

BROOME
CHINATOWN
REVITALISATION

THE HEART AND SOUL OF BROOME



PLACE MANAGEMENT PLAN

FEBRUARY 2019



OUR VISION

For Chinatown to be an inviting, busy and vibrant precinct.

OUR ROLE

To support and empower the community and traders to activate their precinct.

COMMUNITY ROLE

To publicly participate in and drive the growth of Chinatown by playing a key role in its revitalisation, focusing on the social and cultural importance of creating a lively centre in the community.

OVERVIEW

Broome's historic heart, Chinatown is on the brink of a significant renewal that aims to improve local trading conditions, attract new visitors and create a high quality, memorable destination through new public realm amenities and enhancements.

Necessary to work hand in hand with the Chinatown Revitalisation project's \$12.7m¹ of physical and infrastructure improvements is a bespoke and practical Place Management Plan (PMP) that outlines how to optimise business, resident and stakeholder participation, ownership and governance, as well as guide and enhance the day-to-day operations and functional management of the place.

The PMP outlines a framework and implementation plan, which:

- Guides Shire investment and identifies external funding sources
- Recommends a place governance model to improve collaboration between the Shire, businesses, community and stakeholders
- Focuses branding, promotion and marketing activities
- Identifies activation and programming opportunities, post construction
- Proposes strategies across arts, culture, safety and security
- Recommends guidelines for the operation and maintenance of upgraded public infrastructure and services

The PMP has been developed, by place planning consultancy, element, following review of Shire of Broome ("the Shire") strategies and plans, research of best-practice place management, physical place assessment, and in-depth consultation across the Shire, Chinatown business community and stakeholders.

¹\$10,000,000 from the State Government's Royalties for Regions program, \$2,000,000 from the Shire of Broome and \$700,000 from Tourism WA



CONTENTS

The What and Why of Place Management	6
Chinatown Place Evaluation	8
Vision and Objectives	12
Governance Framework	14
Implementation Plan	16
Risk Management	32
Next Steps	33
Appendix 1: Team Chinatown Action Plan Template	34



THE WHAT AND WHY OF PLACE MANAGEMENT

Too often, efforts to improve how a place functions are focused on its design features and hard infrastructure – ‘build it and they will come’. However, bringing public spaces to life with events and celebrations, ensuring businesses are well-connected and thriving, and elevating a place’s image and identity, are equally vital strategies that can be overlooked.

Local government is often considered the ‘natural home’ for place management due to its responsibility for public realm maintenance and upgrades, hosting local events and support for local businesses.

Importantly, successful place management relies on the inclusion and active participation of a wide variety of stakeholders in the design and delivery of place initiatives, with local government playing an enabling role through streamlining processes and making it easier to innovate.

To play a more productive role in place management, many local governments have been:

1. Adopting a ‘yes-first’ mindset to community-driven initiatives
2. Allocating a dedicated Place Manager to assist in project advice, minimise approvals/burn-out and provide guidance on funding sources
3. Implementing strategies and processes that encourage Councillors and staff at all levels to see themselves as advocates and enablers

Town centres and main streets across the Anglosphere have seen an emergence of ‘bottom-up’ place management driven by businesses, residents and local clubs. Such groups range for formally-recognised instruments in the form of Business Improvement Associations in Canada through to volunteer-driven Town Teams in Australia.

The benefits for local Government of these groups are numerous:

1. Help to identify can-do community champions who can provide input into the design and delivery of Local Government Associations (LGA) plans and activities
2. Community and business member networks represent a dedicated forum to gain feedback on long form LGA plans, and to promote LGA activities
3. Successful groups often run events - markets, outdoor film nights, clean-up days - and deliver ‘lighter, quicker, cheaper’ initiatives - planter boxes, parklets, murals - that could otherwise be resource-intensive for LGAs to deliver

Efforts by the Shire to adopt a proactive place management approach, and levels of interest from businesses, stakeholders and residents to take part and drive ‘bottom-up’ initiatives represent an exciting opportunity to make the most of the impressive investment and upgrades already underway in Chinatown.

Creating an award-winning beautiful place is just the beginning... 80% of the success of any public space can be attributed to its ongoing management.

FRED KENT, PROJECT FOR PUBLIC SPACES





CHINATOWN PLACE EVALUATION

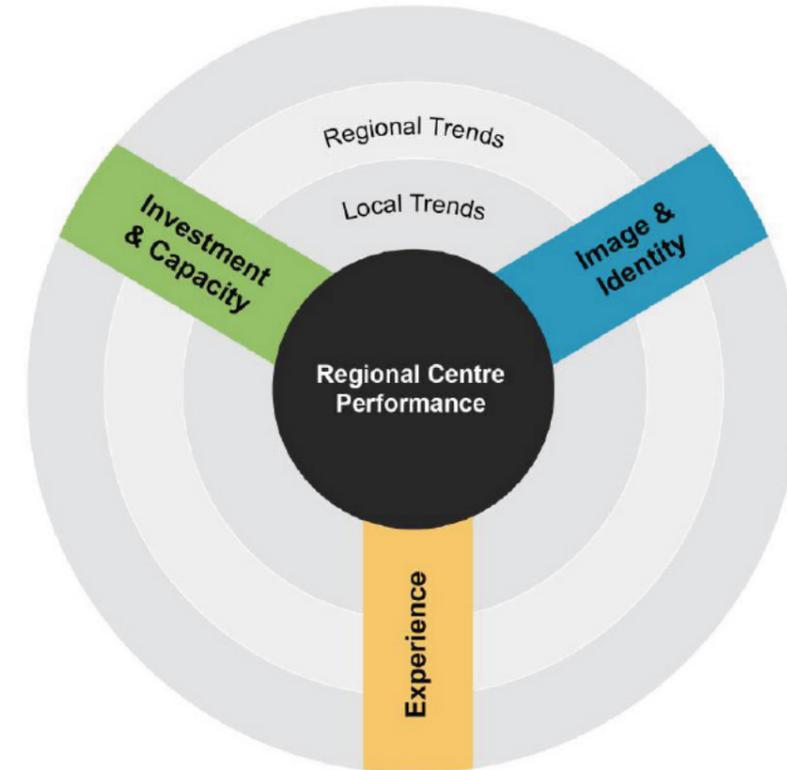
To evaluate Chinatown's baseline performance, a literature review of the following Shire plans and strategies was conducted and informed key areas of focus for the PMP:

