



HEATHCOTE CULTURAL PRECINCT

PLACE VISION AND PLACE PLAN PROJECT

Stakeholder Engagement Findings and Place Making Strategies

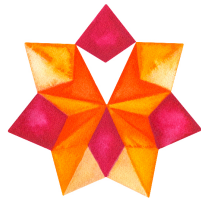
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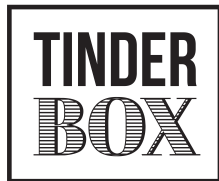
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Introduction

PLACE VISION AND PLACE PLAN PROJECT

The Heathcote Cultural Precinct at Point Heathcote in Applecross is a state heritage-listed site with a rich history and a variety of current uses. From 2000, a large part of the site was leased and managed by the Challenger Institute of Technology. In April 2015, the Challenger Institute lease was returned to the City of Melville presenting the City with a clear opportunity to develop a holistic precinct vision and place plan to guide the direction and activation of the site for the next ten years.

Social Fabric, in collaboration with Tinderbox, were engaged by the City of Melville in September 2015 to conduct a program of stakeholder engagement to inform the development of a shared vision for the precinct and the identification of place making strategies for inclusion in the place plan.

This report describes the vision that has emerged for the precinct, summarises insights generated through the stakeholder engagement activities under six strategic themes, identifies a number of place making strategies, and sets out a framework for place planning.



1. Reserve for hire (weddings only)
2. BWG Steakhouse restaurant & function centre
3. Artist studios, art workshop spaces for hire & artist in residence
4. Venues for hire
5. Venues for hire

6. Artist studios & venues for hire
7. Public barbeques and picnic tables
8. Children's playground
9. Clock tower
10. Venues for hire

11. Play group and toy library
12. Museum, gallery and shop
13. Kiosk

PLACE MAKING APPROACH

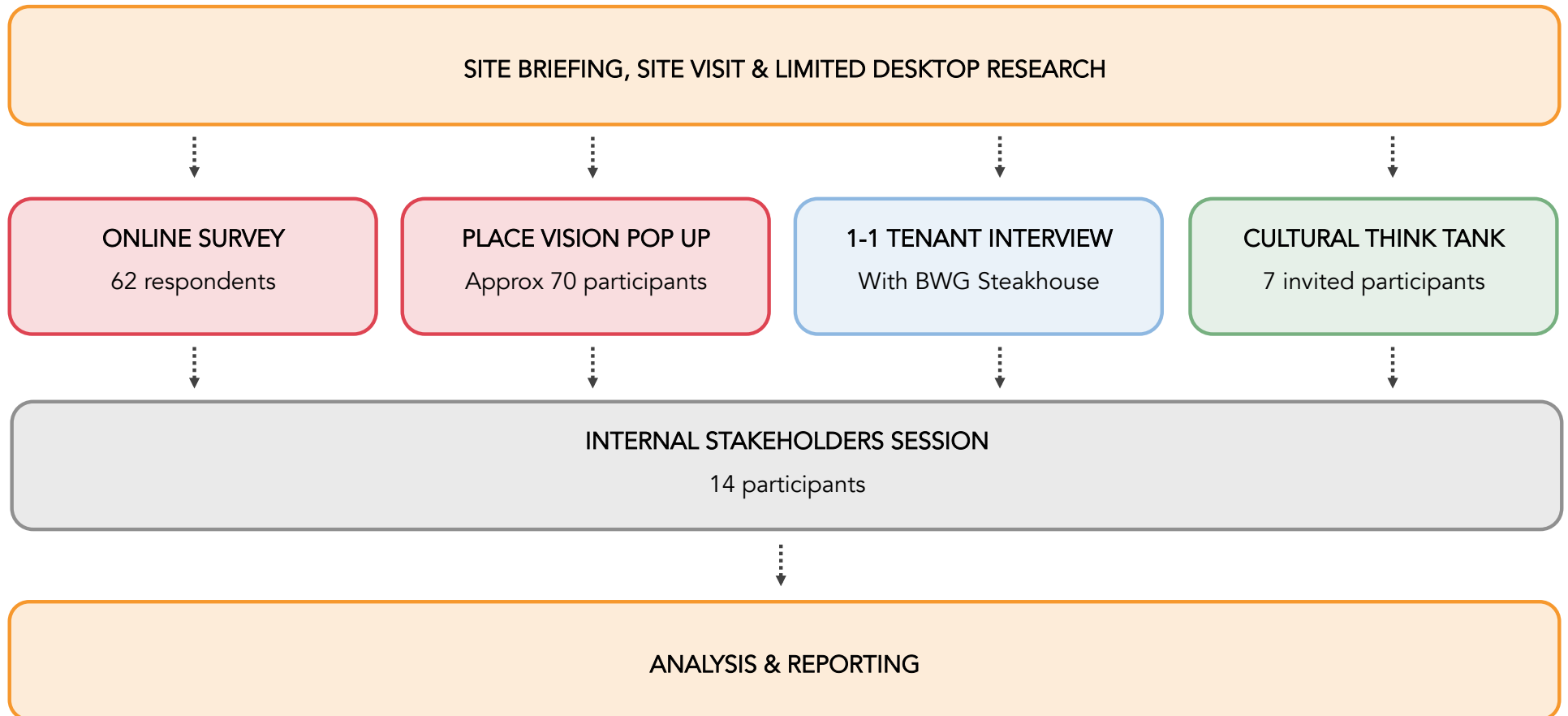
Place making transforms the lives of individuals and communities through engaging people in the transformation of places. It is founded on recognition that great places make a difference to a range of aspects of individual wellbeing and play an important role in the social, economic, and cultural life of communities.


Place making is a collaborative process that involves place users and other stakeholders working alongside place managers in the planning, design and management of physical spaces. Through working together, participants in a place making process are able to turn mediocre or under-performing places into great places. Visionary places. Places that make the most of their characteristics and that occupy a place in the heart of the people who use them. Places that change people and shape communities for the better.


The stakeholder consultation process for the Heathcote Cultural Precinct Place Vision and Place Plan project was framed by Social Fabric's place making approach that focuses on creating human-centred places, using the physical, social, emotional, and cognitive needs of people as its starting point. These needs are represented in the eight characteristics or qualities of great places shown below. Drivers of use make it more likely that people will use a place. Drivers of attachment increase people's personal connection with a place. Use and attachment reinforce each other. Individuals and communities are able to unlock the full value of a place when these drivers for use and attachment are present.





