



BUSSELTON & DUNSBOROUGH PLACE PROJECT

Workshop Outcomes Report

9 & 10 May 2019

L K ADVISORY

Urban & Regional Planning | Strategy | Policy | Governance | Performance



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1. Introduction

Placemaking and Activation is one of the six key focus areas of the City's Economic Development Strategy 2016-2026 (Key Focus Area 4.6). The City's Economic Development Working Group has prioritised this focus area as the first area of the Strategy to progress.

Placemaking and Activation, particularly when community-driven, will also contribute to a wide range of strategies and objectives contained in the City's Strategic Community Plan 2017 (Review 2019) and will contribute to achieving the City's vision –

“Where environment, lifestyle and opportunity meet”

The City's proactive focus on placemaking and activation led it to conceive *The Place Project*, with the intention of building community awareness of and involvement in placemaking and activation, to protect and enhance the unique character and identity of Busselton and Dunsborough city centres. In support of this initiative, the City of Busselton engaged LK Advisory (Managing Director, Len Kosova) in partnership with the Town Team Movement (Place Leader, David Snyder), to design and deliver three community Place Enabling Workshops on 9 and 10 May 2019. Two community workshops were held in Busselton on 9 May (specifically for the Busselton city centre) and one community workshop was held in Dunsborough on 10 May 2019 (for the Dunsborough city centre).

This report provides a summary of the workshop outcomes and recommendations for further action to enliven and sustain the Busselton and Dunsborough city centres. Critical to the success of these future endeavours will be community involvement in and ownership of placemaking and activation initiatives; and the creation of an enabling environment for this to occur. This recognises that it is not the role of local government alone to plan, fund and deliver these initiatives, but rather for local government to partner with, facilitate, enable and empower the community and other stakeholders to do so.

The community workshops conducted as part of the City's *Place Project* sought to:

- > Introduce the fundamentals of placemaking and the process of creating successful community spaces;
- > Explore community perceptions, sentiment and aspirations for each city centre;
- > Define the unique qualities and strengths of Busselton and Dunsborough city centres;
- > Showcase inspiring placemaking examples and learnings, and identify what might work locally to enliven each city centre;
- > Explore how the City and the community can continue to work together to turn ideas into action; and
- > Create public places that promote people's health, happiness and wellbeing.

Each community workshop was facilitated in a consistent fashion and comprised:

- > Discussion on Placemaking and Governance Case Studies and Lessons Learnt
- > Group Visioning Exercise
- > Community Anchor Mapping
- > Community-Led Activation Exercises
- > Prioritising Actions based on impact and ease.

As Mayor Grant Henley articulated at the introduction to each workshop –

‘This is just the start of a conversation with the community; it is not a one-off and it is not the last conversation ...

When it comes to placemaking and activation, sometimes the ideas we have will work and sometimes they won't, but the key will be to not give up, to learn from our mistakes and to celebrate and build on the successes, to make our city centres the best places they can possibly be.’

2. Busselton Workshop Outcomes

2.1 Overview

Two workshops were held on 9 May 2019 (one in the morning and one in the evening) to discuss the Busselton city centre. Both workshops were held at the City of Busselton Administration & Civic Centre with approximately 80 attendees in total, including City of Busselton Councillors and staff.

2.2 Words Describing Busselton

To help define a vision for Busselton city centre, workshop participants were asked to brainstorm words that describe their ideal Busselton city centre and which could be used to develop a 'sales pitch' for the city centre. A summary of the responses received and popular themes is illustrated in Figure 1 below.



Figure 1 – Words Describing the Ideal Busselton City Centre

Workshop participants encapsulated these words in the following desired Busselton city centre experiences:

- > Choose your Busselton
- > Unexpected
- > Relaxed, diverse
- > Family-Friendly, coastal
- > Journey, experience – Foreshore meets town
- > Vibrancy, culture, experience
- > Stories – ancient and new – storytelling, come and hear it
- > Anywhere, everywhere, all in one place
- > Nightlife – pies, dogs and bikes
- > Expected the unexpected – always sunshine
- > Unique, vibrant downtown and historic jetty

2.3 Reasons to Visit Busselton

The main reasons to visit Busselton city centre, according to workshop responses, are illustrated in Figure 2 below.



Figure 2 – Reasons to Visit Busselton

2.4 Busselton City Centre 'Sales Pitch'

Based on the above, workshop participants worked in groups to develop the following 'sales pitches' for their vision of the ideal Busselton city centre:

"Park anywhere, go everywhere, everything you need in one place to entertain you"

"Our story is ancient, but it is new"

"Welcome to Busselton. A vibrant town where community, relaxed coastal spaces, environmental values, family and culture are celebrated"

"Expect the unexpected, where the sun shines everyday"

"Busselton is a place that create vibrancy through culture, history and inclusive experiences. Discover the heart of Busselton!"

"Enjoy life in Busselton from the City to the Jetty"

"Choose your Busselton. Experience the unexpected. Something for everyone, every time!"

"A funky town centre with a viewing platform at the top and a clock tower with chiming bells in Mitchell Park"

2.5 Community Anchor Mapping

In groups, participants were asked to identify the spaces and places they felt could be strong future anchors for the city centre. An anchor is a space that draws people into a location on a regular basis. Every successful city centre has at least 3-4 anchors within a walkable distance from each other, so that you are enticed to walk (instead of drive) between the anchors and visit new places on the way.

An agglomeration of all the participant anchors creates a heat map of anchor destinations and walkable spaces (See Figure 3), which illustrates the areas of darkest colour and the connections in between them where future attention should be focussed for activation and enhancement.

Participants were also asked to define what they felt best represented the boundary of the city centre, with the responses having the highest representation depicted by the thickness of the yellow broken line in Figure 3.



Figure 3 – Community Designed Future City Centre Heat Map

2.6 Quick Win Placemaking Ideas

Participants were presented with nine generic placemaking ideas with case study examples and were asked to work in groups to create a project plan for one idea, to improve activation within the heat map areas. The nine generic ideas presented were:

- Small Event Series
- Large-Scale Event / Street Party
- Pop-Up Parks and Town Square
- Urban Art
- Local Business Campaign
- Markets or Retail Incubator Program
- Discovering Place
- Micro-Grant Funding
- Make it Up

This exercise was less about the project ideas and more about demonstrating to community members that they can develop and deliver their own placemaking and activation projects. The outcomes also offer valuable insights into perceived constraints, activity themes, and synergies with the Strategic Community Plan. The placemaking ideas produced by participants are included in Appendix 1.

2.7 Prioritising Placemaking Ideas

After presenting their Placemaking Project Ideas (from Appendix 1) to the broader workshop, each group was asked to prioritise their project based on its perceived community impact and ease of delivery. The results of this activity are illustrated in Figure 4 below (with numbers corresponding to the project numbering in Appendix 1). Activities in the top right corner are the 'low-hanging fruit' that have a high impact, are relatively easy to deliver and should therefore be prioritised for consideration.

In determining Ease and Impact for the purpose of this exercise, participants were asked to consider the following factors –

Impact:	Ease:
<ul style="list-style-type: none"> To what extent will this action help achieve the vision for Busselton? To what extent will this action contribute to the achievement of other actions and priorities? How visible will this action be? How much of a 'game-changer' will this action be? 	<ul style="list-style-type: none"> Do we have the capability and capacity to do this? Can we afford to do this (or not to do this)? Do we have the time and resources to do this? How quickly can we do this? How dependent is this on other actions or partners?