- Chinatown Development Strategy (2012)
- Chinatown Masterplan (2017)
- Chinatown Masterplan public consultation submissions (2017)
- Chinatown Laneway Enhancement Strategy (2017)
- Chinatown Investment Development Co-ordinator Activity Plan (2017)
- Broome Events Strategic Development Plan (2017)
- Chinatown Revitalisation project factsheets and website (2018)

During October 2018, a place assessment and consultation program was implemented. In-depth insights, issues, gaps and opportunities were compiled within element's Place Performance Model across the areas of Investment and Capacity, Image and Identity and Experience.

Key engagement touchpoints were:

- Place Management workshops
 - › Shire staff including a number of executive and management²
 - › Chinatown business representatives and key stakeholders³
- Chinatown Place Assessment
- Intercept interviews and survey – business representatives
- 'Introduction to Place Making' presentation – Shire staff



Place Performance Model © element 2018

Place Performance Model © element 2018

² Including: Director Development and Community, Director Infrastructure, Manager Community and Economic Development, Manager Planning and Building Services, Manager Sport and Recreation, Manager Works, Coordinator Financial Services, Coordinator Rangers, Coordinator Engineering, Coordinator Events and Economic Development, Coordinator Parks and Gardens, Supervisor Civic Centre, Building Surveyor, Senior Officer Property and Leasing, Officer Club Development, Officer Community Development, Officer Planning

³ Including: Allure South Sea Pearls, Anastasia's of Broome, Azure Beach and Resort Wear, Betty's Frock Shop, Broome Gallery, Cruise Broome, Monsoonal Blues, On the Lane, Streeter and Male, Tox Free, Wear Art

Key messages received from the Chinatown place consultation include:

INVESTMENT AND CAPACITY

CAPITAL WORKS

- Significant investment in key streetscapes and laneways will reposition Chinatown as a safer, more comfortable and attractive place to visit.
- Businesses are hopeful of an uplift in economic performance and visitation once roadworks are completed, noting it has been a long and involved journey to date.

PRIVATE SECTOR INVESTMENT

- Businesses report significant private investment in improving their fitouts and marketing spend.
- Shire-driven initiatives to incentivise building/façade upgrades are well supported by businesses.

VISITOR SPEND

- Business and stakeholders report the local economic climate has been challenging.
- Declining visitor numbers have been recorded at the Broome Visitor Centre and referenced in Tourism WA's 'Broome Tourism Strategy 2014'.
- Some businesses are hopeful the streetscape upgrades and holistic Place Management approach, combined with increasing cruise ship numbers, will boost visitor numbers and associated spend.

PARTNERSHIPS

Shire of Broome

- Broad support across the Shire and business community exists for a Shire Place Making Officer to be established, with an initial focus on supporting Chinatown. Many respondents noted the position requires an appropriate level of funding and should be established for a number of years for continuity and to build relationships. Direct lines of communication are necessary to key Shire executive and managers to expedite approvals and troubleshoot issues.
- Businesses noted a shift by the Shire to an enabling practice for approvals and activation – e.g. faster decision making, a "yes-first" culture.
- It is acknowledged the Shire is working hard to improve its approach to revitalising Chinatown with various progressive strategies and plans in place – Public Art Strategy, Laneway Enhancement Strategy and Chinatown Development Strategy.

Cross sector collaboration

- Some interest exists in the formation of a town team comprised of businesses, interested residents and the Shire's Place Making Officer, noting energy and capacity to set up and drive the group to be sustainable / independent is critical.

- Cross sector collaboration**
 - Some interest exists in the formation of a town team comprised of businesses, interested residents and the Shire's Place Making Officer, noting energy and capacity to set up and drive the group to be sustainable / independent is critical.
 - The Stage Two Detailed Design Phase will deliver the second stage of works as outlined in the Chinatown Master Plan. This phase of works will continue to enhance the streetscapes of Chinatown and will focus on east- west roads (Napier, Short Streets), extend along Carnarvon Street north and further develop plans for a Transit Hub.
- Business offer**
 - Some key businesses are identified by the local community as missing from Chinatown including: unique/alternative gift shops, Aboriginal art workshop/gallery, games centre (arcade, trampolining etc), cafés along Dampier Terrace, alfresco dining (restaurants, wine bars etc), men's retailer. The proposed Kimberley Centre would be a major new attraction for Chinatown, interactively showcasing the full diversity and depth of Broome and the Kimberley region's people, natural history, art and culture for visitors and locals.

IMAGE AND IDENTITY

BRAND PERFORMANCE

- Assets, awareness, sentiment and investment**
 - The case for a more unified Chinatown brand / identity is well supported.
 - Interest from the Shire and traders exists to adapt the revitalisation brand following construction and implement across a range of channels.
 - Overarching guidance to marketing, collateral, signage etc. is sought after.

PLACE ATTACHMENT

- Locals' connection with Chinatown would be strengthened by attracting businesses and hosting events specific to their interests/needs.

PLACE MANAGEMENT

- Presentation and maintenance**
 - Increased Shire resources are required to maintain the streetscape to meet higher visitor and trader expectations.
 - Collaboration and buy-in from businesses is desirable to spread the management impost, accelerate responsiveness and build a stronger sense of place attachment, ownership and pride.
- Safety and Security**
 - Anti-social issues are an ongoing concern for visitors and traders. Businesses and the Shire anticipate the public realm upgrades will help to resolve some issues.
 - More proactive on-the-ground management by businesses, stakeholders (not-for-profit organisations), Shire and State Government (i.e. Department of Communities, WA Police) will be required to improve overall safety and security of tourists, residents and traders.

