Place Activation Plan

October 2012

Curtin University

Place Activation Plan
Curtin University Place Activation Plan

Place Vision 2

Site Context 4

District Context 4

Local Context 5

Purpose 6

Observation & Engagement 8

Big Ideas for Activation 12

Campus Identity 13

Hive, Heart & Home 14

Hive: Abuzz with activity both day and night
Heart: 4 Villages: the lifeline and pulse of Campus
Home: Places to linger for longer

Bring Curtin’s Buildings to Life 56

Proactive Place Management & Governance 58

Strategic Partnerships 60

Vice Chancellor’s Message

As our namesake John Curtin said;

“The great university...should look forever forward; for it, the past should be but a preparation for the greater days to be.”

We continue that tradition today by looking forward to exciting and positive change as we begin enlivening the Perth (Bentley) Campus through this Place Activation Plan – a five year strategy aimed at creating a memorable, unified, progressive and entrepreneurial campus experience.

The plan has the full endorsement of the University and has received considered input from many parts of our community including students, Curtin Guild, faculties, and administrative areas. A great deal of consultation and workshop participation gathered our collective thoughts to map out a better campus – one that ‘makes tomorrow better’.

I am personally excited about the initiatives represented in the plan and I encourage the Curtin community to participate in making our Perth Campus an exciting and vibrant place of life-long learning. We have much to do in the coming years and this plan is the first step in our journey of making Curtin University one of the region’s most influential knowledge centres and a cornerstone of academic excellence.

I hope that you find the initiatives contained within the plan as exciting and inspirational as I do.

- Professor Jeanette Hackett, Vice Chancellor
Place Vision

Curtinnovation is in everything we do. It’s in the way we make ideas happen. How we see the problems around us and ask: “How can we solve this? Improve on it?”

We redefine university prestige by talking about the future; starting a movement people can and want to believe in. We are ambitious, innovative and collaborative, and it’s now time to create a campus that showcases what we stand for.

Question

So let’s ask ourselves, what kind of university campus do we want Curtin to be? How will people feel when they are here? What does it mean to study and work at Curtin? How will Curtin influence people’s lives?

Our Proposition:

A progressive, engaging and lively campus with global reach and a local feel, Curtin University is beyond a place of learning, pulsing with new ideas and ambitions where students and staff are at home and everyone is welcome.
Our Place Values:

Memorable
- Creating life-long memories and friendships
- People will expect the unexpected
- It will capture imaginations

Unified
- Connecting people with their campus
- Working towards common goals
- A multicultural essence and authentic local feel

Progressive
- Celebrating creative talents
- Cutting edge buildings, facilities and public places
- Visionary and inventive-attracting the world’s best

Entrepreneurial
- Committed and ‘can do,’ looking for the next challenge
- Success is shared
- Breaking down the barriers, responding to change
Curtin University is situated within proximity to a variety of institutional, recreational and knowledge-based activities including:

- Bentley Technology Park;
- Bentley Polytechnic;
- Canning College;
- Clontarf Aboriginal College;
- Kent Street College;
- Department of Agriculture and Food; and
- Department of Environment and Conservation

Curtin's role as a key strategic activity node will be strengthened through the development of the proposed Knowledge Arc light rail route connecting the University with a variety of significant regional destinations including:

- Perth CBD;
- West Perth CBD;
- Hospitals (QEII, St John of God, King Edward, Mounts Bay, Sir Charles Gairdner); and
- University of Western Australia.

Activities within the district are generally segregated and discrete as is characteristic of vehicle based urban design principles. As a primary education/technology focused destination along this route, this place activation plan recognises the importance of developing the Curtin Campus as an integrated mixed use destination.
The Curtin City Structure Plan recognises the importance of the Curtin Campus through a strengthening of its role as a strategic activity centre, both on a regional and local level, and provides a framework to augment the campus land use mix to establish a specialised mixed use activity centre that builds on existing local economic strengths.