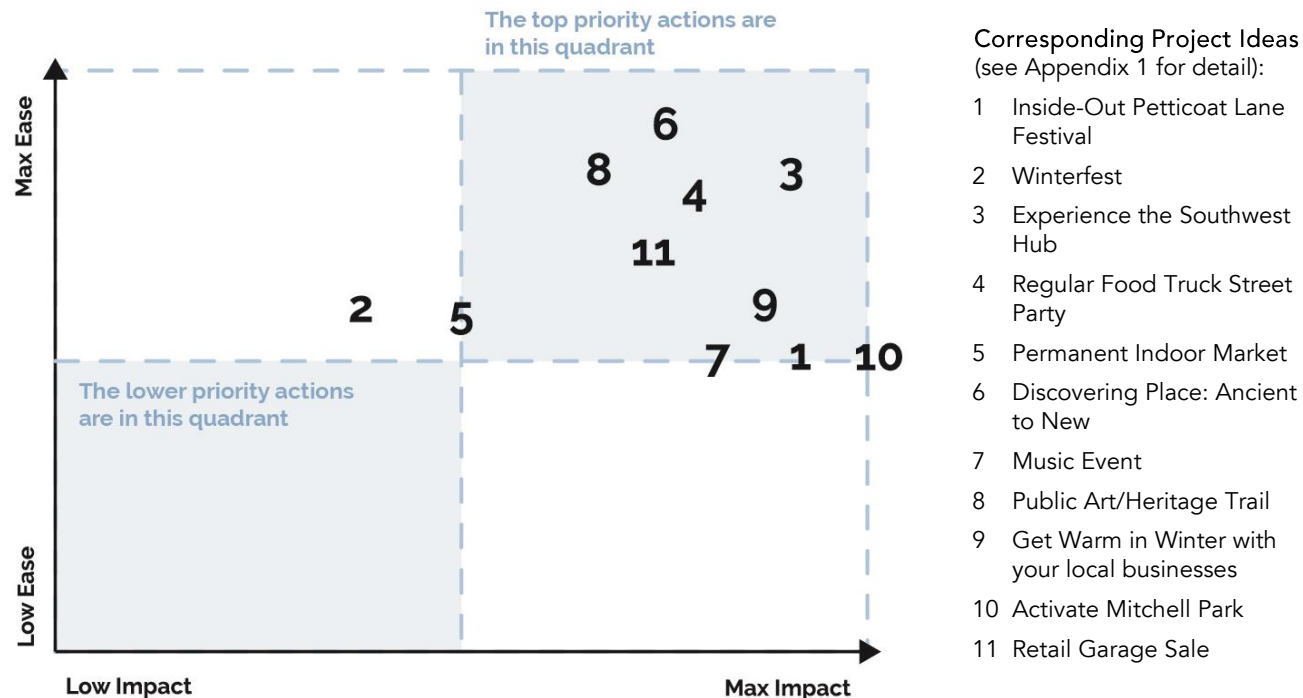


Figure 4 – Prioritising Placemaking Ideas

2.8 What needs to change or stay the same?

Throughout the workshops, participants were invited to document their ideas and opinions on what needs to start happening, stop happening and keep happening. The purpose of doing so was to elicit general feedback from participants about where they felt change was needed, whilst also capturing the positive attributes of Busselton. The results of this activity are presented below –

Start Happening
<ul style="list-style-type: none">• Utilise the art geo complex more – turn into an interactive cultural centre, including guest exhibitions, indigenous exhibitions, classes, etc.• Create a sensory space within a contemporary museum or space (using light, colour, imagery and allow people to assist in this).• Promoting night-time activities and shops opening• Better ambient lighting• Activate laneways and dead car parks in the city centre• Better pedestrian access through more crosswalks, closing roads• Use better empty spaces• Maybe a southwest tasting centre – food, wines, etc• New grant applications for smaller seed funding projects – make it easy to support small events• More involvement and engagement with local businesses• Encourage alfresco, more licensed premises or free-er rules <p>Workshop comment: <i>If the process to get a small grant from the City of Busselton was simple, and relevant to the size of the events, it would positively impact on the community and come to fruition.</i></p>
Stop Happening
<ul style="list-style-type: none">• Fewer real estate agents on the main street• Remove cars, make more bike friendly, encourage walking through town• Business closing over winter – incentive schemes to get going• Shops are not often open at consistent times• Current grant processes are too challenging and lengthy <p>Workshop comment: <i>Shops need to open Saturday and Sunday PM. Hurray!</i></p>
Keep Happening
<ul style="list-style-type: none">• Free parking• Keep talking / communication with business owners about what the City is doing to bring people into the CBD.• Landscaping, street furniture, art installations, banners• Keep themes suitable to Busselton; marine, green/native, flora, fauna, indigenous

2.9 Key Themes

Following is a summary of key themes and opinions raised by participants at both Busselton workshops:

- > The Busselton city centre has suffered from the success of the Busselton foreshore, with the perception being that many visitors to the foreshore now simply regard the city centre as a place to drive through to get to and from the foreshore. To counter this, the city centre and foreshore need to be better connected with more walkable spaces between the two; easier navigation and wayfinding for pedestrians and cyclists; interesting places to explore on foot along the way; and reasons to walk or ride instead of drive.
- > As a collective, city centre businesses need to be supported and encouraged to remain open for longer, to better cater for the customer demands of locals and visitors alike and live up to Busselton's destination status as a regional city.
- > Vacant tenancies should be made available for flexible, short-term uses that draw people into the city centre and give them a reason to 'linger longer'.
- > Mitchell Park is a major city centre asset that would benefit from some strategic investment, activation and integration with surrounding roads and land uses.
- > Busselton plays host to a multitude of festivals and events throughout the year, drawing thousands of tourists and visitors to town, but many participants felt these festivals and events were foreshore-centric and catered for tourists and visitors, not for, by or with the local community. There was a clear appetite to better understand the benefit and value of existing festivals and events to the broader community and local economy, as well as a desire to provide separate events and activations for locals.
- > The city centre is lacking a main street 'presence', sense of place and sense of arrival, due to the inconsistent streetscape treatments (comprising pavements, planting and furniture), particularly along Queen Street between Foreshore Parade and Peel Terrace. There was a view that the city centre needs to be 'tied together' with a consistent and/or complementary palette of designs, materials and finishes in the public realm.
- > Traffic management signs that are installed when Queen Street is closed to vehicles give the false impression that the city centre is closed for business. This was particularly considered to be the case when viewed from the foreshore by disembarking cruise ship passengers.
- > Some workshop participants commented that they are growing tired of Busselton's identity being visually represented by the jetty. Workshop participants felt that more emphasis needs to be given to symbolising the city centre's identity from the cultural precinct to the river.

2.10 Recommendations

The following recommendations are provided in response to the Busselton workshop outcomes, for consideration by the City and community.

Recommendation 1: Using the workshop outcomes, together create a placemaking vision for Busselton city centre. The approach taken to do so could be similar to that adopted by the City in September/October 2018 when developing a Vision Statement for its Reconciliation Action Plan.

Inviting language should be employed to continue the placemaking conversation between the City, businesses and residents to navigate a way forward for achieving the city centre vision.

Once established, the future vision for Busselton should be communicated and celebrated.

A possible Placemaking Vision for Busselton city centre could be –

A Local Busselton. Expect the Unexpected

Hang with the locals and expect the unexpected. Wander between city and sea and discover our story – ancient and new. We're always open and there is always a unique experience to enjoy. Come find your place in the city by the Bay.



Recommendation 2: Review and/or develop new policies/procedures to encourage greater community participation in and ownership of city centre events and activations. This could occur by engaging with businesses and residents to 'test' the current grant application and event approval processes and together identify areas for improvement.

As an outcome of this, the City could produce an easy, informative and illustrative step-by-step guide for hosting events in the city centre.