EXPERIENCE

DIVERSITY OF USES

- Activities and uses**
 - Mobile traders (e.g. food trucks and market stalls) are a demonstrated way to activate precincts and provide more reasons to visit – especially locals.
 - However, if they are to be successful and supported in Chinatown they need to complement, not compete with, existing businesses. Mobile traders should prioritise high-quality, locally-made arts, craft and other items as opposed to imported products. Traders offering food and produce not found in Chinatown should be prioritised.
- Events and attractions**
 - The interim investment in activation and events has been successful at raising Chinatown's profile and improving short-term visitation, however more proactive involvement from stakeholders outside of the Shire (Traders, Community etc.) is required if this is to be sustainable.

PUBLIC REALM QUALITY

- Additional investment is required to connect the recently upgraded sections of Carnarvon Street and Dampier Terrace – via the laneways and Short Street. A relatively small investment in lighting, greening and seating could provide a short-term solution.
- The Shire of Broome is in the process of updating the Business Case for Stage Two. This will be used to seek funding to detail design the next stage of works as outlined in the Chinatown Master Plan. This phase of works will continue to enhance the streetscapes of Chinatown and will focus on east-west roads (Napier, Short Streets), extend along Carnarvon Street north and further develop plans for a Transit Hub.

BUSINESS OFFER

- Some key businesses are identified by the local community as missing from Chinatown including: unique/alternative gift shops, Aboriginal art workshop/gallery, games centre (arcade, trampolining etc), cafés along Dampier Terrace, alfresco dining (restaurants, wine bars etc), men's retailer.
- The proposed Kimberley Centre would be a major new attraction for Chinatown, interactively showcasing the full diversity and depth of Broome and the Kimberley region's people, natural history, art and culture for visitors and locals.

VISION AND OBJECTIVES

The Chinatown Place Management Plan builds on the Shire's Community Strategic Plan and the Chinatown Development Strategy.



SHIRE OF BROOME

VISION

A thriving and friendly community that recognises our history and embraces diversity and economic opportunity, whilst nurturing our natural and built environment.

OBJECTIVES

- People: Foster a community environment that is accessible, affordable, inclusive, healthy and safe.
- Prosperity: Create the means to enable local jobs creation and lifestyle affordability for the current and future population.
- Place: Help to protect the natural and built environment and cultural heritage of Broome whilst recognising the unique sense of the place.

DEVELOPMENT STRATEGY

- Chinatown: The Heart and Soul of Broome.
- For Chinatown to be an inviting, busy and vibrant precinct.

- Strengthen Chinatown's position as the pre-eminent hospitality, entertainment and tourist centre of Broome.
- To publicly participate in and drive the growth of Chinatown by playing a key role in its revitalisation, focusing on the social and cultural importance of creating a lively centre in the community.
- To support and empower the community and traders to activate their precinct.
- Reveal its cultural heritage through interpretation and conservation.
- Reveal, interpret, and conserve the unique natural environment.

PLACE MANAGEMENT PLAN

- Chinatown will draw on and celebrate its multicultural history with streets and spaces alive with the colours, sights and smells of a thriving and popular regional centre.
- The Shire, local businesses, residents and stakeholders will come together to deliver initiatives that entice locals and tourists throughout the year, re-establishing Chinatown as the heart and soul of Broome.

- Adopt a 'destination mindset' through co-ordinated marketing, promotions, enhanced business offerings and programming.
- Leverage the substantial public and private infrastructure investment in streetscapes and laneways to create a more activated and vibrant precinct.
- Streamline approvals and policies to facilitate activation of the public realm.
- Build momentum and buzz by implementing 'quick wins' and developing a regular calendar of activities.
- Establish a governance framework for the Shire, Chinatown businesses and local residents to collaboratively identify and implement initiatives that:
 - > Enliven Chinatown's public spaces
 - > Attract more locals and visitors
 - > Improve local economic performance
- Build resilience, skills and capacity for businesses and residents to deliver initiatives into the future without extensive Shire involvement or guidance.
- Support local traders to deliver a cohesive and attractive offer.



