation within the precinct.
- v. Expansion and complementary development options for the State Library, AGWA, PICA and the Blue Room.

The '6 Key Moves' for the precinct, already described, are directly reflected in the Masterplan concept.

8.0 Masterplan Precincts

The entire Cultural Centre precinct is reimagined as a landscape: an immersive environment that reinforces the Noongar Whadjuk understanding of 'what it once was', as well as later unrealised, modernist garden visions for the precinct.

This welcoming, flexible and activated public realm is composed of a series of distinctive yet interrelated urban garden and green spaces populated with a myriad of distinctive and wonderful plants indigenous to the region.

The landscapes moderate the harsh summer sun, ameliorate strong winds and capture warming winter sun, as well as providing beautiful and engaging spaces that encourage people to meet, linger and play. The existing and proposed buildings open-up to these urbane landscape spaces creating a seamless connection between inside and out.



Central Heart - Ephemeral Water Feature and Events Lawn

8.0 Masterplan

Precincts

1. Green Heart/ Embrace



The intersection of the James Street promenade and the north-south garden spine signals an expansive green space incorporating a generous lawn, shaded arbour, waterplay, reconfigured wetland, seasonal garden beds and additional high canopy tree-planting. The Green Heart replaces the James Street amphitheatre as the primary events and gathering space within the precinct, and is designed as a space to linger casually and comfortably at any time of the year, as well as a flexible event or performance area.