Recommendation 3: Develop a narrative that 'speaks' to Busselton's identity. Tell stories of change and success through businesses and residents rather than from the perspective of the local government. This includes communicating in ways that are quick and easy to

digest and which capture community attention, such as postcards, pavement stencils/decals, a dedicated communications platform and a brand or symbol that reflects Busselton city centre. These visual, written and verbal cues can be used in place of or in addition to the City's own brand, to signify city centre-related initiatives.

Recommendation 4: Businesses and residents should consider establishing a Busselton Town Team. This is a great platform to organise volunteers and empower the group to improve the Busselton city centre. Initially, the City will need to support the group's establishment and initiate an action plan (this is a brief and practical document that guides the Town Team's actions).

Evidence shows that Town Team members are great city centre ambassadors and communicators of what's happening. It is, however, noted that the current capacity to establish and sustain a Town Team in Busselton might not be as advanced as in Dunsborough. Therefore, it may require some time and resourcing to build momentum, organise community volunteers and establish a Busselton Town Team.

Many useful resources are available <https://www.townteams.com.au/>.

Recommendation 5: Develop a Place Plan as an extension to *The Place Project*.

A Place Plan is an over-arching document, prepared through detailed engagement with community members which sets accountable, realistic and achievable actions to achieve the city centre vision. The Place Plan need not be a lengthy, complex or difficult document to prepare, but rather a guide for investment, activation and decision-making that can mature and become more sophisticated over time. The North Perth Town Centre Place Plan is an example of a more complex Place Plan, available on the City of Vincent's website (<https://www.vincent.wa.gov.au/>).

Recommendation 6: Engage with city centre businesses and encourage them to be pro-active, let them know what's happening and how to get involved. Also, develop relationships with city centre landowners and real estate agents. Once they see positive things happening, they will take greater pride in the appearance of their shopfronts and buildings and will be more inclined to help care for public-private spaces.

Case Study Example: Shape Mandurah Project

An influential landowner within the Mandurah city centre began asking more questions and getting more involved in the Shape Mandurah Project. Through good reporting and performance measurements of the outcomes, Shape Mandurah was able to convince the landowner to contribute to placemaking and activation in the Mandurah city centre. The landowner decided to transform the unused car park (which was an attractor for anti-social behaviour) into a town square with grassed area, festoon lighting, power for food trucks and a welcoming gallery space for local artists. This initiative was a major contributing factor to the success of the project and creating a new community anchor within the city centre.

Recommendation 7: Related to Recommendation 6, city centre businesses and landowners could be invited and encouraged to 'test', refine and raise awareness and understanding of the Façade Refurbishment Subsidy Programme.

Despite the incentives currently on offer through this programme, there appears to be relatively low uptake among businesses. Review of available literature related to this programme suggests that the style of information provided, the language

employed, and some of the materials used to convey the message could be contributing to this situation.

Recommendation 8: Enlist the community's help to prove-up and deliver community-led placemaking ideas, events and activations. This will demonstrate how some of the 'low-hanging fruit' actions raised at the workshops are being completed – staying true to the principle espoused at the workshops of "We Asked, You Said, We Did". This will engage the community in delivering some 'quick wins', build positive momentum and support Recommendation 3.

Recommendation 9: Consider realigning or replacing some of the City's existing grants with a Town Team grant or similar, which would support completion of activities within the action plan.

Recommendation 10: The City should endeavour to quantify, qualify and publicly promote the positive economic and social benefits that events and tourism bring to the city centre and the region more broadly. To further enhance these benefits for the city centre, the City could exercise its influence to direct and draw events into the city centre, in order to activate community anchors and strengthen pedestrian connections between those anchors and between the foreshore and city centre.

Recommendation 11: Invest in Mitchell Park. Every workshop group identified Mitchell Park as a significant community anchor within the city centre – some even commented that it has the potential to become the City's heart.

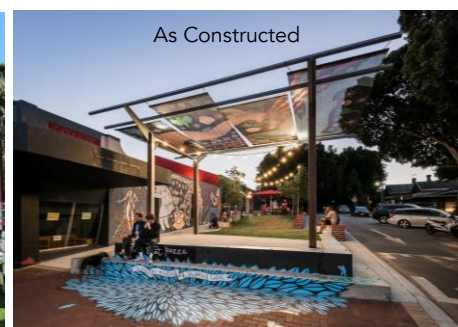
The City should continue to engage with the community to elicit ideas about the future design and use of the park in order to establish a clear direction and mandate to proceed. A strong engagement ethos and co-design process will contribute to an increased sense of community ownership and pride in the park.

An example of a similar community engagement initiative is the City of Vincent's North Perth Common project (<https://imagine.vincent.wa.gov.au/north-perth-common>).

Recommendation 12: The City and community should 'trial' new initiatives and deliver 'pilot' projects, to test their success and learn from any shortcomings. Doing so will allow the City and community to experience light, quick, easy and reversible actions before committing to more permanent or expensive outcomes. This could include trialling a parklet in different city centre locations or a pop-up adaptable space in Mitchell Park.

Case Study Example: Mary Street Piazza, City of Vincent

In deciding whether and where to create a new public space in Highgate, the City of Vincent closed one lane of Mary Street at the intersection with Beaufort Street and placed temporary furniture and installations in the space for the community to 'feel' and provide feedback on. The feedback received informed the design process and the result is the award-winning Mary Street Piazza.



Recommendation 13: Through the City's Reconciliation Action Plan project, consider establishing an Aboriginal Cultural Heritage Trail (similar to the Busselton Heritage Trail) to connect key anchors and provide a reason for people to walk and explore the city centre.

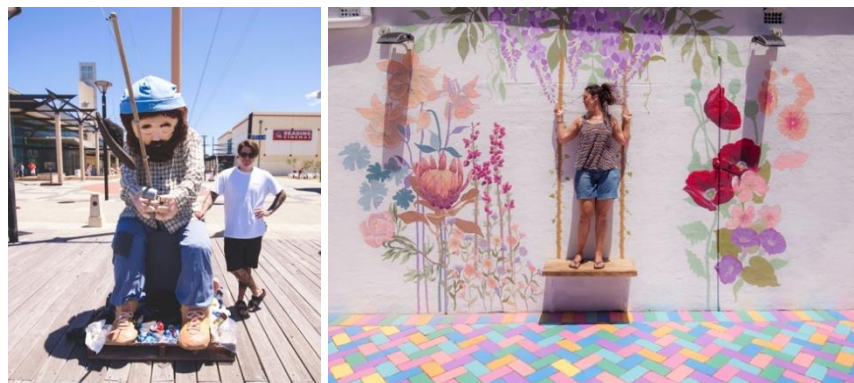
Recommendation 14: Related to Recommendation 9, create an easy-to-apply grants competition as a great way to find some of the quieter creative leaders in the Busselton community. These people may not attend workshops or be involved in community meetings. Some popular examples include prototype festivals and 'community soup'.

The grants should be low-cost (\$1,000-\$2,000) with a simple application process that can be satisfied by a range of mediums, including video, illustrations, or a simple form. To be successful, applicants should be required to demonstrate how their idea would contribute to a more vibrant city centre.

Not all projects will succeed, but those that do will more than make up for the rest.

Case Study Example: Mandurah Prototype Festival

The Mandurah Prototype Festival received more than 16,000 votes and a social media reach of more than 100,000 people (without any paid boosting). Ten x \$1,000 grants were provided to community members interested in communicating the identity of the Mandurah city centre through various arts mediums. The winning project was awarded a prize of \$4,000 and it acted as a positive incubator to kick-start the careers of multiple artists.