GOVERNANCE FRAMEWORK

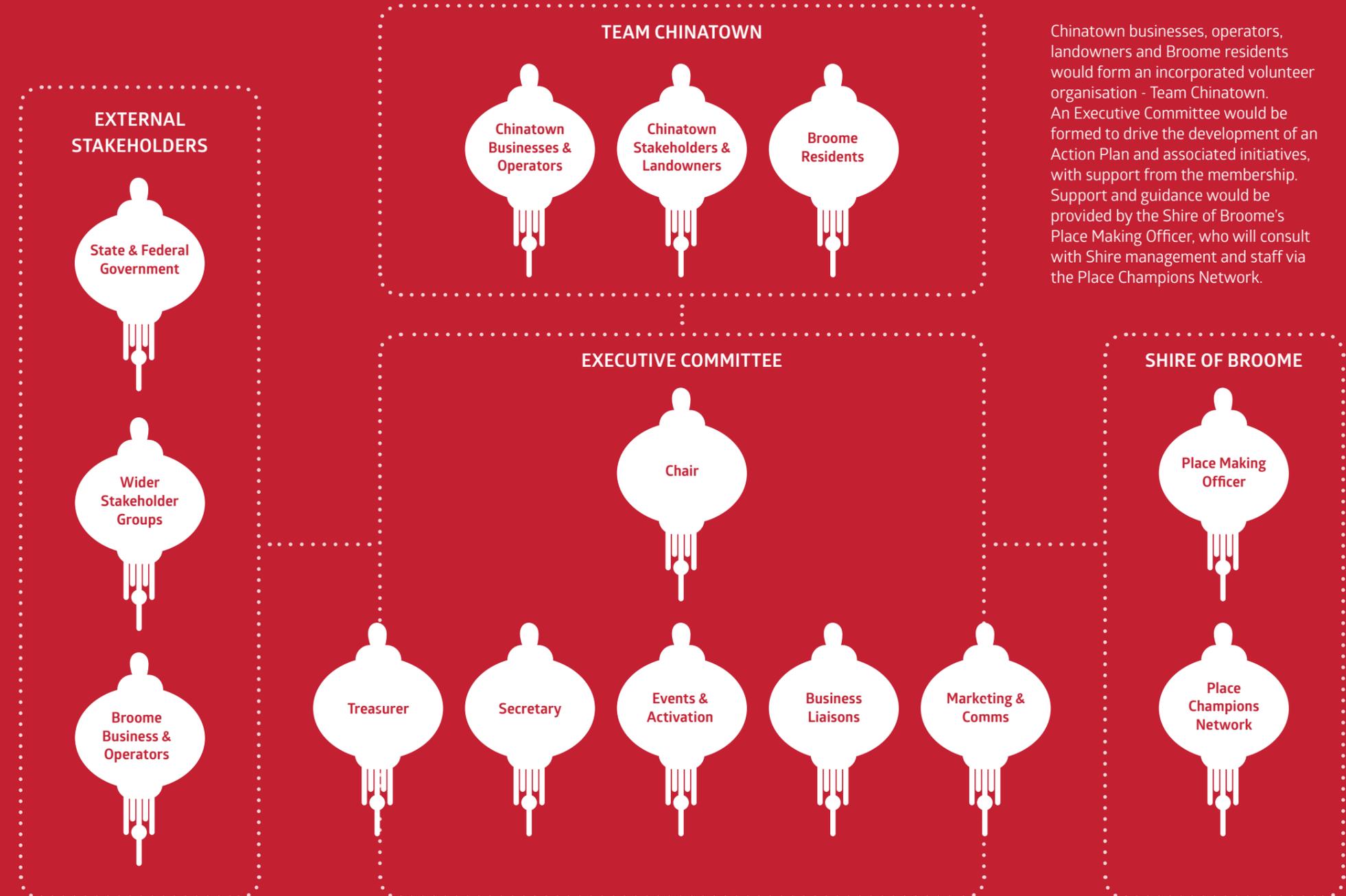
Local governments across Australia are facing significant challenges to deliver on higher expectations from an increasingly savvy community in the face of stagnating or declining resource bases – a challenge often more complex in regional settings. Chinatown is a unique and special place and enabling it to realise its full potential as a place for locals and visitors will require a governance approach that brings stakeholders together and leverages latent energy and capacity.

This situation is not unique to Broome and fortunately there are precedents across Western Australia and nationally that now tangibly demonstrate the benefits of taking a community-led approach to place management. The key to success is to ensure that small business, residents and stakeholders are each represented and working together, supported by a dedicated Place Making Officer who works as a single point of contact and trouble-shooter, helping to cut red tape, overcome issues, provide updates and identify opportunities. This position, and the representative group that works together with it, will require access to a fund to allocate to key initiatives including marketing, strategic planning, events, administration and physical upgrades. Best practice examples of this approach are also centred around a local government that adopts a 'yes first' approach, streamlining bureaucracy, approvals etc.

This model is known as 'Town Teams' and is a growing network that offers untapped resources to deliver place making initiatives beyond the remit and resources of local governments. Refer to townteams.com.au for more information.

The following approach is recommended:

- The Shire's Place Making Officer would invite businesses, employees, stakeholders and residents who have the skills, interest and capacity to form a Town Team, initially called Team Chinatown. This initiative has been discussed with many interested Broome business representatives whom have indicated they are willing to explore the formation of a Committee. The existing Chinatown Stakeholder and Community Reference Group would be discontinued following completion of Stage One of the Chinatown Revitalisation project with representatives invited to continue their involvement within Team Chinatown.
- The Place Making Officer would help to set up Team Chinatown as an independent incorporated association with a volunteer Committee.
- Team Chinatown would firstly develop a Town Team Action Plan building on relevant recommendations within this Place Management Plan and test it through community and stakeholder consultation.
- As the Action Plan needs to be owned and driven by the Committee and wider community, a key plank in its successful implementation is for the Committee to develop partnerships with businesses, stakeholder groups, the Shire and State government. It is the role of the Committee to reach out to others in the community to 'spread the load,' developing strategies to manage situations where energy, capacity and interest in delivering the Action Plan's initiatives decline.
- The Committee will also be required to apply for monies from a wide range of funding bodies to improve financial security and resilience.



Chinatown businesses, operators, landowners and Broome residents would form an incorporated volunteer organisation - Team Chinatown. An Executive Committee would be formed to drive the development of an Action Plan and associated initiatives, with support from the membership. Support and guidance would be provided by the Shire of Broome's Place Making Officer, who will consult with Shire management and staff via the Place Champions Network.



IMPLEMENTATION PLAN

A suite of strategies has been developed in accordance with the Place Performance Model focus areas: Investment and Capacity, Image and Identity, and Experience. They have been developed to complement the Shire's various plans and strategies already under implementation.

INVESTMENT AND CAPACITY

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
1.1 Place Making Officer	Place Making Officer / Place Manager positions are becoming increasingly popular with LGAs to co-ordinate and streamline local government responsibilities and functions, address challenges and drive investment / activity.	<ul style="list-style-type: none"> Place Making Officer key responsibilities: <ul style="list-style-type: none"> Lead implementation of Shire-led initiatives within PMP. Assist with establishment of Team Chinatown, and play support/enabler role for volunteer committee. Act as conduit between Shire and Chinatown users/businesses. Attract external funding for Shire-led initiatives. Develop Shire-wide Place Making Strategy for identified places/precincts. Implement Place Making Strategy. It is recommended this position is to be initiated for a minimum of three years with a view to establish it permanently following review - to ensure smooth delivery of actions and improve self-sufficiency of Team Chinatown committee. 	Place Making Officer, Communications	High	\$99,700 p.a. total package