Related Key Move:
Form a Central Heart

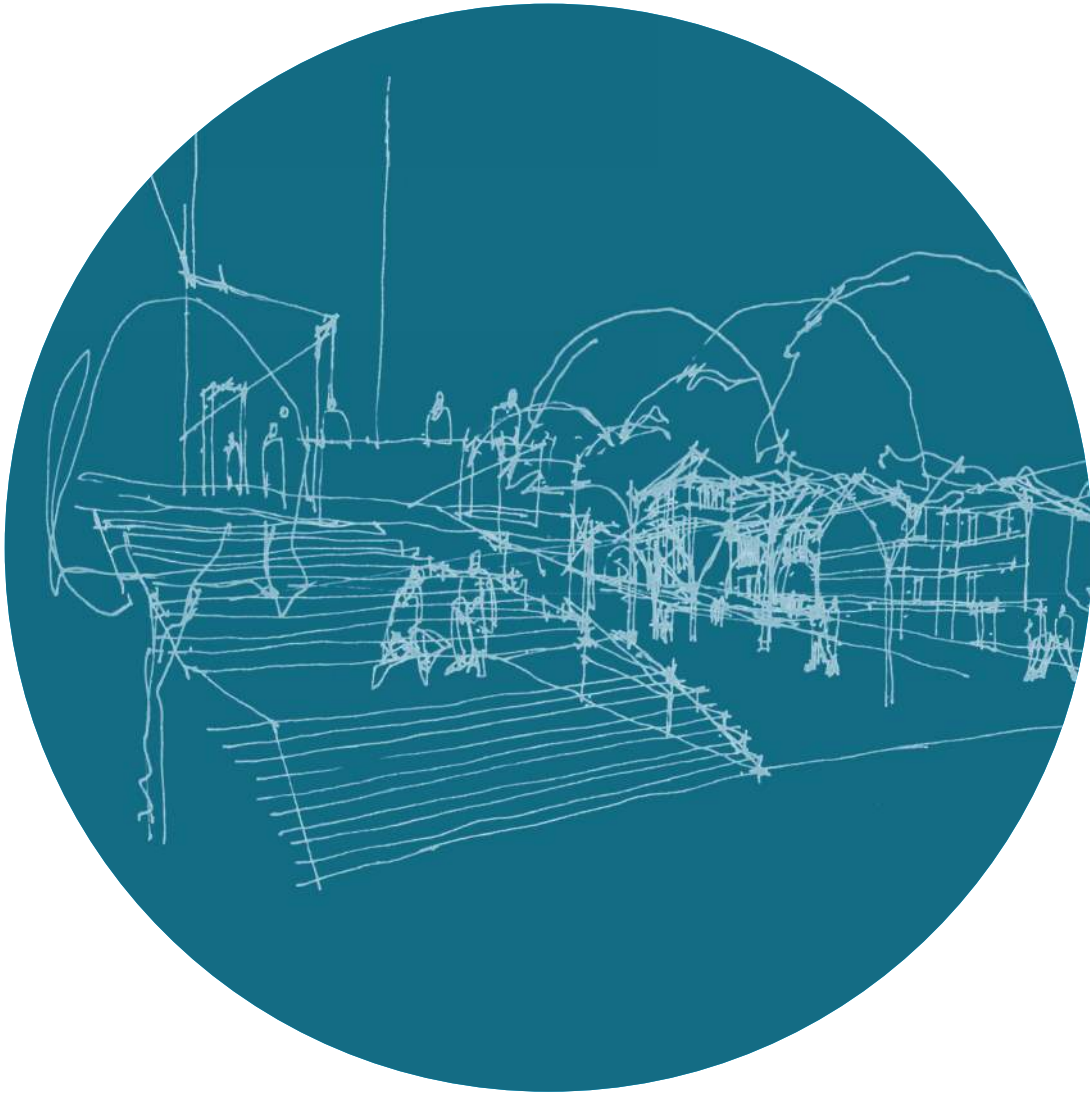
2. The Promenade



The expanse of James Street from east to west is imagined as a coherent and formally structured pedestrian streetscape of generous ramps, courtyards, forecourts and avenue planting. 'Missing' elements of the existing Plane tree planting are extended along the western side of the promenade to create a continuous shady avenue. Spaces in front of existing buildings are 'given back' as complementary, appropriately scaled and landscape forecourts to the various building frontages.

New landscaping along the southern James Street edge of the WA Museum Boola Bardip is maintained and reinforced with reconfigured forecourt spaces to the northern edge of the old Police Barracks building.

Related Key Move:
Reinforce James Street as a Formal Promenade





Aerial View - Central Heart



Central Heart - Shaded Arbour, Water-play and Events Lawn

8.0 Masterplan

Precincts

3. Beaufort Street Garden



Recovering and expanding spaces for garden and landscape is a key premise of the masterplan and 'not building' all areas of the precinct is a starting point for a respectful design response to culture, land and meaning. The site on the existing Art Gallery carpark adjacent to Beaufort St becomes a garden of indigenous plants that explores narratives in relation to the traditional custodians, the Whadjuk Noongar people. This approach also protects the important, southern prospect of the Museum's Jubilee Wing, arguably the most beautiful of all of the Museum's heritage buildings.

Related Key Move:
Develop Underutilised Sites

4. Laneway Court



The forecourt to the Alex Hotel forms part of a space that links Hook and Lock Lane to the 'hidden' walkway that links the State Theatre foyer and courtyard to James Street and the Cultural Centre. The Laneway Court resolves the non-alignment of lane and theatre entry by highlighting each to the other and announcing the new Court space as the organising and gathering space between the two.

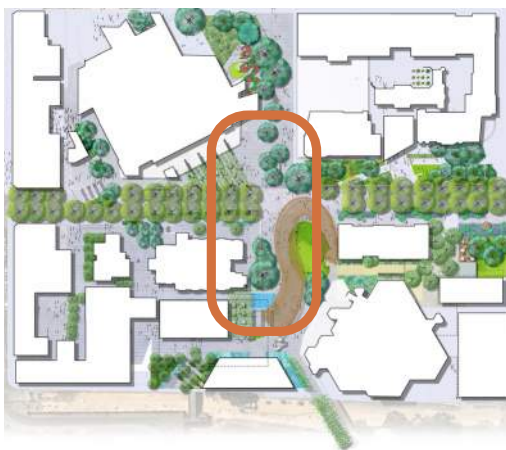
Related Key Move:
Open up the Buildings to the Public Realm



8.0 Masterplan

Precincts

5. Library Grove and Gallery Grove



A high-canopy copse of eucalypts is located adjacent the eastern side of the Library, while another is situated near the western side of the Art Gallery. These majestic groves create abundant dappled light and shadow, and juxtapose the Brutalist geometry of the Library and Art Gallery buildings. Low planters of endemic shrubs and ground covers form generous bench seating spaces and a meeting place.