Recommendation 15: Related to Recommendation 14, continue to build on the brand identity work initiated through the 'It's the Vibe of the Place' Banner Art Competition to establish a brand identity and visual communications platform to promote City and community activities and allow for public voting on proposals.

Recommendation 16: Establish a relationship with the owner of the vacant Woolworths building and promote and facilitate its adaptive reuse, such as for a business incubator, creative space, markets, etc.

Recommendation 17: Consider installing pop-up bollards in Queen Street to reduce traffic management costs associated with closure of the street, remove visual clutter resulting from traditional traffic management signs, and improve the appearance of the closed space when viewed from external vantage points.

3. Dunsborough Workshop Outcomes

3.1 Overview

One workshop was held in Dunsborough on 10 May 2019 at the Dunsborough & Districts Country Club, with approximately 35 attendees, including City of Busselton Councillors and staff.

3.2 Words Describing Dunsborough

To help define a vision for Dunsborough, workshop participants were asked to brainstorm words that describe their ideal Dunsborough city centre and which could be used to develop a 'sales pitch' for the city centre. A summary of the responses received and popular themes is illustrated in Figure 5 below.



Figure 5 – Words Describing the Ideal Dunsborough City Centre

Workshop participants encapsulated these words in the following desired Dunsborough city centre experiences:

- > Gateway to the Bay
- > Subi moves down south
- > Vibrant, sense of community
- > Linking foreshore from town
- > Keep on supporting local

3.3 Reasons to Visit Dunsborough

The main reasons to visit Dunsborough city centre, according to workshop responses, are illustrated in Figure 6 below.



Figure 6 – Reasons to Visit Dunsborough

3.4 Dunsborough City Centre 'Sales Pitch'

Based on the above, workshop participants worked in groups to develop the following 'sales pitches' for their vision of the ideal Dunsborough city centre:

"Kick back and relax in Dunsborough's intimate spaces. Experience a centre of life and activity"

"The cool treeway to the bay. Connecting communities"

"We are a vibrant and fresh Dunsborough. Expect the unexpected, and we'll convince you to stay all day"

"A relaxed vibe with local art and pedestrian places. Dunsborough is the place to linger"

"Enjoy the vibe, explore the village to the sea"

3.5 Community Anchor Mapping

In groups, participants were asked to identify the spaces and places they felt could be strong future anchors for the city centre. An anchor is a space that draws people into a location on a regular basis. Every successful city centre has at least 3-4 anchors within a walkable distance from each other, so that you are enticed to walk (instead of drive) between the anchors and visit new places on the way.

An agglomeration of all the participant anchors creates a heat map of anchor destinations and walkable spaces (See Figure 7), which illustrates the areas of darkest colour and the connections in between them where future attention should be focussed for activation and enhancement.

Participants were also asked to define what they felt best represented the boundary of the city centre, with the responses having the highest representation depicted by the thickness of the yellow broken line in Figure 7.

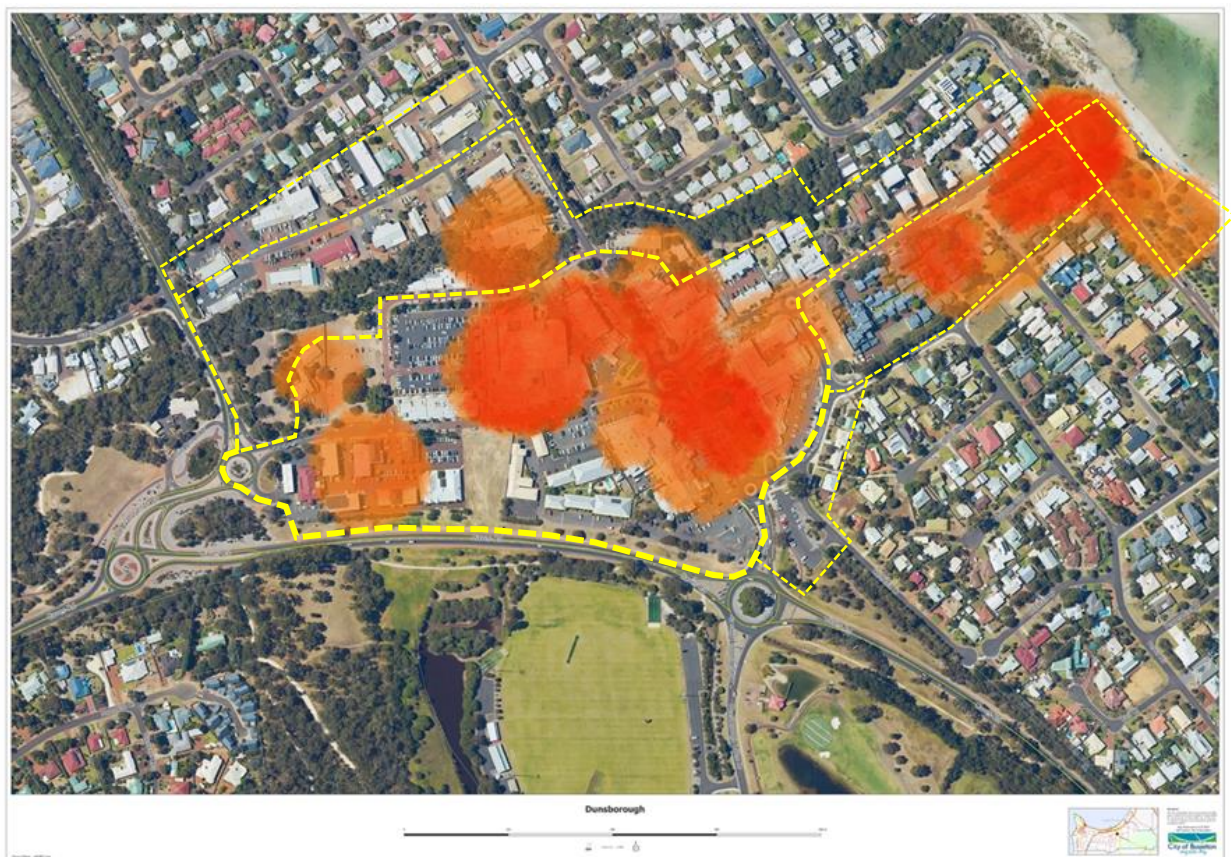


Figure 7 – Community Designed Future City Centre Heat Map

3.6 Quick Win Placemaking Ideas

Participants were presented with nine generic placemaking ideas with case study examples and were asked to work in groups to create a project plan for one idea, to improve activation within the heat map areas. The nine generic ideas presented were:

- Small Event Series
- Large-Scale Event / Street Party
- Pop-Up Parks and Town Square
- Urban Art
- Local Business Campaign
- Markets or Retail Incubator Program
- Discovering Place
- Micro-Grant Funding
- Make it Up

This exercise was less about the project ideas and more about demonstrating to community members that they can develop and deliver their own placemaking and activation projects. The outcomes also offer valuable insights into perceived constraints, activity themes, and synergies with the Strategic Community Plan. The placemaking ideas produced by participants are included in Appendix 2.

3.7 Prioritising Placemaking Ideas

After presenting their Placemaking Project Ideas (from Appendix 2) to the broader workshop, each group was asked to prioritise their project based on its perceived community impact and ease of delivery. The results of this activity are illustrated in Figure 8 below (with numbers corresponding to the project numbering in Appendix 2). Activities in the top right corner are the 'low-hanging fruit' that have a high impact, are relatively easy to deliver and should therefore be prioritised for consideration.

In determining Ease and Impact for the purpose of this exercise, participants were asked to consider the following factors –

Impact:	Ease:
<ul style="list-style-type: none"> To what extent will this action help achieve the vision for Dunsborough? To what extent will this action contribute to the achievement of other actions and priorities? How visible will this action be? How much of a 'game-changer' will this action be? 	<ul style="list-style-type: none"> Do we have the capability and capacity to do this? Can we afford to do this (or not to do this)? Do we have the time and resources to do this? How quickly can we do this? How dependent is this on other actions or partners?