STAKEHOLDER ENGAGEMENT PROCESS



 Community, local residents, visitors, tenants, stakeholders

 Commercial tenant

 Cultural specialists

 City managers and staff

The stakeholder engagement process conducted during October and November 2015 collected and integrated the knowledge, needs, and ideas of a range of people who have an interest in the future of the Heathcote Cultural Precinct. A letter was sent to 1800 local residents within a one kilometre radius of the precinct inviting them to have their say, current tenants were asked to promote the engagement process to their members and customers, and it was advertised via the City's website, social media, in libraries, and with posters and flyers.

Online Survey

Community members, current place users, and other stakeholders were invited to complete an online place vision survey during October 2015. Topics covered in the survey included current and future place character, uses and activities, motivations for visiting Heathcote, place attachment, an audit of place strengths and challenges, and ideas for improving the precinct.

Place Vision Pop Up

A drop-in engagement activity open to all was also held onsite at Heathcote on 25 October 2015 to coincide with a range of other activities happening across the precinct. The same set of topics were covered at the pop up, with additional visual materials used to engage participants.

1-1 Tenant Interview

An interview was conducted with BWG Steakhouse, the commercial tenants who have a long term lease at the precinct.

Cultural Think Tank

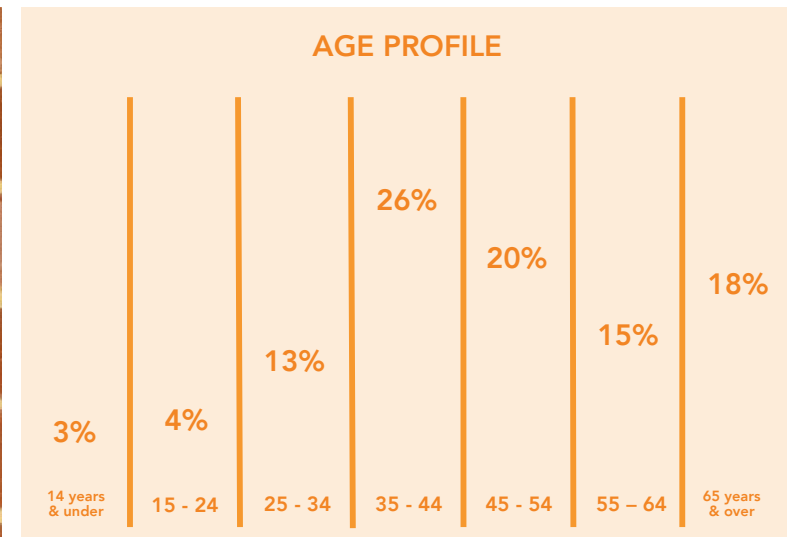
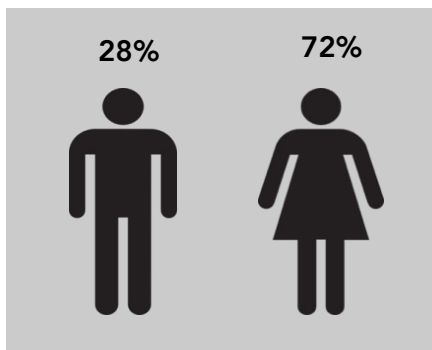
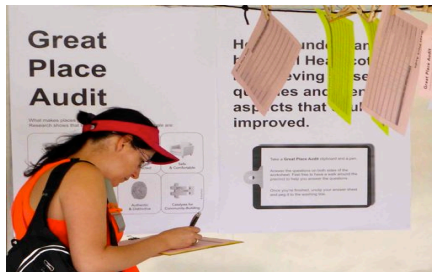
A think tank session was held with a small group of visionary experts who have broad cultural programming and facilities experience and local to international perspectives (see Appendix A). Participants were asked to consider the broader cultural landscape of Perth (and beyond) and to identify where the Heathcote Precinct could fit. Drawing on their breadth of experience, they were also tasked with identifying strategies to ensure Heathcote has a viable future.

Internal Stakeholders Session

A session was held with relevant City of Melville staff and managers who play a role in the management of the Heathcote Cultural Precinct. Participants reviewed and assessed the ideas generated by external stakeholders in light of City policies, site and resource constraints, and existing knowledge of community needs. They also identified strategies for possible inclusion in the Place Plan.

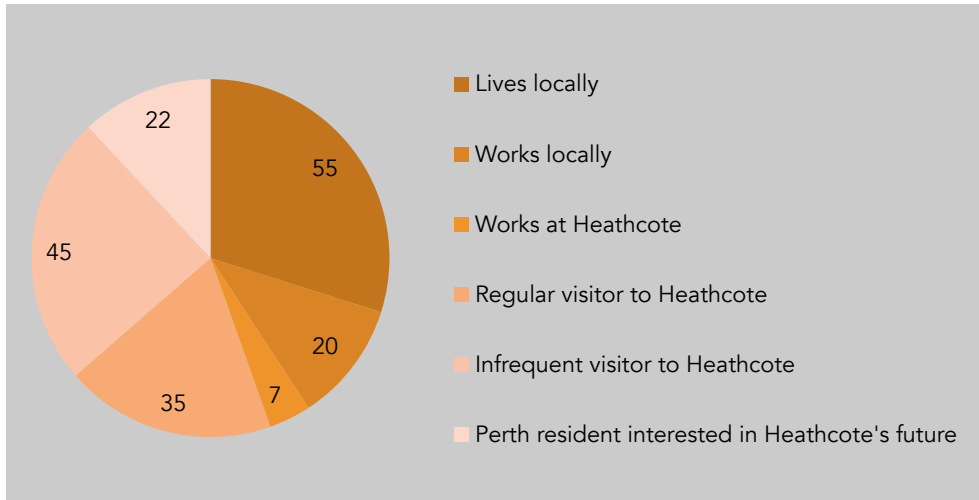
Introduction

PROFILE OF SURVEY AND POP UP PARTICIPANTS¹



¹ Not all participants answered the demographic questions – percentages are based on only those participants who provided data.