Related Key Move:
Reimagine North/South Series of Gardens

6. Tiered Garden and PICA Plaza



The wholesale redevelopment of the Roe Street carpark enables new street-level pedestrian links, terrace gardens, development opportunities and the activation of Roe Street as an address point and gateway into the Cultural Centre, AGWA and PICA.

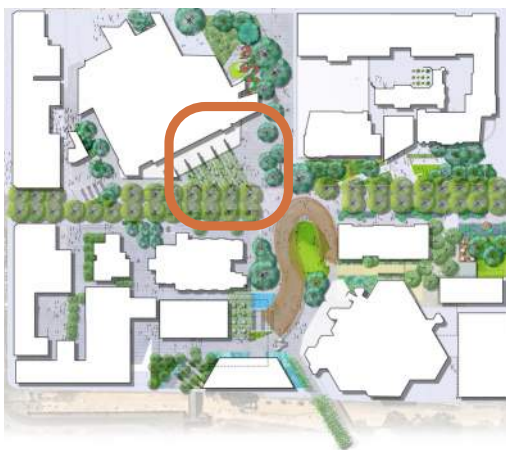
Related Key Move:
Reimagine North/South Series of Gardens



8.0 Masterplan

Precincts

7. Library Forecourt



The State Library forecourt is reimagined as a shaded courtyard-like space incorporating a new James Street colonnade, formal garden planting and a deciduous arbour linking the new colonnade to the Library building.