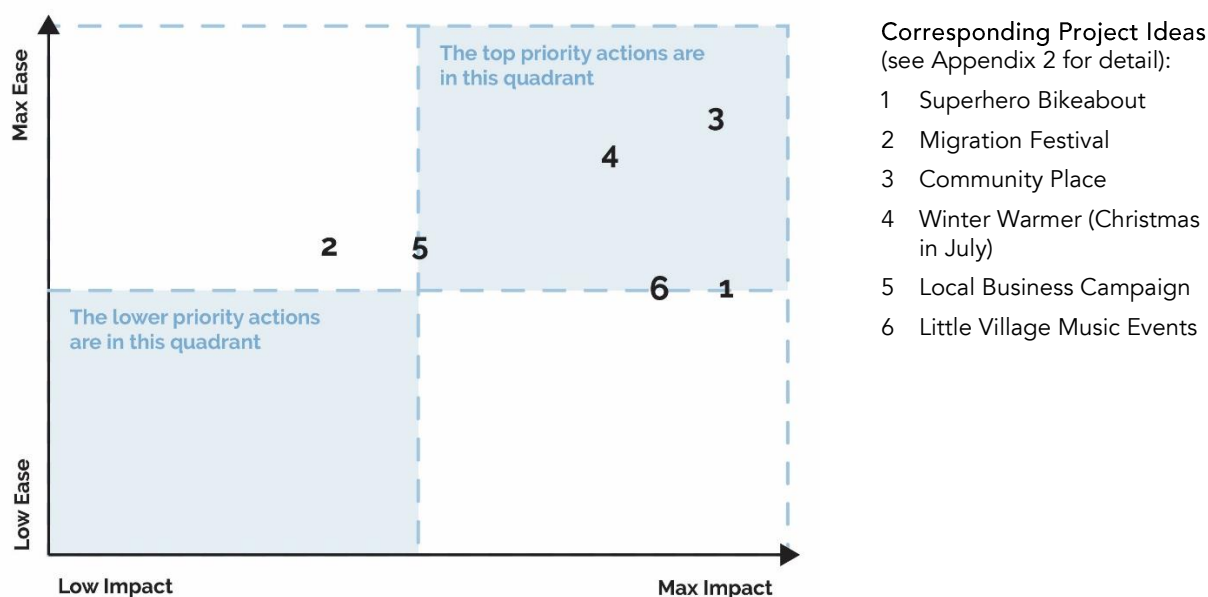


Figure 8 – Prioritising Placemaking Ideas

3.8 What needs to change or stay the same?

Throughout the workshops, participants were invited to document their ideas and opinions on what needs to start happening, stop happening and keep happening. The purpose of doing so was to elicit general feedback from participants about where they felt change was needed, whilst also capturing the positive attributes of Dunsborough. The results of this activity are presented below –

Start Happening
<ul style="list-style-type: none">• Pedestrianise the city centre• Proactive facilitation by local government• Support community-led placemaking• Pop-up bollards to reduce costs of traffic management when closing roads for events• Include community / creatives
Stop Happening
<ul style="list-style-type: none">• The City shouldn't need to rely on a single 'champion' for placemaking• Allowing engineers to design our places
Keep Happening
<ul style="list-style-type: none">• Turnover and reinvention of businesses• Grant funding• Town beautification• Support Hannay Lane Street Party

3.9 Key Themes

Following is a summary of key themes and opinions raised by participants at the Dunsborough workshop:

- > The foreshore and city centre need to be better connected, with clear wayfinding and line of sight to encourage more people to walk and cycle between these two destinations.
- > Hannay Lane is highly prized by locals for its versatility, scale and Street Party.
- > Festivals, events and activities that attract tourists and visitors to town are welcomed, but a greater focus is needed to bring the local Dunsborough community together.
- > The tree-lined watercourse fringing the northern edge of the city centre is seen as a key environmental attribute and pedestrian green link. This green link is under-utilised and deserves to be incorporated into future placemaking and city centre beautification initiatives.
- > The compact and irregular form of the Dunsborough city centre is unique and has provided interesting places to explore. However, the road and parking layout interrupts connections between key anchors and requires improved legibility and pedestrianisation.

3.10 Recommendations

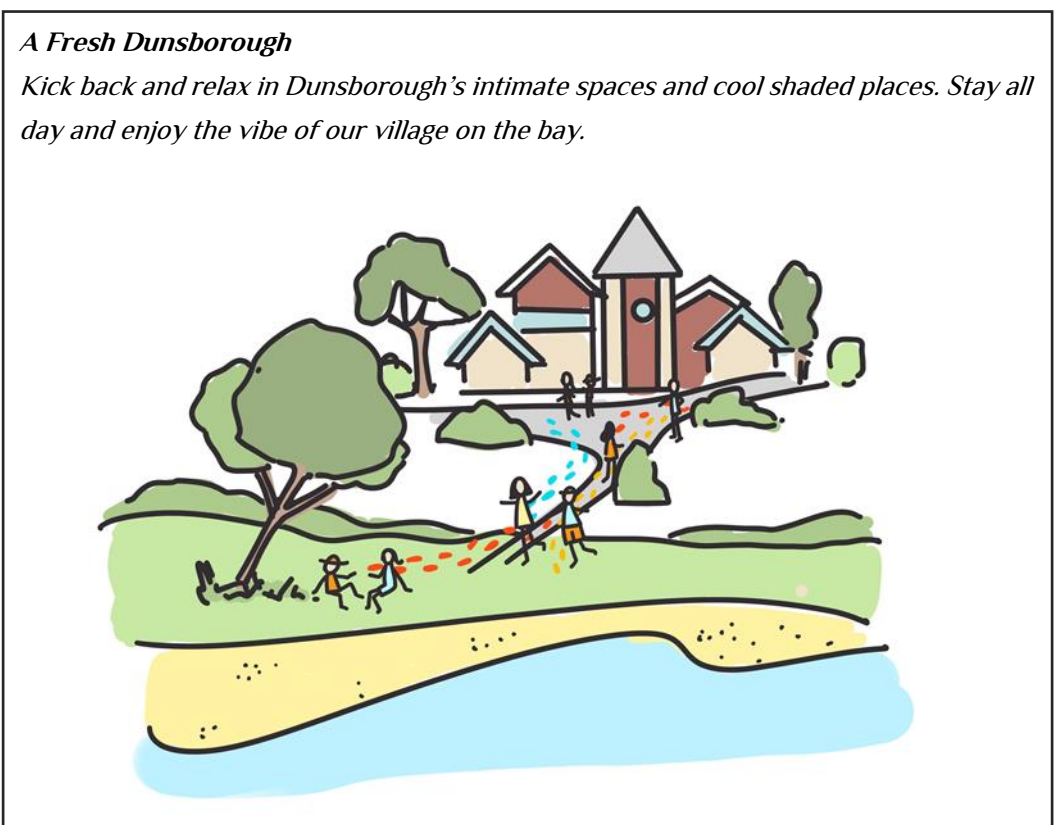
The following recommendations are provided in response to the Dunsborough workshop outcomes, for consideration by the City and community.

Recommendation 1: Using the workshop outcomes, together create a placemaking vision for Dunsborough city centre. This could occur in partnership with the Dunsborough & Districts Progress Association, similar to the approach taken by the City in September/October 2018 when developing a Vision Statement for its Reconciliation Action Plan.

Inviting language should be employed to continue the placemaking conversation between the City, businesses and residents to navigate a way forward for achieving the city centre vision.