Introduction



26% no children

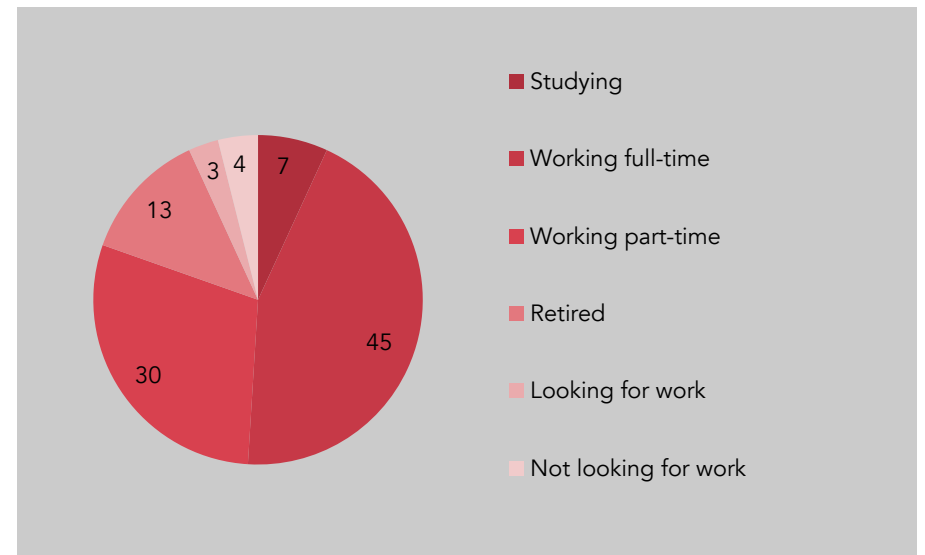
8% one or more pre-school aged children

27% one or more school aged children

34% one or more post-school aged children



 42% dog owners



Heathcote makes me feel very proud that this amazing open space is close to our home

Makes us feel great we can recreate in such a special environment

I am so glad this wonderful place was saved

It holds a special place in my memories



Identifying the Place Essence

Heathcote is currently home to a diverse assortment of activities. With a variety of indoor and outdoor spaces available, in October 2015 the site was being used for:

- relaxation and passive recreation
- celebrations and social gatherings with family and friends
- children's play and development
- arts
- heritage
- community meetings and activities
- food and beverage
- learning and development
- wellbeing activities
- retail
- office space for tenant organisations

Uses and activities are the basic building blocks of thriving places. They are the reasons why people visit the first time, and why they return. They can also make a place special or unique. According to place making research, the most successful places accommodate and support a wide range of uses and activities that cater to people and groups of different ages and with different interests, skills, abilities, and backgrounds. The diversity of uses on offer at Heathcote can therefore be seen as a strength.

Stakeholder engagement revealed that what is missing however, is a connecting thread that weaves the different uses and activities together, that makes them part of a larger whole. It is evident that there is currently very little connection between the different uses and activities that occur on site. To the people who use Heathcote, the buildings and spaces appear disparate and insular and the precinct presents as a rather confused mish mash of separate elements.

Heathcote... seems closed off with different parts doing different things, not really connected

In order for Heathcote to fulfil its potential, this identity crisis needs to be resolved. Whilst the site should continue to be multi-faceted and support different activities, it needs a core identity, a unifying place essence that can 'hold it all together'. This will:

- help users to better understand and make sense of the site
- provide a firm foundation for establishing a strong brand
- help to establish a niche for Heathcote
- provide clear direction for choice of tenants and programming

The question is, what should the **place essence** for Heathcote be?

Identifying the Place Essence

An analysis of stakeholder feedback – including what people value about Heathcote as it is today and how they would like it to be in future – reveals a range of opinions about what type of place it could be.

Survey and Pop Up Participants

The activities that came through most strongly as being valued by survey respondents and participants at the pop up were:

- Enjoying the spectacular views
- Playing at the children's playground
- Using the family-friendly gathering spaces e.g. public BBQs, picnic tables, hire spaces
- Walking and relaxing in the beautiful outdoor environment

Other current uses that some stakeholders identified as important to them were:

- Art-related opportunities e.g. exhibitions and workshops
- Restaurant
- Wellbeing and personal development classes and sessions

Looking to the future, these stakeholders want to see:

- Shared community experiences / events especially markets and live music
- Attractive kiosk / coffee shop and café / casual dining options
- More arts opportunities e.g. workshops, Aboriginal art, arts groups
- More wellbeing offerings e.g. meditation, yoga, therapy spaces
- Innovation activities e.g. co-working, support for entrepreneurs, changemakers
- New opportunities to connect with nature e.g. botanical displays, nesting boxes
- New opportunities to connect with history e.g. interactive trail and tours
- More activities for kids and families e.g. children's festival
- Volunteering opportunities

Think Tank

The future vision for Heathcote put forward by think tank members is a 'makers hub' that focuses on:

- Heritage arts / classical arts / craft practices
- Local, gourmet, artisan food producers
- Showcasing *practice* and the *process* of making, facilitating participation and engaging audiences at an intimate level

They also proposed:

- Introducing co-working and innovation in niche markets
- Acknowledging the historical focus on mental health and wellbeing, but not pursuing this as a focus for future activities
- Retaining the playgroup onsite

Internal Stakeholders

The key themes that were emphasised by internal stakeholders are:

- Arts
- Heritage
- Community uses
- Wellbeing

Identifying the Place Essence

Through analysis of stakeholder feedback about what makes Heathcote special, distilling the personal and broader aspirations of place users, and exploring where Heathcote could sit within the cultural landscape of Perth (and beyond), a unifying **place essence** for Heathcote has emerged:

INTEGRATED DIVERSITY

The strongest potential for Heathcote to establish a unique and authentic offering is to retain and build on its diversity, but to also integrate it. Rather than centering Heathcote's identity around one or two of the current or proposed new uses for the site, the focus instead will be on the intersection, cross-pollination, and coming together of different uses and activities.

With INTEGRATED DIVERSITY, the creative friction generated through the dynamic interplay between diverse elements onsite will create something new, something special. Heathcote can continue to have a great playground, a respected art centre and so on, as well as being able to incorporate new uses such as an innovation space. What it will become most well known for however is the interesting, imaginative, and invigorating ways that these diverse elements are brought together.