Related Key Move:
Open up the Buildings to the Public Realm

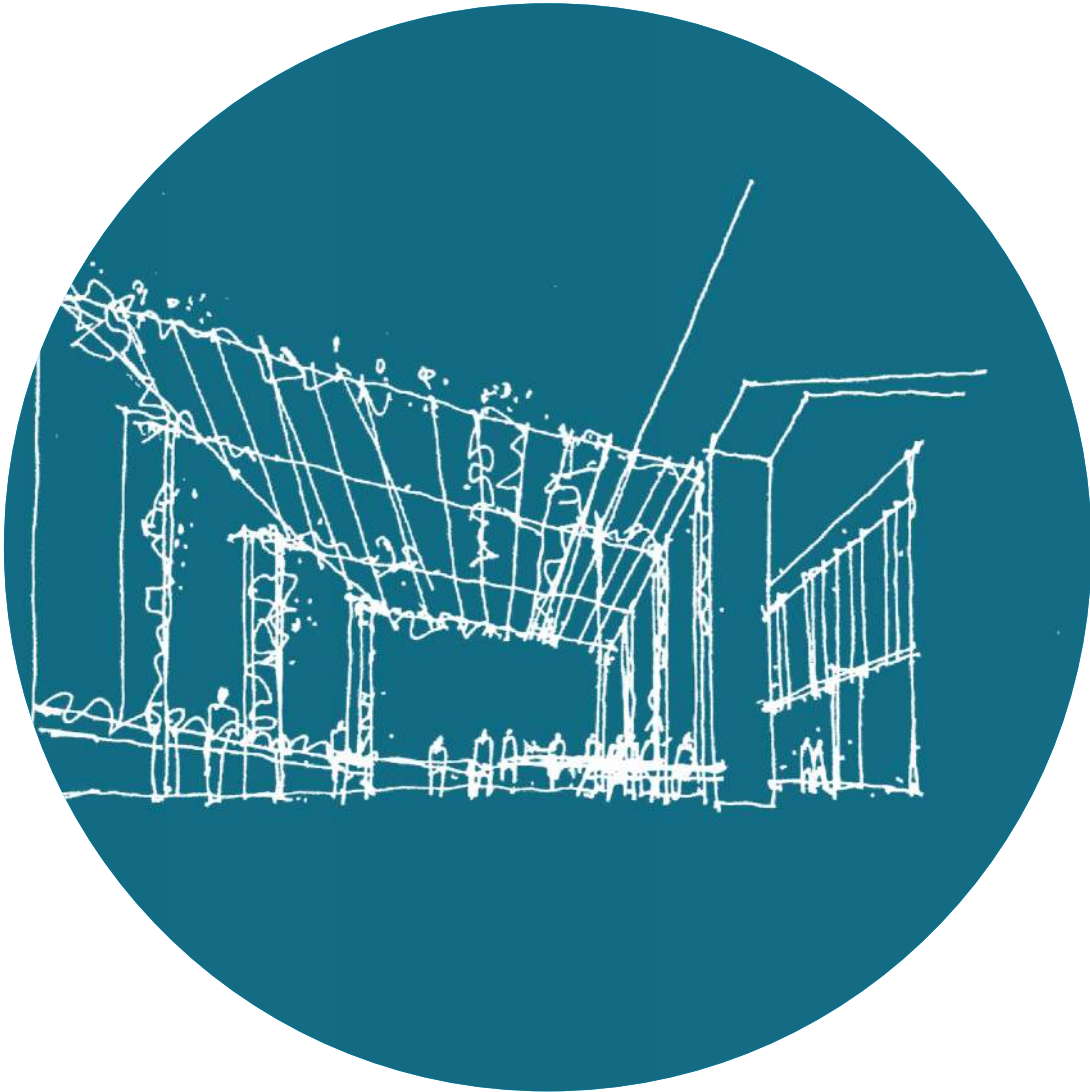
8. Garden Walk



A spine of interconnected landscapes run north-south from Francis Street on the northern boundary to Roe Street and the Pedestrian Bridge on the southern edge.

The northern entry to the Cultural Centre is conceived as an expanded green space with 'thick' garden edges and a generous pedestrian pathway that hugs the edge of the WA Museum Boola Bardip.

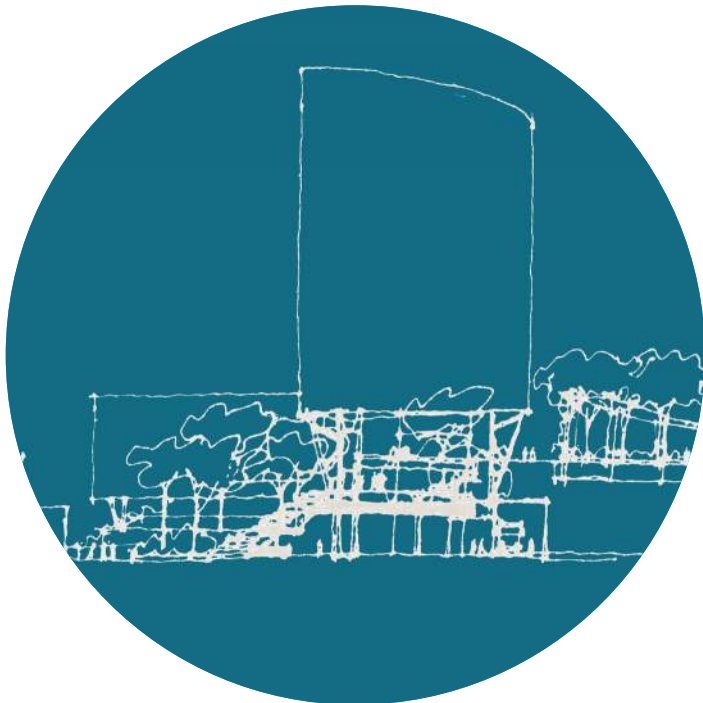
Related Key Move:
Connect to the city & beyond





James Street West - View East towards Central Heart

8.0 Masterplan Precincts



9. City Walk



The existing station concourse bridge is adapted to incorporate green landscape and an harbour to provide a leafy and shady promenade between the precinct and the city. The landscape extends the City of Perth’s greening project that includes new landscape initiatives in Forrest Place and the wider CBD.

Related Key Move:
Connect to the city & beyond

10. Gateway Development



A small footprint development site immediately to the north of the old Courthouse building is included as part of the broader consolidation of the precinct’s primary eastern gateway on Beaufort Street. The future building will partly screen the Courthouse from the adjacent garden – which is both appropriate and sensitive to the proposed focus of the new garden and wetlands.