Once established, the future vision for Dunsborough should be communicated and celebrated.

A possible Placemaking Vision for Dunsborough city centre could be –



Recommendation 2: Review and/or develop new policies/procedures to encourage greater community participation in and ownership of city centre events and activations. This could occur by engaging with businesses, residents and the Progress Association to 'test' the current grant application and event approval processes and together identify areas for improvement.

As an outcome of this, the City could produce an easy, informative and illustrative step-by-step guide for hosting events in the city centre.

Recommendation 3: Dunsborough is a non-traditional city centre with its own challenges. It does not have a traditional High Street and the anchor connections are blocked with car

parks and residential uses. Consider how to connect the anchors, including the foreshore area.

Recommendation 4: Most workshop participants identified the public space near the intersection of Dunn Bay Road and Dunsborough Place as a potential city centre square. This should be examined further, in partnership with the community.

Recommendation 5: Many of the project ideas (in Appendix 2) were proposed for multiple locations throughout the city centre. The City, business operators, community and Progress Association should examine and 'test' the approval requirements for these multi-site initiatives in order to streamline and simplify processes where possible.

Recommendation 6: The Dunsborough & Districts Progress Association should be supported to review its Strategic Plan with the intent of incorporating additional, practical community-led outcomes that will contribute to the vision for Dunsborough city centre.

Recommendation 7: Introduce the Dunsborough & Districts Progress Association to town teams, as a possible vehicle for expanding their involvement in placemaking and activation; capitalising on the Association's passion and successes; and leveraging off the support provided by the Town Team Movement. Also, explore ways to learn from any 'mistakes' and celebrate the wins from Dunsborough with a view to applying those to Busselton city centre.

Recommendation 8: Consider hosting, or facilitating others to host, an event that connects the Dunsborough city centre with the Bay. Something like a Migration Festival or Albany's Festival of the Sea would work well. Also, additional events in winter will support businesses to stay open and provide another reason for people to visit the city centre.

Recommendation 9: Develop a Place Plan as an extension to *The Place Project*.

A Place Plan is an over-arching document, prepared through detailed engagement with community members which sets accountable, realistic and achievable actions to achieve the city centre vision. The Place Plan need not be a lengthy, complex or difficult document to prepare, but rather a guide for investment, activation and decision-making that can mature and become more sophisticated over time. The North Perth Town Centre Place Plan is an example of a more complex Place Plan, available on the City of Vincent's website (<https://www.vincent.wa.gov.au/>).

Recommendation 10: City centre businesses and landowners could be invited to 'test', refine and raise awareness and understanding of the Façade Refurbishment Subsidy Programme.

Recommendation 11: Enlist the community's help to prove-up and deliver community-led placemaking ideas, events and activations. This will demonstrate how some of the 'low-hanging fruit' actions raised at the workshops are being completed – staying true to the principle espoused at the workshops of "We Asked, You Said, We Did". This will engage the community in delivering some 'quick wins', build positive momentum.

Recommendation 12: Consider realigning or replacing some of the City's existing grants with a Town Team grant or similar, which would support completion of activities within the action plan.

Recommendation 13: The City should endeavour to quantify, qualify and publicly promote the positive economic and social benefits that events and tourism bring to the city centre and the region more broadly. To further enhance these benefits for the city centre, the

City should exercise its influence to direct and draw events into the city centre, in order to activate community anchors and strengthen pedestrian connections between those anchors and between the foreshore and city centre.

Recommendation 14: The City and community should 'trial' new initiatives and deliver 'pilot' projects, to test their success and learn from any shortcomings. Doing so will allow the City and community to experience light, quick, easy and reversible actions before committing to more permanent or expensive outcomes.

Recommendation 15: Through the City's Reconciliation Action Plan project, consider establishing an Aboriginal Cultural Heritage Trail to connect key anchors and provide a reason for people to walk and explore the city centre.

Recommendation 16: Create an easy-to-apply grants competition as a great way to find some of the quieter creative leaders in the Dunsborough community.

The grants should be low-cost (\$1,000-\$2,000) with a simple application process that can be satisfied by a range of mediums, including video, illustrations, or a simple form. To be successful, applicants should be required to demonstrate how their idea would contribute to a more vibrant city centre.

Not all projects will succeed, but those that do will more than make up for the rest.

Recommendation 17: Related to Recommendation 16, continue to build on the brand identity work initiated through the '*It's the Vibe of the Place*' Banner Art Competition to establish a brand identity and visual communications platform to promote City and community events and allow for public voting on proposals.

4. General Place Leadership Advice

4.1 Place Leadership

The most cost-effective and powerful way for the City of Busselton to become a place leader in its community and activate the Busselton and Dunsborough city centres is to allow it to happen rather than to make it happen. Characterising this success will be an environment where the City facilitates, enables and empowers positive change driven by others, coupled with community involvement in and ownership of initiatives designed to enliven and sustain each city centre.

4.2 What makes a great place?

Creating a great place can be broken down into three key components – placemaking, place management and place activation.



Figure 9 – The Place Model (Created by Town Team Movement)

Placemaking

As both an overarching idea and a hands-on approach for improving a neighbourhood, city, or region, 'Placemaking' inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which 'we can shape our public realm in order to maximise shared value'.

More than just promoting 'better urban design', Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

Placemaking is both an ethos and an approach. It focusses on collaboration, communication, connections and mutual responsibilities. By definition, placemaking can't be done by individual people or a department of government working in isolation. Everyone should have the opportunity to be involved. It promotes changes to culture and thinking as much as physical outcomes. Both are important.

(Source: <https://www.pps.org/article/what-is-placemaking>)

Place Management

Place management comprises three main elements – the systems for managing a place, the hardware or infrastructure of a place, and the experiences provided by a place, as illustrated in Figure 10 below.