Existing activities around the campus are generally characterised as introspective land uses that provide little opportunity for activation between those activities and the public realm. To some degree, this condition also translates to a micro level on campus where buildings and campus activities often turn their back on key public places across campus.

Facilitating interaction between people, the built environment, land uses, activities and the public realm is a key contextual issue to be, in part, addressed by this place activation plan. There is opportunity to build upon the strengths afforded by a variety of existing educational activities in the vicinity, such as Clontarf Aboriginal School, Canning College and Polytechnic West.

The objective is to facilitate interaction on a campus scale for the Curtin community, but also to create a place for local residential community, nearby workers and students.
Purpose

The role of the Place Activation Plan is to pull all of the following elements together. It will outline clear principles, strategies and actions to achieve the vision:

- **Destination**: Create strong destinations within campus, that connect to surrounding areas, identifying and strengthening campus anchors and creating public places with a high level of amenity.

- **Built Environment**: Consider built form and infrastructure improvements to ensure buildings relate to people and the public domain.

- **Programming**: Identify a series of programmatic improvements that could occur, including attracting new activities and uses to the campus.

- **Place Management**: Encourage an integrated approach to place management including security services, cleaning, operations, and maintenance and landscape presentation.

- **Partnerships & Relations**: Leverage the assets already within campus including existing relationships, corporate partners and the business community.

- **Branding**: Bring the Curtin brand to life in the physical domain and through activation of spaces and places.

- **Visibility & Momentum**: Create a “quick wins” agenda to bring about early change, which in turn produces confidence in the process and demonstrates the benefits.

**“The most successful university campuses are as much about meeting the social and emotional needs of the people who live and work on campus, as the quality of the University’s infrastructure and facilities. The campus experience can include an inherent sense of community by offering numerous opportunities for interaction within the public realm. Providing a range of activities and public spaces on campus that are mutually supportive will be a major step in facilitating this interaction and activation across campus.”**

(Acknowledgements to Fred Kent, PPS.)
Happy students are better students. However, academic excellence is only part of the story - a lively and enjoyable campus culture will attract dedicated students leading to improved academic standards, in turn, raising Curtin’s international profile. Creating a campus experience that is fun and exciting is the key to successful place activation.

The link between an enjoyable experience of Curtin and achieving high academic standards is at the core of this Place Activation Plan. By focusing on student satisfaction, this will ensure that the physical, programmatic and management aspects of place activation strike a chord with all who have a role in campus life.

Curtin University attracts a variety of user groups on a daily basis including students, staff and visitors from outside the university. Of these, the student body is both the customer and key user. Therefore, providing a place where students are attracted to study and participate in campus life is an essential component of Curtin’s core business. This Place Activation Plan utilises a place-led approach to campus revitalisation and relies on the concept of strengthening key parts to improve the whole. It is not just a beautification or a schedule of physical changes, it is a careful consideration of a variety of destinations, attractions and activities, which may be physical, spatial or programmatic.

This Place Activation Plan considers existing strategies and guiding documentation, including the Curtin City Structure Plan. The plan will form part of the Properties Directorate’s Five Year Development Plan, and will become the guiding document for the development and place management within the academic core - both its public spaces and building assets.

The Place Activation Plan will:

- be used as a guiding document to activate the Perth Campus from a physical, programme and management perspective;
- be developed to incorporate ideas and strategies that come from the Curtin community including students, staff and interest groups;
- focus on key public places within the university as well as buildings and other assets across the academic core; and
- evolve quickly into an implementation strategy incorporating small-scale, do-able improvements that can be started right away.

The intent of the plan is to provide a visionary, inspirational and transformative strategy that addresses all aspects of the campus - it is not just ‘form’ driven.