Benefits of this Approach

A place for the future: Our world faces growing challenges that cannot be overcome by one individual, organisation or community. Whilst there is a lot of talk about the need to break down silos and to collaborate across disciplines and diverse groups, there remains a strong tendency to set up places that segregate different users and interests. Through embracing INTEGRATED DIVERSITY and a focus on fusion and blurred boundaries, Heathcote will become a place that brings together different people and ideas to spark new ways of meeting human needs, addressing societal problems and realising community aspirations.

Establish a niche: Whilst there are other art centres, beautiful parks, heritage sites, artist/maker hubs and so on in Perth, there is no other place that has the exact combination of activities onsite, history, and character as Heathcote. In future, Heathcote will offer a more unique and distinctive experience if the focus is on weaving these elements together to create new and creative possibilities.

Retain character: The INTEGRATED DIVERSITY place essence can be delivered in a way that is in keeping with the relaxing and refreshing character of Heathcote that is highly valued by the community.

Retain broad appeal: Through the INTEGRATED DIVERSITY place essence, Heathcote can retain its broad appeal. The focus on cross-pollination of elements will gently 'stretch' current users and encourage them to engage with additional activities onsite and a broad range of new user groups will be able to be accommodated.

Be flexible and agile: As the INTEGRATED DIVERSITY concept does not bind Heathcote's identity to any single activity or function, it will remain relevant over the longer term. Uses can adapt over time in light of changing community needs and aspirations.

Appendix B provides examples of existing and imagined activities that could bring the INTEGRATED DIVERSITY place essence to life.

Create a vision and promote it!



Heathcote Cultural Precinct

Place Vision 2025

A beautiful and intimate destination that has local to international reach for cultural experiences and recreation.

Built upon the uniqueness of:

Its history and heritage

Its picturesque vantage point overlooking the Swan River

Its integrated qualities as a place for diverse cultural experiences

PLACE VALUES

Co-creation

Escape / retreat / a bit 'out of the way'

Intimate scale

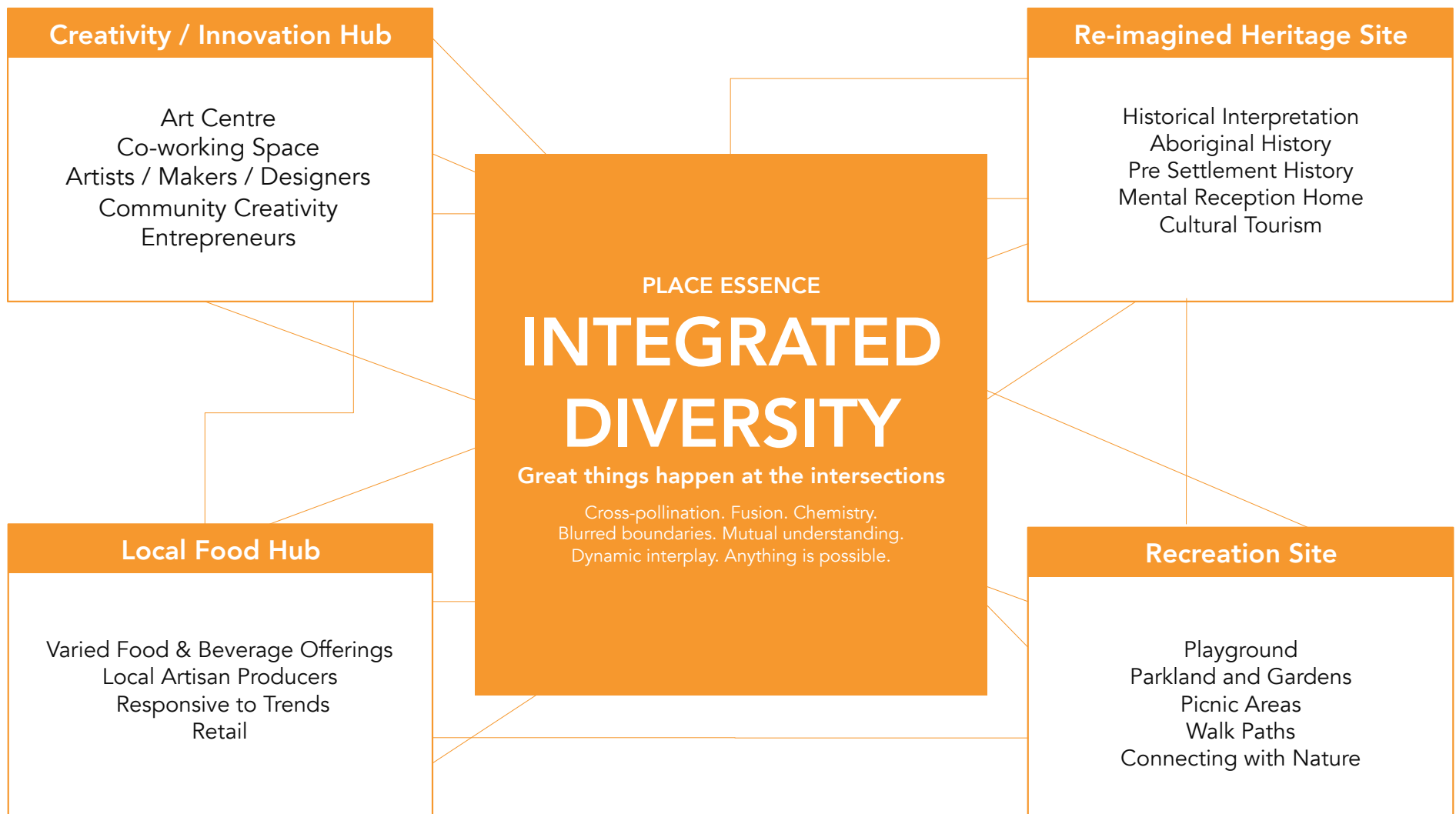
Bespoke / personalised / customised

Edge / satellite

Made in WA / local

PLACE ESSENCE AND FOCUS AREAS

Four focus areas have been identified to bring the **Integrated Diversity** place essence to life and to build a unique experience through the dynamic interplay between diverse elements:



PLACE PERSONALITY

A future story for Heathcote

The Heathcote of the future, the one people can imagine, is a place where great things happen when different things come together. A place that hums with a steady pulse of activities - intimate or grand, quiet or lively. A beating heart of meaning, a common blood found in difference.