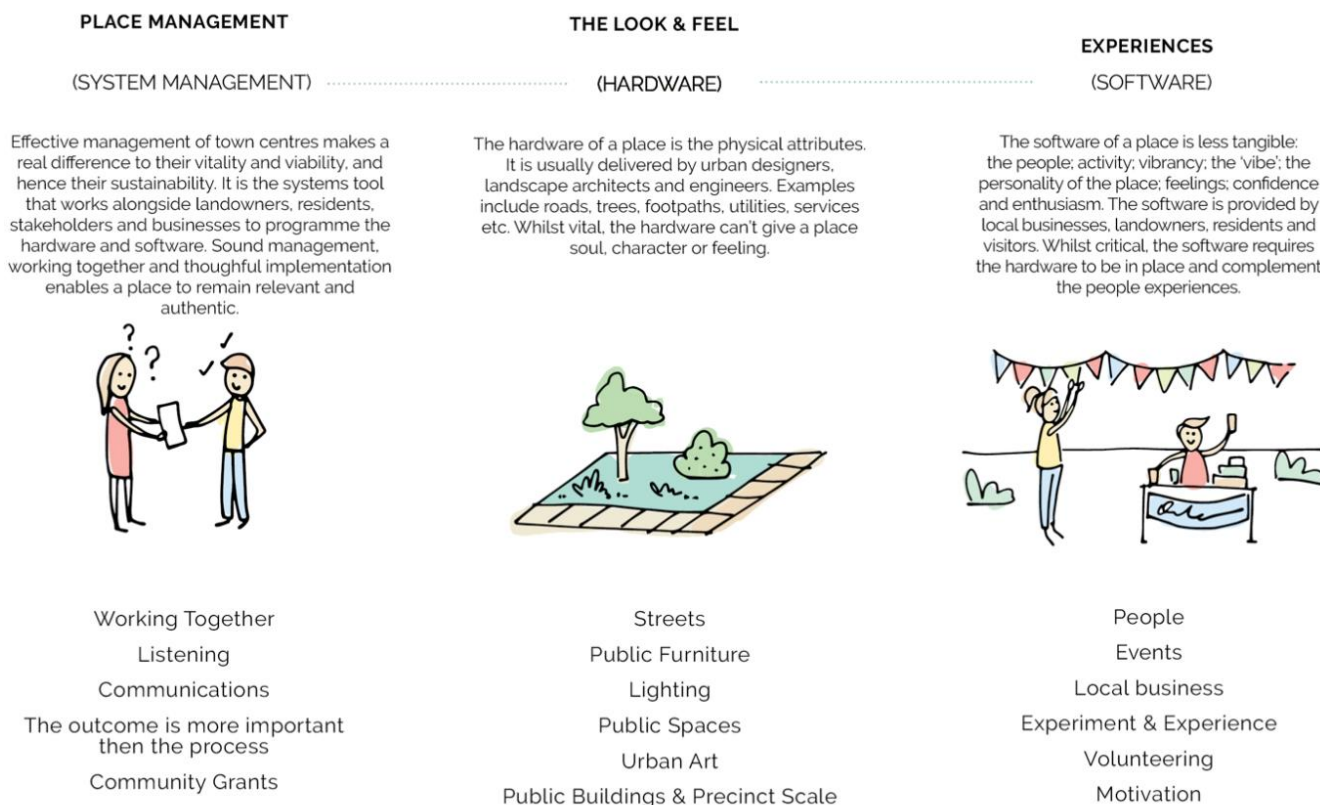


Figure 10 – Place Management Tools (Created by Town Team Movement)

Place Activation

Place activation is the goal and (hopefully the) outcome of the placemaking and place management processes. (Source: <http://www.parklandwa.org.au/news/30/vibrant-activation--an-introduction-to-space-activation-and-placemaking>)

A place must have people in order to be “active” or activated. Different ways to make a place active can be explored through the placemaking and place management processes.

Seeing actual things happening on the ground, no matter how small, encourages the cynics to get on board with change; it's not just another strategic plan that won't show impacts for years. (Source: <http://www.parklandwa.org.au/news/30/vibrant-activation--an-introduction-to-space-activation-and-placemaking>)

People will not have trust and confidence in placemaking until they see results. Early stages of strategic thinking promote a lighter, quicker, cheaper approach to placemaking, focussing on getting quick wins and reaching low-hanging fruit to build momentum. This approach can assist place activation, foster new stakeholder and community relationships and help solve longer-term challenges.

APPENDIX 1 – Workshop Responses – Quick Win Placemaking Ideas for Busselton

The following pages reflect the Placemaking Ideas generated by participants at the Busselton Workshops, as described in Sections 2.6 and 2.7 of this report.

Place Project #1 – Inside-Out Petticoat Lane Festival

Description	Street market event with local businesses to bring items onto the street. Similar to Festival of Busselton Twilight Markets but recurring.
Volunteers	Existing Committee and extra volunteers
Funding	MERG Funding
Timing	January – Evening
Stakeholders	CoB, shop owners, vendors, chamber of commerce
Strategic Community Plan Alignment	
Economy	Engage early with local businesses to resolve their issues
Transport	Closed streets
Barriers	
Approval Process	Adopt City of Vincent Management Approval Approach for Beaufort Street 'Inside-Out' festival. Traffic Management
Significant funding?	MERG
Community involvement or resistance?	Early consultation with shop owners
Anything else?	Street musicians reduced to allow markets to have minimal disruption.
Prioritisation Scoring	
How aligned to the Community Plan	Highly
How urgent?	Established project
How significant are benefits?	Highly – economic, community
How easy would it be to deliver?	Medium

Case Study Example: Beaufort Street Inside Out Festival: Shops bring their wears out onto the street
(Images courtesy of Beaufort Street Network Town Team)



Place Project #2 – Winterfest

Description	Street market, possibly inside old Woolworths building. Mini-Royal Show with games, baking, craft and produce. Also include repair lab, makers place, craft space and mini library
Volunteers	
Funding	Only for rides / games
Timing	Winter
Stakeholders	CoB, Men's Shed, creatives, play groups, residents
Strategic Community Plan Alignment	
Community	Intervention skills
Places and Spaces	Encourages use of vacant building
Environment	Repair lab to reuse old materials
Economy	More traffic into CBD
Leadership	Opportunities to teach skills
Barriers	
Approval Process	
Significant funding?	
Community involvement or resistance?	
Anything else?	Landowner cooperation
Prioritisation Scoring	
How aligned to the Community Plan	
How urgent?	
How significant are benefits?	
How easy would it be to deliver?	

Case Study Example: Port Adelaide Winterfest
(Images courtesy of glameadelaide.com.au)



Place Project #3 – Experience the Southwest Hub

Description	Developing a hub for small business / performers / creatives / innovator's space / local only
Volunteers	4
Funding	Royalties for Regions
Timing	Oct 2019
Stakeholders	CoB, SWDC, TourismWA
Strategic Community Plan Alignment	
Economy	Showcase and support local creatives, entrepreneurs, artists and artisans.
Places and Spaces	Creative idea to use an empty space and collaborate.
Environment / Economy	Sustain small business
Barriers	
Approval Process	
Significant funding?	
Community involvement or resistance?	
Anything else?	
Prioritisation Scoring	
How aligned to the Community Plan	
How urgent?	
How significant are benefits?	
How easy would it be to deliver?	

Case Study Example: Maker + Co Bunbury
 (Images courtesy of weliketomaker.com)



Place Project #4 – Regular Food Truck Street Party

Description	Contained area (pop up square or Mitchell Park) regular community event for families with music and licensed vendors
Volunteers	
Funding	
Timing	Late summer - winter
Stakeholders	CoB, food truck vendors, Chamber of Commerce
Strategic Community Plan Alignment	
Community	Welcoming, family, youth gathering, tourists
Places and Spaces	Gives reason to come regularly, explore town when nothing is happening.
Economy	Local restaurants can also open, have a drink, move onto meal
Environment	Can be a sustainable event
Barriers	
Approval Process	Maybe
Significant funding?	Not much
Community involvement or resistance?	Yes, local restaurants need to be on-board
Anything else?	Needs promotion
Prioritisation Scoring	
How aligned to the Community Plan	Very - 9
How urgent?	7
How significant are benefits?	8
How easy would it be to deliver?	8

Case Study Example: Inglewood Night Markets
 (Images courtesy of inglewoodonbeaufort.com)



Place Project #5 – Permanent Indoor Market

Description	Permanent Indoor Market. Education and Community, likely in the old Woolworths building. Give schools space for students and young people
Volunteers	School student teams
Funding	
Timing	Permanent
Stakeholders	CoB, chamber of commerce, schools, traders
Strategic Community Plan Alignment	
Community	Indoor markets – ‘togetherness’, school teams running businesses, and young creatives
Places and Spaces	Indoors near main street
Environment	Can be a sustainable venture
Economy	Innovation and entrepreneurship – at a high school level – builds into local business
Transport	Draws people from foreshore into the city centre, adjacent to main park
Leadership	Builds new generation of business leaders
Any other?	Youth involvement, community perception, creates ‘stickable’ young people
Barriers	
Approval Process	Need a good venue and leasing
Significant funding?	Lease cost, then indirectional input
Community involvement or resistance?	Community need to support
Anything else?	
Prioritisation Scoring	
How aligned to the Community Plan	Yes - 9
How urgent?	1
How significant are benefits?	Lots - 6
How easy would it be to deliver?	5

Case Study Example: Mandurah Youth Arts Festival

(Images courtesy of Mandurah Mail)



Place Project #6 – Discovering Place: Ancient to New

Description	Projections of local people's stories through various mediums, such as on buildings in the evening.
Volunteers	Youth, guides, etc
Funding	??
Timing	January
Stakeholders	CoB, community members, chamber of commerce, local businesses
Strategic Community Plan Alignment	
Community	Community and tourists, holiday makers
People and Place	Mitchell Park and surrounding buildings
Environment	Ancient stories and new stories = positive environment
Transport	Walking
Economy	Support everyone
Leadership	Youth leadership and some ownership and involvement
Any other?	Continued local values
Barriers	
Approval Process	Not too much of a barrier
Significant funding?	Funding for project and water
Community involvement or resistance?	Don't think it will be an issue
Anything else?	Could be an annual event
Prioritisation Scoring	
How aligned to the Community Plan	
How urgent?	
How significant are benefits?	
How easy would it be to deliver?	