Related Key Move:
Develop Underutilised Sites

11. Roe Street Development



The existing Roe Street carpark site is reorganised to accommodate a new tiered garden and staircase linking Roe Street to the upper plaza and enabling the expansion of PICA and the development of complementary residential/ short stay accommodation along the southern edge of the precinct.

Related Key Move:
Develop Underutilised Sites



James Street East - View of Wetland and Beyond

8.0 Masterplan

Stage One - Development Opportunities

The Taskforce recommends that the first major works package for the precinct should include the creation of the new 'Central Heart' space to the north of the AGWA building. The space is nestled between the Police Barracks building and PICA but also enables future redevelopment or expansion of each site.

Complementary and related developments would include a new pedestrian linkage between the main Gallery building and Police Barracks, the creation of a new events lawn on the site of the existing Gallery carpark site on Beaufort Street and a new Childrens' Art Garden. Modest additional investment could deliver transformational works within the western James Street precinct, as part of the first works package.

Under current, committed funding arrangements, interim works only will be undertaken within the western James Street precinct. Additional funding is also being sought to bring forward more transformative works in this sub-precinct to enable a more comprehensive first works package to be delivered at the Cultural Centre.

All elements of the proposed Stage One works are independent of additional development opportunities in the precinct and have been designed to complement future development stages. Along the precinct's southern, Roe Street frontage both the Roe Street Carpark and Beaufort Street sites present major development opportunities that could include private investor partnerships and contributions. These projects could be initiated in parallel with Stage One or following the completion of the initial works package.

In summary, future redevelopment scenarios on adjacent sub-precincts within the Perth Cultural Centre will have no material impact on the Stage One works proposed for the precinct.



8.0 Masterplan

Institutional Development Opportunities

AGWA

A parallel business case supporting a major expansion of AGWA has informed the Masterplan. The Masterplan can absorb major AGWA expansion plans on either the Roe Street carpark site or Old Courthouse site.

The State Library of Western Australia

The State Library is investigating a major redevelopment of the Library building including additional public spaces along its eastern frontage and the opening up of a major green landscape spine between the Library and Museum buildings. Each of these initiatives is incorporated in and consistent with the Masterplan, including the creation of a series of indigenous gardens and landscapes through the central north-south spine of the precinct.

The Blue Room

The Blue Room's expansion proposals can be readily accommodated within the Masterplan.

The State Theatre

An improved northern address and presence on James Street for the State Theatre is enabled by elements of the precinct Masterplan for James Street West. The Roe Street carpark redevelopment should also include strategies for upper-level linkages to the State Theatre foyer and breakout spaces.

PICA

PICA has commenced a site redevelopment study that will expand its capacity to deliver state-of-the-art contemporary arts practice including strengthened partnering and hosting capability for visual and performing arts partners. PICA's preliminary concept plans can be accommodated within the masterplan.



8.0 Masterplan

Future Development Opportunities

Roe Street Carpark

The strategic importance of the Roe Street carpark redevelopment is well documented in this Masterplan report. The large site presents complementary development opportunities for each of its neighbouring institutions, complementary residential and short-stay accommodation, hospitality activities and public realm and green landscape outcomes.

The provision of short-stay and permanent residential accommodation within the precinct is a critical factor in the successful repositioning of the Perth Cultural Centre as a welcoming and safe place. This issue and its potential solutions will inevitably inform choices around what is redeveloped where and, indeed, what the right mix of development on the Roe Street carpark will be.

Beaufort Street Carpark

This site also presents interesting, alternative options for a future development scenario on the site. The Masterplan includes the proposition that the protection of much of the site for green open public space is a key outcome for the wider precinct.



Roe Street - Cultural Centre Entrance

9.0 Programming + Staging



9.0 Programming + Staging

Key Delivery Issues

Public Realm

It is possible to deliver most of the identified works in the public realm between the institutions in the short term (subject to funding) with limited to no impact on other development opportunities that may come at a later point in time.

A more expansive public realm scope of works also presents a further opportunity to comprehensively transform the precinct whilst continuing to enable future development options associated with the major institutions and associated redevelopment sites within the precinct.