The key attributes of the place activation plan are:

- Adaptable, flexible and achievable.
- Inclusive of people and culture.
- Focused on creating attractive destinations.
- Multi-disciplinary and collaborative.
- Context-sensitive and spatially relevant (i.e. buildings, activities and spaces that reinforce Curtin’s culture).
- Costed to inform the capital works programme.

This Place Activation Plan was driven by Curtin’s community, institutional objectives and corporate brand through a process of engagement with key faculty stakeholders and the student body, which aimed to effectively and efficiently bring together key Campus user groups to participate in the development of the Plan.

As the process evolves, this document should be reviewed to ensure it is reflective of the project direction, strategies and implementation parameters. The Plan sets a broad framework of intent for the delivery of stakeholder and communications initiatives to support the Place Activation Plan development and will be implemented in stages by the appointed project team, as appropriate and when approved by Curtin University’s Director Campus Development. It is therefore proposed that the Place Activation Plan be updated on a five-year cycle, matching with and identifying capital expenditure over the same timeframe.
Observation and Engagement

How We Engaged

The approach to engagement was focused on informing participants of the process and to provide in depth knowledge of the campus workings.

Based on the concept that the ‘community is the expert,’ (PPS) meaning that the people who currently use the place are best positioned to know what is missing or those elements that could work better, Curtin’s place activation programme will have a higher chance of success. Therefore the Stakeholders from whom participation and involvement was sought included:

- Students;
- Student interest and sporting groups, including Curtin Guild;
- Administration;
- Faculties;
- Businesses; and
- Alumni.

Preparation of this plan utilised a Stakeholder Engagement Strategy that focused on Curtin’s internal stakeholders. The objectives of this process were to:

- Create a high level of awareness, understanding, engagement and empowerment amongst target audiences in the development of the Place Activation Plan.
- Secure genuine and representative stakeholder input and ensure that Curtin’s local visions, aspirations and ideas are considered and reflected in the Place Activation Plan.
- Provide the consultant team with information to enable the development of a place proposition.

Key Objectives:

- Inform participants on the elements, processes and benefits of place making and activation through a place activation presentation.
- Optmise participation and engagement of attendees.
- Encourage attendees to look critically at key destinations across the campus and provide feedback on how the places could be improved.
- Provide the consultant team with information to enable the development of a place vision.

Key Outcomes:

- Develop a locally-based retail and commercial strategy.
- Establish a series of iconic campus ‘focal points’ to link key destinations and spaces.
- Rationalise and unify landscape including street furniture.
- Introduce residential uses into the campus core.
- Ensure new buildings integrate with existing campus buildings and that entries face onto public places / spaces.
- Open up the Library ground floor and make it more permeable with multiple entries (noting the need to respond to operational requirements).
- Open the edge of existing retail spaces; activate the internal plazas.

Workshop 1  19 April 2012

Following a presentation by the consultant project team on place making and activation concepts, participants took part in a place evaluation game. The place evaluation game is an interactive tool developed by Project for Public Spaces (PPS) to encourage users to look critically at how a particular place is performing, what could be done to improve it in the short and long term and to identify partnerships and resources available to bring about improvements.

Participants were allocated into groups and sent to predetermined zones within the campus to individually rate their zone according to criteria relating to comfort and image; access and linkages; uses and activities; and sociability. The groups later provided feedback on their observations and provided a consolidated feedback to the broader group.

Workshop 2  28 May 2012

The key aim of Workshop 2 was to collaboratively develop place activation strategies to inform the development of the draft Place Activation Plan. To assist this process, and based on the outcomes of Workshop 1, the project team summarised resulting key themes and opportunities to provide a broad strategic direction and ‘thought starters’ for participants to work with. Participants were seated in groups and each allocated a theme to work with. Groups were asked to come up with five key strategies related to their theme.