It is a space where the unexpected just might happen, where you round the corner and find new things coming together in a way that you've not seen before. It's experimental and nonjudgmental. People know Heathcote as being friendly and comfortable, but also a place alive with shared meaning.

Heathcote is not complacent. It defies categorisation. It wants to discover what lies beneath. It does this by introducing different things to each other and letting them negotiate their boundaries. Heathcote draws unexpected ideas through it. It is connector, translator and alchemist all at once. It pays homage to its rich past whilst reaching wide to form its future.

Heathcote continually unfolds. Itself as well as those who come to it. It welcomes every person, every thing, and gives it a slight twist as it passes through. Gently shifting perspectives and forming new ways of being.

The four **Place User Personas** in Appendix C provide insight into what the Heathcote of the future will mean to different members of the community.

Strategic Themes

From an analysis of the stakeholder engagement and place audit findings, six strategic themes have been identified.

These themes are interrelated and provide insight into the strengths and challenges of Heathcote as it is now, as well as how it could transform into a place that delivers more value in future.





Build a network of people, groups and organisations committed to working together to make Heathcote great

The City of Melville alone cannot make the Heathcote Cultural Precinct a truly great place. Its full potential will only be realised through working collaboratively with place users, tenants, and other partners and supporters. A place co-creation approach will be crucial to building sufficient knowledge of community needs, aspirations and culture to be able to provide experiences at Heathcote that are fit-for-purpose, welcoming and authentic. Importantly, it will also unlock additional resources (volunteer time, expertise, assets, and funds) that can be channelled into achieving the place vision.

Co-creation with community / place users

Place making practice around the world and across Perth has shown that many community members relish the opportunity to be actively involved in shaping and nurturing the places they use and care about. The stakeholder engagement process should be the start of more ongoing efforts to inspire and catalyse Heathcote's community champions to help steward the precinct towards a vibrant future.

Co-creation with tenants

Cooperation and buy-in from Heathcote tenants will be a critical factor in whether or not the future vision for the Heathcote is properly realised. Investing time in securing the right mix of tenants, building good working relationships, and regular communication will support the success of the precinct.

Co-creation across City of Melville Service Areas

There is a wide range of areas within the City that share responsibility for managing different aspects of the Heathcote experience. Effective cross-organisational coordination and collaboration will be required in order to ensure that all of these elements are attuned to the shared vision and form part of a cohesive whole.

Through feedback from stakeholders, it is evident that the City is in the very early stages of embedding a place co-creation approach in relation to managing Heathcote. This way of working will serve as the foundation for addressing all of the other strategic themes and therefore needs to be a key priority.

Place Co-Creation Strategies

Co-creation with community / place users

1.1	Share the Vision and Place Plan with key stakeholders and the community
1.2	Undertake targeted community engagement with groups as part of the ongoing development of the Precinct activation
1.3	Establish mechanisms that ensure community / place user views continue to feed in to high level planning and decision making in relation to Heathcote
1.4	Provide platforms for community-led place making initiatives
1.5	Develop partnerships with community groups, organisations, and businesses
1.6	Explore opportunities for participatory budgeting

Co-creation with tenants

1.7	Secure buy-in from tenants in relation to the place vision
1.8	Build productive working relationships and establish responsive communication processes
1.9	Support tenants to deliver responsive and viable services
1.10	Co-design and co-produce activities, events and experiences

Co-creation across City of Melville Service Areas

1.11	Secure buy-in from City of Melville Service Areas in relation to the Place Vision
1.12	Establish a cross-organisational working group (or similar) to enable ongoing information sharing and coordination across Heathcote roles
1.13	Establish a position responsible for coordinating all aspects of the implementation of the Heathcote place plan



Increased Activation

Increase levels of activity at Heathcote in a way that is in keeping with place character and site capacity

There is a perception among many stakeholders that the Heathcote Cultural Precinct is currently under-utilised, particularly the buildings. It is likely that these perceptions relate both to the *actual* levels of activity at the site and to the fact that the activities inside buildings are not visible from, nor do they reach out into, the outdoor spaces. Also, as different areas of the precinct cater to different groups it is unlikely that users will have an awareness of the overall level of activity onsite.

The activity level at such a beautiful precinct is somewhat low!

A very underutilised resource in a beautiful setting

Beautiful place but has little or no facilities

It is ok outside but offers nothing for anyone inside the buildings

I enjoy visiting Heathcote and have done so many times but am very disappointed more is not done to make the community more engaged there

My strongest feelings about Heathcote are of regret at its wasted potential - it could be a vibrant community centre

Use the collective space as much as possible as it's a great asset

Fill up all the unused buildings and really bring this place alive

There is a strong desire among stakeholders to see the precinct fulfil its potential to become a vibrant and fully-utilised public space. Importantly though, any increase in activity needs to be in keeping with the relaxing and refreshing character of the site that is highly valued.

A place in the heart of the city where you can escape the 'city'

Feels like you are on top of the world, yet a quiet and relaxing feeling. You feel like you have had a break when you go up there.

Parts of Heathcote are very relaxing, wouldn't want to change this by over planning

One of the key constraints on the capacity of the precinct to accommodate more activity is the availability of parking. Heathcote is in an 'out of the way' location that is not very accessible by public transport. Currently, the majority of visitors access the site via car.

There are already times during the week and year – weekends, school holidays, public holidays – that the number of people driving to Heathcote exceeds the capacity of onsite parking and cars spill out on to the residential streets surrounding the precinct. Whilst it is expected that transport modalities will develop and change over the next ten years and car parking will become less of a determining factor in terms of access to Heathcote, for the foreseeable future car parking capacity will also need to be a key consideration in any activation efforts.

Stakeholders identified a number of factors that currently get in the way of them making more use of the Heathcote precinct:

Lack of awareness

The buildings need to be well signposted so we know what they are being used for

Mostly used for the BBQ area and playground – haven't thought to access buildings or see what they had to offer

Difficulty getting there

On busy days parking is a problem and puts people off

Footpaths are non-existent in many access streets

Entry points from the river are unclear and walking up the ramp is unattractive as lights are broken and the only sign posting is about no dogs

Getting there by public transport is impossible. The walk from the railway station or Canning Highway is 20 minutes – I know because I have done it! Not for the faint hearted in rain or summer sun.