Roe Street

The lease for the existing Roe Street carpark site will terminate in 2022. Redevelopment of this site is therefore achievable in the short to medium term and it presents a historic and timely opportunity to deliver a fully coordinated and transformative project on a key strategic site within the precinct.

Other Projects

Most of the existing institutions within the precinct are the subject of ongoing and, in some cases, substantial redevelopment proposals, which will each, if realised, intersect with works proposed for the public realm. Clarity and decision-making around each of these propositions will be critical to optimising the scale of change within the precinct and the scale and substance of Perth Cultural Centre's transformation over the next 5-10 years.

Enabling Works

Key site linkages and address points such as the proposed southern pedestrian entrance and promenade on Roe Street will only be realised through improved coordination between government departments and authorities. Historically, critically important planning and urban design initiatives such as the liberation of the Horseshoe Bridge undercroft and tenancy spaces, have been stymied due to existing PTA operational requirements.

The Perth Cultural Centre and surrounding precincts will continue to languish without major changes to decision-making processes and the enactment of meaningful whole-of-government project coordination.

Investment in the Perth Railway Station, and collaboration with, and management of, the PTA in relation to the greater precinct, will be critical success factors, or otherwise, in the realisation of the Perth Cultural Centre vision and Masterplan.



9.0 Programming + Staging

Key Delivery Issues

Safety and Security

The Perth Cultural Centre's proximity to Perth's major entertainment precinct presents opportunities, threats and real day-to-day challenges to the maintenance of a lively and safe public realm within the Cultural Centre.

The establishment of a permanent residential base within the precinct is a key strategic outcome and enabler of a more safe and secure Cultural Centre precinct.

Consultation and Engagement

The Perth Cultural Centre Masterplan identifies the need to recognise and celebrate of the traditional owners and custodians of the area in and around the modern City of Perth. There is significant goodwill from representative groups towards the key Masterplan initiatives which will require ongoing investigation and consultation to ensure meaningful and tangible translation of intention into outcome.

Access and Operations

New capital works within the precinct's public realm will be disruptive and dislocating for users and tenants of the precinct. Construction will be necessarily staged to minimise construction impacts, however there are likely to be disruptions over a number of years across the Perth Cultural Centre.

Current Commercial Arrangements

A number of existing tenancies will require relocation and/ or negotiated arrangements prior to and during the construction phases of the project.



10.0 Next Steps



10.0 Next Steps

The Masterplan outlines a vision for opportunities to create a precinct where the whole is greater than the sum of the parts.

The following recommendations will facilitate the coordinated urban renewal of the precinct as well as the capacity of the private sector to contribute to the realisation of the precinct vision:

1. Continue the Whadjuk Noongar consultation process and coordinate new precinct naming options, protocols and approach with State Government and State Government leadership.
2. Finalise business cases for AGWA and the State Library of Western Australia and determine anticipated spatial and site needs for each institution.
3. Assess cultural institutional needs (and development options) against residential development opportunities within the precinct.

4. Engage ECU in ongoing consultation to identify potential site linkages and shared precinct development opportunities.
5. Progress discussions with the PTA and State Government regarding potential upgrades to Perth Railway Station concourse and alternative accommodation options for existing operations currently housed in the undercroft spaces of the Horseshoe Bridge. These functions remain a significant impediment to the realisation of critically important pedestrian links that will enable both improved public realm outcomes as well as more favourable trading opportunities and conditions for prospective traders within Yagan Square and adjacent precincts.
6. Progress discussions with the City of Perth regarding future management responsibilities and coordination of Roe Street pedestrian, cycle and vehicle movements.

7. Develop Roe Street redevelopment infrastructure and precinct servicing opportunities, including replacement of existing James Street service vehicle access with future service provision via Roe Street.
8. Investigate opportunities for public-private investment options and strategies for Roe Street and Beaufort Street sites and coordinate with updated Art Gallery Business Case and future needs studies.
9. Coordinate upgrade initiatives relating to Hook and Lock Lane and the interface with the State Library's western terrace.
10. Initiate development opportunity discussions with relevant private landholders around the precinct. Utilise Masterplan and precinct vision to encourage strategic site redevelopments.