*Case Study Example: Jane's Walk Perth.
(Images courtesy of janeswalk.org)*



Place Project #7 – Music Event

Description	Multi-venue, genre, age, 4-10pm, weekend
Volunteers	20-30
Funding	\$10k
Timing	
Stakeholders	
Strategic Community Plan Alignment	
Community	
People and Place	
Environment	
Transport	
Economy	
Leadership	
Any other?	
Barriers	
Approval Process	
Significant funding?	
Community involvement or resistance?	
Anything else?	
Prioritisation Scoring	
How aligned to the Community Plan	Highly
How urgent?	Med
How significant are benefits?	Increased vibrancy, venue exposure
How easy would it be to deliver?	Reasonably by using established venues

Case Study Example: Always Good Nights Bunbury
(Images courtesy of alwaysgoodnights.com.au)



Other Busselton Project Ideas included:

8. Public Art / Heritage Trail
9. Get warm in winter with your local businesses
10. Activate Mitchell Park
11. Retail Garage Sale

APPENDIX 2 – Workshop Responses – Quick Win Placemaking Ideas for Dunsborough

The following pages reflect the Placemaking Ideas generated by participants at the Dunsborough Workshop, as described in Sections 3.6 and 3.7 of this report.

Place Project #1 – Superhero Bikeabout

Description	Teaching young people how to ride bikes within the city centre and making it happen in a fun way, wearing superhero outfits.
Volunteers	Lots
Funding	\$5,000-ish
Timing	May or early October
Stakeholders	CoB, shop owners, vendors, Chamber of Commerce, schools, parents, families
Strategic Community Plan Alignment	
Community	Personalise family, focused, focused partnerships with community and stakeholders
Places and Spaces	Being hosted in the city centre
Environment	Sustainable mode of transport
Economy	Brings people into the city centre
Transport	Bike Evet
Leadership	Community groups provide leadership
Any other?	Cycle-friendly city centre focused. Events to open the city centre during a quiet commercial period.
Barriers	
Approval Process	Approvals for road closures
Significant funding?	Community Grant and advertising event to the community
Community involvement or resistance?	Reconnecting communities
Anything else?	Safety
Prioritisation Scoring	
How aligned to the Community Plan	Opening centre
How urgent?	
How significant are benefits?	Excellent
How easy would it be to deliver?	Volunteers

Case Study Example: Tour de Wellard: Local Scavenger Hunt.

(Image courtesy of Peet Limited)



Place Project #2 – Migration Festival

Description	Celebration of whale migration, a reflection on history of Dunsborough with a conservation / sustainability focus.
Volunteers	100
Funding	\$20,000
Timing	September / October
Stakeholders	CoB, MRGTA, SWDC, businesses, residents, chamber of commerce
Strategic Community Plan Alignment	
Community	Iconic event the community can be proud of, celebrate past and future of Dunsborough
Places and Spaces	Bringing people into town for a large-scale event. Connecting and activating a car dominated space.
Environment	Celebrates positives of bay (often an oversight)
Economy	Local business involvement, projection of businesses, etc
Leadership	Empower community to take pride in place. Way to build local connection and capacity.
Any other?	Environment, sustainability, connection with water, inclusive
Barriers	
Approval Process	Street closure, event approval, community buy-in, insurance
Significant funding?	Yes
Community involvement or resistance?	Local businesses
Anything else?	Environment
Prioritisation Scoring	
How aligned to the Community Plan	10/10
How urgent?	
How significant are benefits?	
How easy would it be to deliver?	

Case Study Example:
Albany Festival of the Sea
(Images courtesy of PressReader)



Place Project #3 – Community Place

Description	Public pop-up in permanent building with amenities for multi-purpose arts in the park
Volunteers	20-200
Funding	\$20,000 + community involvement
Timing	Spring
Stakeholders	CoB, local businesses
Strategic Community Plan Alignment	
Community	Builds connections in community
Places and Spaces	Space for diversity, arts, produce, busking
Environment	Promotes sustainability
Economy	Supports local businesses
Transport	Encouraged to walk and cycle
Leadership	Include all community groups, schools, fundraising
Any other?	Adds opportunities for fundraising, project development, etc
Barriers	
Approval Process	Necessary approvals
Significant funding?	
Community involvement or resistance?	
Anything else?	
Prioritisation Scoring	
How aligned to the Community Plan	8
How urgent?	5
How significant are benefits?	8
How easy would it be to deliver?	8

Case Study Example: Beaufort Street Arts Market
(Images courtesy of beaufortstreet.com.au)



Place Project #4 – Winter Warmer (Christmas in July)

Description	Winter Night Market. Christmas style including mulled wine, stalls, music, outdoor cooking, keeping stores open, etc. Close Naturaliste Tce and Hannay Lane.
Volunteers	30
Funding	\$10-15,000
Timing	End of July, beginning of August
Stakeholders	Local business, CoB, Chamber of Commerce, sporting clubs, schools, media
Strategic Community Plan Alignment	
Community	Huge range of community stakeholders connecting different community groups
Places and Spaces	Using streets as public spaces, getting people outside – moving shops outside
Economy	Local restaurants can also open, and host at quietest time of year
Environment	Bring your own cutlery and plates for a discount
Transport	Closing off roads to encourage pedestrians
Leadership	Brings people together, local business owners, working together
Any other?	

Case Study Example: Kraken Festival, Fremantle
(Images courtesy of Freo's View)



Place Project #5 – Local Business Campaign

Description	Undercover Winter Market to provide a platform for local business
Volunteers	
Funding	Public Liability
Timing	Winter Markets
Stakeholders	CoB, land owners, traders, artists
Strategic Community Plan Alignment	
Community	Bring local businesses together over winter
Places and Spaces	Free entertainment
Environment	Event under new solar panel Limited / no plastic event
Economy	Idea – kids eat free – use local restaurants
Transport	Shuttle Bus, walk to the event
Leadership	EOI to local businesses – those who are keen on the idea can shape – driven by the community
Any other?	
Barriers	
Approval Process	landowner
Significant funding?	
Community involvement or resistance?	
Anything else?	
Prioritisation Scoring	
How aligned to the Community Plan	
How urgent?	
How significant are benefits?	
How easy would it be to deliver?	

Case Study Example: Melbourne Winter Night Market

(Images courtesy of City of Melbourne)



Place Project #6 – Little Village Music Events

Description	Event series with music, land table lunch, art murals, obstacle course, etc.
Volunteers	Businesses, residents
Funding	??
Timing	January
Stakeholders	CoB, community members, chamber of commerce, local businesses
Barriers	
Approval Process	Trial closing the city centre to cars
Significant funding?	
Community involvement or resistance?	
Anything else?	

Case Study Example: Leedy Streets Open
(Images courtesy of Town Team Movement)