Feeling unwelcome

I feel Heathcote has a lot of potential to be inspiring, welcoming and stimulating, but I don't think that it is at the moment. I think a lot of it feels closed off and clinical and unwelcoming.

Though the restaurant serves coffee when the café is closed I never know whether I am really welcome. Sometimes I have been invited to sit anywhere and other times we can only sit outside.

Current offerings do not appeal

Excellent playground for young children and good family picnic area but of limited appeal outside of that

I would not direct any visitor there because the café has consistently been a disaster

There are a number of artists doing work but some of the work seems very amateur and not high quality so it doesn't attract many people

Diminishing views

Weddings and functions are down as a result

Increased Activation Strategies

Preserve current drawcards

2.1	Assess the extent to which views of the river and city are decreasing and work with relevant stakeholders to determine whether a plan is required to preserve access to views
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Increase awareness and visibility of current offerings

2.2	Make the uses inside the buildings visible from the outside / find ways to bring the activity inside the buildings into outside spaces
2.3	Increase marketing and promotion

Offer new or enhanced activities in line with the place vision

2.4	Cross-pollinate uses and activities through joint programming and partnerships
2.5	Host more shared events / activities that bring the whole community together
2.6	Investigate the feasibility of providing a higher quality kiosk/coffee option with extended opening hours
2.7	Investigate the feasibility of providing providing a genuine mid-level, casual dining option
2.8	Provide more arts-related opportunities
2.9	Expand the range of arts activities to include more than visual arts
2.10	Ensure that arts activities support the community to be active participants in, as well as consumers of, the arts
2.11	Provide more wellbeing activities
2.12	Investigate the feasibility of establishing a co-working / innovation space at Heathcote that supports entrepreneurs
2.13	Provide more opportunities to connect with the history of the site
2.14	Provide more activities for children and families
2.15	Create opportunities for volunteering at Heathcote
2.16	Expand the retail offer onsite

Increased Activation Strategies

Offer new types of spaces

- | | |
|------|--|
| 2.17 | Change the style of some of the 'for hire' spaces to support different uses |
| 2.18 | Provide indoor space/s where people can drop in and feel welcome to stay awhile |
| 2.19 | Re-imagine the internal car park / driveway space as an active 'heart' for the precinct where all of Heathcote's 'communities' are visible and can come together |
| 2.20 | Re-imagine the area around the clock tower as a plaza space designed for casual use and intimate community events |

Attract user groups that are currently less welcome at Heathcote

- | | |
|------|--|
| 2.21 | Develop activities/offerings that appeal to young people |
| 2.22 | Develop activities/offerings that appeal to people spending time by themselves |
| 2.23 | Develop activities/offerings that appeal to cyclists |

Deliver increased activation in keeping with place character

- | | |
|------|--|
| 2.24 | Ensure all new activities align with the values that are part of the vision for the future |
| 2.25 | Retain the eastern side of Heathcote as a 'quiet side' |

Deliver increased activation within site capacity

- | | |
|------|--|
| 2.26 | Establish how many people the site can feasibility accommodate – building capacities, public open space capacities, car parking capacities |
| 2.27 | Program new activities during non-peak times |
| 2.28 | Program activities that attract people not coming by car e.g. cyclists, bus tour groups |
| 2.29 | Develop a parking plan for Heathcote |
| 2.30 | Install bike racks |

Increased Activation Strategies

Other activation strategies

2.31	If individuals or groups have exclusive use of areas, ensure they offer sufficient value to the community in return
2.32	Deliver internet connectivity onsite for City of Melville staff/facilities, tenants, and 'for hire' spaces that is fit for purpose, mobile, secure, easy to use, works within building heritage constraints, and is chargeable to separate users
2.33	Investigate the feasibility of providing free wifi in public spaces
2.34	Reduce the total amount of 'for hire' indoor space and increase the number of indoor spaces with anchoring uses
2.35	Triangulate: co-locate uses and activities within similar areas, so that engagement with each element builds off the other
2.36	Create density of activity: focus first on building a critical mass of activity in spaces that already offer more variety of uses, before widening the focus of place activation efforts to include lesser-used areas
2.37	Layering: progressively layer more and more small-scale uses and activities on to the different spaces at Heathcote, through physical design changes or programming

Unsuitable Uses

The City of Melville assessed some of the suggested activities for the Heathcote precinct that were put forward during stakeholder engagement as being unsuitable for the site. These are:

Dogs – Local law prohibits dogs in playgrounds. The children's playground would need to be fenced off if dogs were to be allowed onsite. The City does not believe that there would be community support for fencing the playground.

Active recreation spaces – There is insufficient space to create dedicated active recreation spaces.

Space for scooters and skate boarding – There is insufficient space to create dedicated spaces for wheeled sports.



Strong Brand Awareness

Establish a strong brand for Heathcote and build awareness through all touchpoints

Feedback from stakeholders paints a picture of confusion and a lack of awareness about the name of the Heathcote Cultural Precinct, its purpose, and the activities on offer:

- 57% of place audit respondents rated awareness of what is happening onsite as poor or ok
- For some stakeholders the name 'Heathcote' is still associated with the previous use of the site as a hospital for mentally ill patients, and has negative connotations
- The branding of tenant organisations onsite is more visible than branding of the precinct
- Think tank members questioned whether continuing to use the name 'Heathcote' will serve current aspirations for the site

Few people even know Heathcote exists let alone what it is for

Strong Brand Awareness Strategies

3.1	Re-brand the precinct to reflect the future vision (including giving consideration to re-naming)
3.2	Develop a marketing and communications strategy for the precinct
3.3	Establish dedicated social media profiles for the precinct and build a strong social media following
3.4	Create meaningful names for the buildings onsite that promote current uses



End-to-End Experience

Ensure all aspects of the Heathcote experience combine to make a positive impression

Stakeholder feedback serves as a reminder that whilst the quality and diversity of uses and activities on offer at the Heathcote Cultural Precinct will be critical to its future success, other place making elements – accessibility, connectedness, comfort, and safety – will also be key considerations in whether or not people return time and time again to enjoy the precinct.

*It's no good ramping up the offer and expectation if people can't park
If there's negativities, it impacts [the whole of] Heathcote*

The stakeholder engagement process highlighted a number of aspects of the current experience of the Heathcote precinct that could be improved. These are summarised in the strategies outlined below.