GOVERNANCE

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
1.2 Shire Place Champions Network	An informal, internal network of Shire officers with responsibility for Chinatown would greatly assist the Place Making Officer with co-ordination, communication and management of key issues/ opportunities.	<ul style="list-style-type: none"> Establish and facilitate network with voluntary representation across: <ul style="list-style-type: none"> Marketing, Events, Planning, Engineering, Community Development, Economic Development, Rangers and other relevant teams. Network to adopt 'destination mindset': <ul style="list-style-type: none"> Collaborate with internal and external stakeholders to work towards the achievement of place making outcomes Identify and capitalise on opportunities (quick wins, funding etc). Provide guidance to the Place Making Officer who is key interface with Team Chinatown, traders and other stakeholders. 	Place Making Officer	High	Nil
1.3 Team Chinatown	Following initial interest / support from traders, an incorporated association would be established to identify and drive bottom-up place making initiatives.	<ul style="list-style-type: none"> Place Making Officer to explore capacity and interest to establish Town Team (interim name: Team Chinatown) with representation across: <ul style="list-style-type: none"> Chinatown traders Interested Broome residents Local stakeholder groups Team Chinatown Committee to include following roles: <ul style="list-style-type: none"> Chair, Treasurer, Secretary, Business Liaison, Events and Activation, Marketing and Communications. Place Making Officer to assist Committee to determine Terms of Reference and develop Team Chinatown Action Plan in first 6 	Place Making Officer, Chinatown traders, Broome residents, stakeholder groups	High	Nil to establish, \$20,000 p.a. in dedicated funding.

GOVERNANCE

	STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
GOVERNANCE			<ul style="list-style-type: none"> months (using Place Management Plan as basis). › Committee to be supported by sub-committees to design and implement initiatives within Place Management Plan and Team Chinatown Action Plan (e.g. Events and Activation sub-committee to manage Christmas event, cruise ship days, , Chinatown Discovery Festival etc). • Shire to support Action Plan implementation with: <ul style="list-style-type: none"> › Seed funding – \$20,000 p.a. › Place Making Officer to continue as a support role / contact point for all Shire-related issues following initial funding period. 			
	2.1 Shire funding programs	Dedicated Shire funding will be required to implement this PMP. This also sends a strong signal the Shire places high strategic value on Chinatown's future success and will unlock external funding / interest.	<ul style="list-style-type: none"> • Shire funding for Chinatown place management initiatives to be allocated by Council during establishment of Place Making Officer role. • Encourage Team Chinatown to apply for funding for applicable initiatives within Action Plan: <ul style="list-style-type: none"> › Community Sponsorship program (up to \$10,000). › Ad-hoc Sponsorship Program (up to \$1000). 	Shire Community and Economic Development CoordinatorPlace Making Officer	High	Net positive

	STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
INVESTMENT AND RESOURCING	2.2 Kimberley Development Commission		<ul style="list-style-type: none"> • Work with KDC to identify small and large scale initiatives within PMP suitable for funding via: <ul style="list-style-type: none"> › Regional Economic Development fund › Kimberley Regional Grants Scheme › Kimberley Community Chest Fund 	Team Chinatown, Place Making Officer	Medium	Net positive
	2.3 Other funding programs	Place management initiatives can qualify for a wide range of funding programs due to variety of objectives and sought outcomes.	<ul style="list-style-type: none"> • A non-exhaustive list of applicable funding programs includes: <ul style="list-style-type: none"> › Federal: Safer Communities Program (dependent on future stages), Stronger Communities Program (dependent on future stages), Building Better Regions Fund Community Investments Stream etc. › State: Lotterywest, Horizon Power. › Businesses: Bankwest, Westpac, ANZ. › Other: Foundation for Rural and Regional Renewal. 	Team Chinatown, Place Making Officer	High	Net positive
	2.4 Other channels	Many successful town teams seek funding from conventional and creative sources to safeguard against changes in grant programs or government priorities.	<ul style="list-style-type: none"> • Team Chinatown to consider raising funds from the community where applicable, including: <ul style="list-style-type: none"> › Large initiatives requiring multiple funding sources (including grants). › Initiatives not supported by grant funding providers. › Raising sufficient funding to qualify for a matched funding grant. • Potential funding avenues: <ul style="list-style-type: none"> › Crowdfunding: relevant platforms include Pozible, 	Team Chinatown	Medium	Net positive

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
INVESTMENT AND RESOURCING		<ul style="list-style-type: none"> Start Some Good and Chuffed. › Cash Sponsorship and in-kind contributions e.g. Broome businesses. › Engagement with community and families. › Co-investment: stakeholders / businesses likely to benefit directly from the initiative (e.g. Chinatown traders). 			

IMAGE & IDENTITY

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
BRANDING	3.1 Chinatown Brand Identity Style Guide	<p>A Style Guide will work to standardise collateral, branding and key messaging, leading to a stronger overall brand identity, elevating Chinatown in the minds of locals, visitors, stakeholders and investors.</p> <ul style="list-style-type: none"> Engage marketing company to adapt Chinatown revitalisation branding into simple Style Guide, encompassing: <ul style="list-style-type: none"> › Updated logo and visual device › Typography › Colour palette › Key messages › High-quality imagery › Signage design – A-frames, window decals, posters etc. › Marketing collateral templates Style Guide to be adhered to in relation to: <ul style="list-style-type: none"> › Public realm assets (focus on future assets) › Shire-funded events / initiatives (see #3.2) › Shire / Team Chinatown marketing collateral – posters, flyers, advertisements. 	Place Making Officer, Communications	High	\$10,000

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
BRANDING		<ul style="list-style-type: none"> › Chinatown social media platforms – Facebook, Instagram. › Specific signage placement – e.g. A-frames. Encourage traders, event managers and other stakeholders to adopt Style Guide (where appropriate) to support private branding and unify precinct-marketing efforts: <ul style="list-style-type: none"> › Marketing collateral, promotional campaigns. › Building signage › Built-form (colour palette etc) Promote Style Guide to local traders / event companies / stakeholders. 			