End-to-End Experience Strategies

4.1	Make it easier to get to Heathcote
4.2	Make it easier to move around Heathcote
4.3	Make Heathcote more comfortable for users
4.4	Ensure the clock tower works
4.5	Develop a plan for the Heathcote Lower Lands that is integrated with plans for the precinct



Interweave the history of the site with present uses and future aspirations

Findings from the stakeholder engagement and place audit suggest that currently the rich history of the Heathcote Cultural Precinct is not well-integrated into the experience of the site. Opportunities to engage with the recent history of mental health service provision are generally confined to the dedicated museum space (a notable exception being the well-regarded TILT artist in residence and exhibition) and the story of the site's Indigenous history is almost completely absent.

The Heathcote precinct's multi-layered past is a significant asset in terms of delivering an authentic and distinctive place experience to users, the potential of which remains largely untapped. The history of the site needs to be brought fully to life and in a way that enriches, rather than constrains, its present and future.

Living History Strategies

5.1	Develop an Interpretation Plan for the site
5.2	Cross-pollinate heritage themes with other uses and activities
5.3	Identify more uses for the clock tower



Viability and Adaptability

Establish the conditions for Heathcote's long term success

The vision for the future of the Heathcote Cultural Precinct needs to not only be desirable, but also viable and adaptable. It will be important to:

- reach agreement on the financial goals for the site
- secure diverse funding streams and delivery partners
- establish the conditions that will allow the vision to evolve over time in response to changing needs and contexts.

The stakeholder engagement process has highlighted a number of opportunities to help the Heathcote precinct thrive now and over the long term. These are summarised in the strategies outlined below.

Viability and Adaptability Strategies

6.1	Negotiate with the WA Government for conditions on the title to allow for agile responses to changing needs
6.2	Develop a Funding Strategy for Heathcote
6.3	Investigate the desirability / feasibility of securing another non-commercial anchoring organisation
6.4	Investigate possible liquor licensing arrangements for outdoor public events
6.5	Transition to having more than one food and beverage operator on site

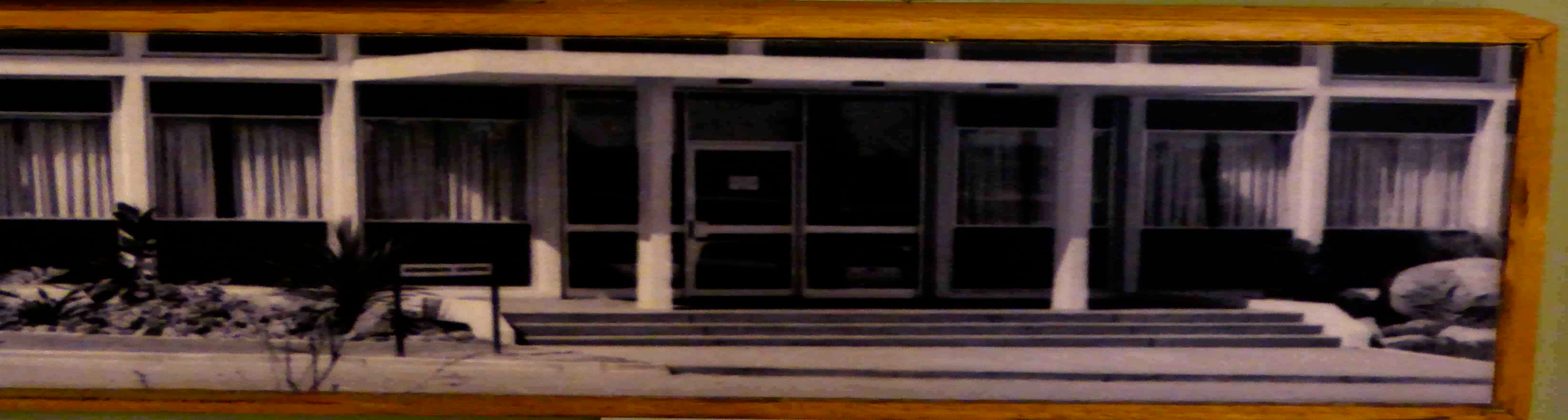
AVON HOUSE MOTHER AND BABY UNIT

You can't just 'go off half-cocked'. You need a complete brief, budget, targets/expectations.

built at Heathcote Hospital called Avon House. It accommodated administration offices, dormitories and single rooms for residents.

One of the many innovations in Avon House was a Mother and Baby Unit where mothers, who were suffering from mental illness, or postnatal depression, were cared for with their babies.

This created a safe environment for both the mother and baby, allowing the mother to care for her child as much as her state of health allowed. This unit was the first of its kind in Western Australia.



Avon House, 1975

City of Melville Museums and Local History collection (P2012.45)

Framework for Place Planning

AREAS TO INVOLVE

Place making is a multidisciplinary task. It is recommended that the following City of Melville service areas are involved in developing the place plan for the Heathcote precinct:

Cultural Service
Neighbourhood Development
Asset Management
Planning
Facilities Management
Building Services
Parks and Gardens
Landscape Architecture
Governance
Marketing

PLAN PHASING

Based on stakeholder engagement findings, it is recommended that the first three years of the Heathcote Precinct 10-year plan be focussed on **Experimentation**. This phase will enable the City to establish the structures, roles and relationships required to embed a place co-creation approach and to work with stakeholders to design, prototype and refine specific place making actions to address the six strategic themes. It will:

- provide the City with the opportunity to test the desirability, feasibility and viability of new or enhanced place governance, management, design and programming strategies in a low risk way, prior to making large scale investments and locking in long term arrangements
- enable the community to experience and provide feedback on trial activities and changes to spaces at Heathcote before the City commits to permanent changes

The timing of this phase lines up with the current period of the restaurant lease.