BRANDING	3.2 Mandated use of Chinatown branding for Shire-funded events / initiatives	<p>A Style Guide will work to standardise collateral, branding and key messaging, leading to a stronger overall brand identity, elevating Chinatown in the minds of locals, visitors, stakeholders and investors.</p> <ul style="list-style-type: none"> Through Shire funding agreements, require recipients to follow Chinatown Style Guide in collateral, communications etc (e.g. logo, recognition, key messaging etc). Disseminate Style Guide to grant recipients / event managers following approval. 	Shire Community and Economic Development	High	Nil
----------	---	---	--	------	-----

MARKETING AND PROMOTION	4.1 Continued web and social media presence	<ul style="list-style-type: none"> Team Chinatown to develop social media schedule and user guide in collaboration with Shire Marketing Officer and Place Making Officer. Place Making Officer to implement website and social media usage/management training with Team Chinatown Marketing and Communications Committee member. Team Chinatown Marketing and Communications Committee member to co-ordinate web and social media updates. <ul style="list-style-type: none"> › Shire Marketing Officer and Place Making Officer to assist. 	Team Chinatown	High	Nil
-------------------------	--	---	----------------	------	-----

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
4.2 Google Maps		· Submit request to Google to include Johnny Chi Lane, Little Johnny Chi Lane and Shady Lane on Google Maps platform.	Place Making Officer	High	Nil
		· Encourage traders to upload their business information, including trading hours and links to websites / social media platforms.	Place Making Officer, Team Chinatown	High	Nil
4.3 Free Wi-Fi		<ul style="list-style-type: none"> · Leverage free Wi-Fi system planned and budgeted within revitalisation project to collect visitor insights, including: <ul style="list-style-type: none"> > Visitor numbers > Experience > Level of satisfaction > Opportunities for improvement · Investigate linking to www.chinatownbroome.com.au following login. 	Place Making Officer, Marketing.	High	Dependent on WiFi provider contract agreed to via revitalisation project.
4.4 Discover Chinatown booklet		<ul style="list-style-type: none"> · Collaborate with Australia's North West and Broome Visitor Centre to develop consolidated Chinatown promotional booklet (either standalone or lift out within Broome Visitors Guide), including: <ul style="list-style-type: none"> > Detailed map > Business profiles / interviews > Vouchers > Schedule of events > Top things to discover · Adapt to website 	Place Making Officer, Team Chinatown	Medium	\$10,000
4.5 Small Business Awards		<ul style="list-style-type: none"> · Work with Broome Chamber of Commerce and Industry to sponsor new 'Chinatown Champion' awards category. · Promote opportunity to traders – criteria, application process etc. · Promote winner 	Place Making Officer	Medium	\$2500-\$5000

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
4.6 Collateral		· Develop Chinatown-branded templates – flyers, posters, vouchers etc.	Place Making Officer	Low	Nil
		· Encourage businesses to use.			
5.1 Maintenance schedule		· Investigate demand for ongoing provision of branded assets (e.g. 'we are open' door signs, Chinese lanterns, flags etc) – implement if appropriate.	Place Making Officer	Low	\$2500 p.a.
		<ul style="list-style-type: none"> · Revitalisation project contractor to hand over recommended level of service to meet higher visitor and trader expectations upon project completion (in collaboration with Shire's infrastructure directorate). · Develop maintenance schedule for public realm (gardening, sweeping, graffiti removal etc.) and assets (shelters, street furniture, lighting, landscaping, public art etc). · Determine cost to implement above and apply for resource-based budget allocation through Shire budget process. 	Shire Infrastructure Directorate	High	TBD
5.2 Asset renewal		<ul style="list-style-type: none"> · Determine asset renewal schedule (replacement, end of life etc). · Allocate requisite budget in forward estimates. 	Shire Infrastructure Directorate	High	TBD
5.3 Public realm upgrades		<ul style="list-style-type: none"> · Apply for external funding to implement future stages of Chinatown Masterplan (e.g. Short Street, Carnarvon Street North). · See Investment and Resourcing for potential funding sources. 	Shire - various	High	TBD

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
MAINTENANCE AND OPERATIONS	5.4 Operations	Day-to-day management of Chinatown needs to be shared between businesses and the Shire if it is to be sustainable in the longer-term.	Traders, Team Chinatown	High	Nil
		<ul style="list-style-type: none"> Businesses with infrastructure and assets within the public domain are to be responsible for their maintenance / upkeep (e.g. furniture, lighting, signage, planters). Place Making Officer to develop agreements with businesses prepared to manage placement and removal of Shire-funded furniture into and from shade structures. Shire to replace broken/stolen Shire-funded furniture within timely manner. 			
	5.5 Delivery times	<ul style="list-style-type: none"> Adapt parking regime to direct deliveries to lessen impact on visitors / traders. <ul style="list-style-type: none"> Prioritise deliveries during quiet periods – early morning, evening. During busy periods, restrict delivery vehicles to parking bays at fringe of precinct and time limit these. Educate delivery companies and traders on new requirements – information guide, warnings. Issue infringements to repeat offenders. 	Shire Infrastructure Directorate	Medium	Nil
	5.6 Private property maintenance	<ul style="list-style-type: none"> Ensure ongoing compliance of built form enhancements with existing guidelines within Local Planning Policy 5.13. Seek grant funding to paint shopfronts in colour palette within Local Planning Policy 5.13. 	Shire Ranger Services	Medium	Nil
		<ul style="list-style-type: none"> Ensure ongoing compliance of built form enhancements with existing guidelines within Local Planning Policy 5.13. Seek grant funding to paint shopfronts in colour palette within Local Planning Policy 5.13. 	Place Making Officer	Low	\$10,000 p.a.

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
SAFETY AND SECURITY	6.1 Anti-social behaviour	<ul style="list-style-type: none"> Continue to work with WA Police to actively discourage public street drinking – e.g. increased patrols, co-ordination with support organisations. Collaborate with Kullarri Patrol to source additional funding for expanded social support and patrol services. 	Shire Ranger Services, Place Making Officer, Shire Community and Economic Development	High	Nil
	6.2 Cultural engagement	<ul style="list-style-type: none"> Provide positive pathways by developing programs with Aboriginal organisations. Provide opportunities for champions of Aboriginal and other cultural communities to enhance Chinatown through their art and culture. 	Shire Place Making Officer, Community and Economic Development	High	Dependent on programs and funding sources



EXPERIENCE

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
7.1 Markets and food trucks (mobile vendors)	<p>A weekly night time market during dry season to service tourists and locals is seen as a useful way to activate Chinatown.</p> <p>Vendors offering high-quality, locally-made wares, food and produce not already found in Chinatown is a pre-requisite so as not to compete with established businesses, rather providing complementary experiences and drawing more visitors to Chinatown.</p> <p><i>*selection of vendors should be dependent upon the Chinatown businesses participating by being open.</i></p>	<ul style="list-style-type: none"> Shire to provide funding to Team Chinatown to collaborate with existing organisations (e.g. Broome Community Stallholders Association) to plan, co-ordinate and implement the trial of two markets at Sun Square for a minimum of two dry seasons: <ol style="list-style-type: none"> Weekly Chinatown Food and Maker Market (midweek: 3pm – 7pm) Cruise into Chinatown Market (coinciding with cruise ship arrivals) Work with Cruise Broome to further refine Cruise into Chinatown Market offer/logistics Place Making Officer and Team Chinatown to provide logistical support Reserve space in Team Chinatown stall for existing Chinatown businesses to sell/promote. Through market's application, seek approvals for established food businesses to trade on footpath. <ul style="list-style-type: none"> Investigate demand from traders for loan equipment – bain-maries, tables, signage etc. Procure if deemed appropriate. Implement initiatives to encourage marketgoers to explore the wider Chinatown precinct. <ul style="list-style-type: none"> Require all market stallholders to have Discover Chinatown booklets on display. Self-guided or guided walking tours. Special promotions / precinct-wide promotions – market day only. Competitions Promotions – social media, signage etc. Explore trader appetite/capacity to open for extended trading hours. Support implementation through marketing and promotions if strong buy-in and intention for ongoing implementation exists. 	Team Chinatown, Place Making Officer	Medium	\$25,000 p.a.

USES AND ACTIVITIES

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
7.2 Events and celebrations		<ul style="list-style-type: none"> Collaborate with existing online events calendar provider to ensure all upcoming Chinatown events and activities are uploaded. e.g. www.visitbroome.com.au Analyse timing and focus of existing / planned events to identify gaps / opportunities for new Chinatown events. For example: <ul style="list-style-type: none"> Wet season Evenings Regular offerings (see 7.1) Promote events calendar through communications channels. Encourage Team Chinatown to access Shire's Ad-hoc Sponsorship Program funding to pay for event application, bond and venue hire charges. 	Team Chinatown, Place Making Officer, Community and Economic Development	High	Nil
			Place Making Officer	Medium	\$2500
7.3 Collaboration and partnerships		<ul style="list-style-type: none"> Engage Aboriginal communities and organisations to enhance existing and identify new projects that draw on and celebrate their ancient connection to the Kimberley, strengthening connections, ownership and pride of their involvement in Chinatown's place and future evolution. Engage multi-cultural communities to highlight their unique history/connection to Chinatown and the wider Broome region Opportunities include: <ul style="list-style-type: none"> Public art Landscape and streetscape design – planting palettes, street furniture, signage etc. Note: alignment with Chinatown Style Guide and Heritage will need to be considered. Dedicated presence/stalls at market events Street entertainment – busking etc Cultural tours – with existing operators Bush tucker cafe 	Team Chinatown, Place Making Officer, Community and Economic Development team	High	Dependent on project scope and funding sources

USES AND ACTIVITIES

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
7.4 Street entertainment	A streamlined application process and abolishment of fees/charges should encourage more locals and visitors to provide free/low-cost street entertainment.	<ul style="list-style-type: none"> Remove fees for street entertainment within the Schedule of Fees and Charges from financial year 2019-20 onwards. 	Director, Development and Community	High	Nil
		<ul style="list-style-type: none"> Identify dedicated sites – appropriateness, expected impact, trader support. 	Place Making Officer, Team Chinatown	Medium	Nil
		<ul style="list-style-type: none"> Promote Chinatown as a street entertainment precinct to backpackers. <ul style="list-style-type: none"> Supportive of different types - busking, circus, theatre etc. Via information sheets in hostels, hotels, online backpacker forums, Visitor Centre. Informally identify high-quality local and backpacker talent. <ul style="list-style-type: none"> Encourage to perform within precinct – inform of no fees. Consider benefits to pay to perform at key occasions (e.g. evenings, events - markets, late night trade etc). Procure AV system to loan to entertainers 	Team Chinatown, Place Making Officer	Medium	Nil
			Team Chinatown	Low	\$1000
7.5 Alfresco dining	The Shire does not issue outdoor dining permit fees. A streamlined application and approvals process should encourage more traders to offer outdoor dining to customers.	<ul style="list-style-type: none"> Promote benefits of alfresco dining: <ul style="list-style-type: none"> Increased commerce for individual businesses. Enhanced safety and vibrancy across Chinatown. Improved visitor experience and satisfaction. 	Place Making Officer	High	Nil
		<ul style="list-style-type: none"> Amend application process for outdoor dining permits to enable applicants to self-assess, lodge online application and for Shire to approve online. Refer to City of Vincent policy for guidance: <ul style="list-style-type: none"> Permit applicants to self-assess prospective outdoor dining area against Shire criteria (across townsite). Issue immediate approval for permit provided applicant deems prospective area meets all criteria and accepts risks / liability if not deemed compliant. 	Director Development and Community	High	Nil