Framework for Place Planning

The following conditions will be important to the success of the **Experimentation Phase**:

- Clear financial and usage goals for the precinct
- Sufficient resourcing to deliver good quality activation initiatives
- Marketing and communications strategy to publicise activation initiatives
- Baseline data about current levels of usage and finances, to enable tracking of changes over time
- Mechanisms to seek feedback from place users, the local community and tenants and to measure the impact of changes
- Buy-in from the cross-organisational working group
- Platforms to enable stakeholders to co-create activation initiatives e.g. participatory budgeting
- Increased flexibility in relation to conditions on the title

IMMEDIATE PRIORITIES

The following actions have been identified as immediate priorities:

1. Develop place plan recommendations
2. Apply the strategic themes to activities already planned for 2016
3. Establish the conditions for the Experimentation Phase

Appendix A: Cultural Think Tank Participants

Henry Boston

Executive Director, Chamber of Arts and Culture

Ted Snell

Director Cultural Precinct, University of Western Australia

Marcus Canning

Chief Executive Officer, Artrage (Fringe World Festival)

Veronica Jeffery

Executive Director Place Management, Metropolitan Redevelopment Authority (Perth Cultural Centre)

Brodie McCulloch

Managing Director, Spacecubed

Aaron Rutter

Director, JumpClimb Events (Beaufort Street Festival)

Helen Curtis

Arts Consultant, Apparatus

Appendix B: Examples of Integrated Diversity Activities

Existing Examples of Integrated Diversity Activities at Heathcote	<ul style="list-style-type: none"> TILT site-specific exhibition Children's cooking classes Meditation walk Children's art classes Makers market School and community concerts
Imagined Possibilities for Integrated Diversity Activities at Heathcote	<ul style="list-style-type: none"> Playable public art that integrates historical themes DADAA arts workshops for people with a mental illness Co-working space with crèche Immersive history event where participants learn about the past through a dinner menu reflecting the different stages of Heathcote history Innovation hub for entrepreneurs building social enterprises around mental health Painting sessions / classes outdoors e.g. Perth Plein Air Painters Production and sale of Aboriginal bush medicine retail products Restaurant incubator space Dedicated studio for artists who specialise in community arts practices Outdoor yoga classes Makers helping innovators to prototype new designs / products Partnership with Curtin University's Young and Well Cooperative Research Centre Perth SOUP – dinner event to crowd fundraise for local projects

Appendix C: Place User Personas

Place user personas paint a vivid picture of place users as humans rather than demographic descriptors, giving insight into their goals, their regrets, the things that occupy their mind. Knowing place users as humans makes it much easier to understand what the Heathcote of the future can mean for them, and how to make it mean more.

Parent of Young Children

I'm forever looking for places to take the kids where I can also spend time with friends. Sure, they have kids too and so we spend most of our time watching to make sure the kids are ok, but we do get to chat a bit. I'm really happy if I'm at a place that can offer me a good coffee, has lots of good things to entertain the kids, and gives me a little spot where I can sit and relax, that's out of the sun and rain.

Actually, when I think about it a bit more, I sometimes feel that I'm losing part of myself, continually relating to kids and spending too little time doing what I love. I guess that's just part of this stage of life. But there is so much I am actually interested in, although they've been pushed out of my brain, I do get the odd glimpse on Instagram and Pinterest of things I'd love to try. Things I'd love to know more about. A peaceful place to chat with friends and let the kids roam free is definitely what I need, but if it also offers me a little bit more... that would be amazing.

The Parent of Young Children is interested in the future Heathcote as a place that brings new activities to the otherwise safe and expected playground. It's a place where this persona might be able to develop more fully as a person, not just be stuck in a role as parent. Heathcote speaks to the persona's need to overcome boredom, co-mingling the ability to look after the children with something that is more in line with what the parent wants to do as an individual.

Artist

I love the act of creating something from nothing. When I'm creating, I feel like I'm a channel for something bigger than myself, something awesome, something powerful. I'm always looking for new ideas, new ways to see the world. As an observer of the world, I see how rich it is in meaning, and want to somehow express that meaning in everything I do.

Perth has come a long way, even though it is so isolated geographically I feel like it really is a place where I can create great art. It's becoming a place where I can create the experiences that are typically associated with much larger cities, a place where there is extraordinary talent in so many different fields, and our cross-pollination means that we have a whole new way of meaning making.

The Artist persona is curious about the Heathcote of the future. It promises to bring together all sorts of new insights, new material emerging from the interaction of different ideas. This is the sort of thing that, done well, gives the Artist a perfect opportunity to develop meaning. Heathcote opens a window onto the world that doesn't exist anywhere else, a window that is curious and rich.

Civic Minded

This community is so precious to me. It's really lovely how people pitch in to help each other out, and I love to see stronger ties created between people. I really believe this is how people find happiness, through the creation of a fabric that holds people high in good times and bad.

It can be hard with everybody being so busy and sometimes I wonder whether the community was stronger in the past, but it is amazing what community organisations manage to achieve. We are all so dedicated to making something better together and appreciate the support from anybody who can help. We have a very committed group of people who make this happen. We are all busy, and we all contribute in our own way to make this community strong.

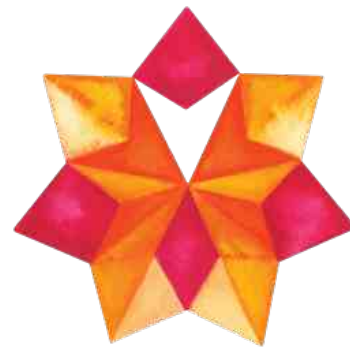
The Civic Minded persona is attracted to the future Heathcote because it brings together all of the different people in their different activities. It looks much more like an interesting space where people can form a collective consciousness, where they can build community while going about their own thing. Rather than splintering the community into a plethora of different places dedicated to particular uses, it brings the community together in a place designed for shared use.

Retiree

I really love having so much time on my hands. I spent a lot of my life pushing myself hard to provide for my family, and I've achieved that. They are all doing well, and I feel I can now wind down, just a little bit. Do the things that I've wanted to do for a long time. Catch up with friends for a coffee, read, take walks, breathe, enjoy the richness of the beautiful city that I live in. Take up some new hobbies that always intrigued me but I never had time for.

I'm lucky in that I also get to see a fair bit of the grandchildren. Their energy is infectious, and they are just so engaging. I love the questions that they come up with and the games they invent. I'm always looking for new, fun things to do with them. To take them away from their iPads.

The Retiree is fascinated by the future Heathcote. It's a place that respects the past, the heritage, the hard work built up over the years, but doesn't consider itself confined by that past. Instead, it wants to bring together all sorts of users, all sorts of uses. This ability to gently translate between the known and the unknown is sure to give the Retiree the safe transition into something new.



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