USES AND ACTIVITIES

STRATEGY	DESCRIPTION	ACTIONS	RESPONSIBILITY	PRIORITY	INDICATIVE ANNUAL BUDGET
		<ul style="list-style-type: none"> Loan branded seating / tables to businesses not directly benefiting from shelters installed as part of Chinatown Revitalisation Project. 	Place Making Officer	Medium	\$2500
7.6 Trading hours – coordination and promotion		<ul style="list-style-type: none"> Consult with traders to gain agreement for opening days/hours for dry, wet and shoulder seasons to: <ul style="list-style-type: none"> Enable external stakeholders to better promote traders Reduce confusion for visitors / locals, improving likelihood of visitation Note feedback regarding different trading hours needed for different business types. Communicate benefits to traders of remaining open for cruise ships passengers. Promote consistent trading hours through channels – e.g. Discover Chinatown booklet, website and social media (see 1.2). Align events and activities to incentivise consistent trading hours. 	Place Making Officer, Team Chinatown	High	Nil
7.7 Pop-up trading		<ul style="list-style-type: none"> Procure Pop-Up Shop Starter Kit in Chinatown branding (chattels, furniture, signage, point of sales system, AV etc.) to support new initiatives. 	Place Making Officer, Team Chinatown	Medium	\$10,000
		<ul style="list-style-type: none"> Preference not-for-profits, arts and culture providers, and emerging operators over established non-Chinatown businesses in pop-up locations. 	Place Making Officer, Team Chinatown	Medium	Nil

USES AND ACTIVITIES

RISK MANAGEMENT

Adopting a Place Management approach to Chinatown involves various initiatives and strategies that represent a departure from conventional public realm management and stakeholder engagement. The following risks have been identified, with corresponding management strategies.

RISK	LIKELIHOOD	CONSEQUENCE	RISK MANAGEMENT STRATEGIES
Place Making Officer does not have requisite skills to implement role description, including Shire-led PMP actions	Medium <ul style="list-style-type: none"> Challenges of attracting and retaining specialist talent within / to regional centres in WA have been noted 	High <ul style="list-style-type: none"> Many PMP initiatives rely on Place Manager to play a central role of co-ordination, troubleshooting and delivery 	<ul style="list-style-type: none"> Approve package to attract necessary talent Offer tenure beyond 12 months (preferably 3 years) to retain talent Ensure PMP and Place Making Officer role has broad support within Shire and Council
Place Making Officer position not approved beyond 12 months	Low	High <ul style="list-style-type: none"> Role responsibilities fall onto other Shire teams with limited spare capacity Lack of central co-ordination role leads to inefficient use of resources Place Making Officer may seek alternate role towards end of tenure 	<ul style="list-style-type: none"> Submit funding request to Council for three years Communicate benefits of multi-year tenure to Shire Executive and Council Communicate intent for Place Making Officer to focus on identified precincts across Broome, in addition to Chinatown
Expectations the Shire will take over responsibilities for Team Chinatown, including Action Plan	Medium <ul style="list-style-type: none"> Businesses with limited capacity may try to involve Place Making Officer heavily in Action Plan delivery 	Medium <ul style="list-style-type: none"> Place Making Officer's responsibilities increase, diluting ability to deliver Shire-led strategies and extend focus beyond Chinatown 	<ul style="list-style-type: none"> Communicate intent from outset that Place Making Officer is to play a support / enabler role, as opposed to a leadership / delivery role. Key interface will be for Place Making Officer to act as a conduit, and advocate for Team Chinatown needs, to other Shire staff / teams
Lack of internal capacity to deliver Shire-led PMP strategies	Medium <ul style="list-style-type: none"> Shire teams with responsibility for Chinatown report lack of capacity to adopt and implement additional tasks 	High <ul style="list-style-type: none"> PMP strategies not delivered on time leading to reduction in momentum and collaboration with stakeholders (Team Chinatown etc.) 	<ul style="list-style-type: none"> Retain Place Making Officer position until PMP strategies have been delivered and embedded within Shire practices

NEXT STEPS

The PMP is a live document that will be updated as strategies are initiated, and additional information is made available.

This includes operational guidelines, maintenance schedule as agreed between the Chinatown Revitalisation contractor and the Shire Infrastructure Directorate.

Immediate actions include:

1. Shire/Council approval of Place Making Officer position, including associated package and budget
2. Recruitment of successful Place Making Officer applicant
3. Team Chinatown establishment, including recruitment of Executive Committee members
4. Place Making Officer support for Team Chinatown Executive Committee to develop Place Making Action Plan
5. Allocation of PMP strategies into 3-year delivery timeframe, as determined by Place Making Officer's skill set and priorities identified by Shire, Council and stakeholders
6. Implementation of priority PMP strategies



APPENDIX

Team Chinatown Action Plan template

While the Action Plan needs to be useful and adapted to Team Chinatown's needs, essential components include:

1. Introduction and context – where demand for Plan has come from and what purpose it serves
2. Place Snapshot – brief description of Chinatown's history, people, urban form, culture and heritage to provide context to initiatives
3. Action Plan engagement insights – what themes, strengths and opportunities, gaps and issues emerged from discussions/surveys with residents and stakeholders
4. Team Chinatown Vision and Objectives – based on above and Team Chinatown members' aspirations
5. Key focus areas – initiatives grouped into 4-6 areas (e.g. Events and Activation, Marketing and Communications)
6. Implementation Plan (see example table below)
7. Summary – next steps and invitation to participate / support

Focus Area 1 – (e.g. Events and Activation)

INITIATIVE	KEY ACTIONS	COMMUNITY IMPACT (H, M, L)	INDICATIVE ANNUAL BUDGET	TIMING (YEAR 1 TO 5)

Publicly-available Town Team Action Plans for reference include:

- [Mount Hawthorn Hub](#)
- [North Perth Local](#)
- [Vic Park Collective](#)



BROOME
CHINATOWN
REVITALISATION

THE HEART AND SOUL OF BROOME

Plan prepared by

element.
the art and science of place

Designed by

elba graphics