Suggested themes were:

- A Campus heart - Creating a social, recreation, technology and cultural heart with access to surrounding places, where people can get everything they need. For example, the Library and main street working together.
- Mixing up uses and activities - Exploring bold future uses beyond teaching, education and research and considering how to get people to stay on campus for longer, thinking about the ‘Power of 10.’
- People friendly buildings and places – Considering what could be done to make campus assets people-friendly and ensuring they are a vital part of the campus experience.
- Partnerships – Looking at existing and potential future new partnerships both internal and external.
- Place Management – Thinking about what Place Management at Curtin could become, what resources are required and how it could be improved.
- Marketing, programming and events – Understanding the potential for the future; large and small-scale interactions to make daily life interesting and engaging.

Key Objectives:

- Report on feedback and findings from Workshop 1 and build on those outcomes.
- Collaboratively develop core strategies to inform the draft Place Activation Plan.
- Obtain stakeholder inputs to inform the development of a place vision and proposition.
- Continue to build momentum and a ‘campaign’ amongst key internal stakeholders, ultimately to support the implementation of the plan.

Key Outcomes:

- Activate the public realm.
- Establish a lively campus ‘main street’.
- Deliver residential opportunities into the campus core.
- Improve traffic and services management.
- Improve wayfinding and information systems.
- Ensure adequate programming of places and events.
- Enhance promotion, communication and dedicated partnerships.
- Encourage community integration through greater access and participation of the external, non-course related community.
The Place Activation Team undertook an across campus evaluation to gain an informed perspective of how people use key destinations within the Campus. The team focused on observing and recording stationary activities as an indication of people who chose to remain, rather than move through, particular destinations. The survey provided an opportunity to determine the functionality, attractiveness and utilisation of places throughout the precinct and confirmed key elements that are considered to foster or inhibit activity. The following observations assisted the team to identify strengths and weaknesses on a place by place basis. It informed, in conjunction with the engagement process, the team’s understanding of each destination, which fed into the development of place activation strategies.

**Activity Mapping**

- **Attractive**
  - Comfortable wooden seating
  - Food and beverage outlets
  - Active building edges
  - Lively, social and active areas
  - Shade and shelter
  - Well maintained lawn areas
  - Easy wayfinding and access
  - Extended hours of activity (24/7)
  - Access to natural light
  - Places with a clear purpose
  - Safe places

- **Less Attractive**
  - Limestone retaining walls (informal seating)
  - Areas designated for both pedestrian and vehicle movement
  - Unfurnished, unsheltered and unshaded areas
  - Areas with limited access to natural light (e.g. dark eaves and poorly lit colonnades)
  - Lifeless areas with inactive and blank façades
  - Poorly landscaped and maintained public places
The following themes emerged throughout the observation and engagement process. This informed the identification and development of key principles and measurables for the success of place activation at Curtin University as a means of creating a series of multi-use destinations to promote a sense of interest, vitality and excitement to campus life. These destinations are outlined at a later stage in this report.

The benefits of creating an exciting campus that supports the needs and interests of students, staff and visitors through place activation has been widely recognised across campus by all user groups. This Place Activation Plan will focus on delivering a range of benefits for Curtin including:

- Better presentation and image of public spaces.
- A lively campus experience with the development of a specific Curtin ‘sense of place’.
- More attractions, amenities and activities to enhance campus life.
- Improved access within and around campus.

This plan has been developed as a ‘campaign’-style approach (acknowledgments to PPS) to bring about improvements to public areas, whilst building ownership, interest and participation amongst stakeholders and interest groups. The principal aim is to ensure that the professional consultant team works as a resource to bring the community’s ideas to life through the plan.

The following elements were identified for improvement in collaboration with stakeholder groups to develop a place-led approach to campus revitalisation:

**Amenities**
- Comfortable seating, shade and shelter.
- Colour and movement.
- Feature and functional lighting.

**Information Systems**
- Wayfinding and signage.
- Urban audiovisual screens, exhibition and flexible display systems to showcase student work and share information.

**Commercial**
- Pop-up retail, food carts and other commercial operations.
- Extended alfresco areas.
- Visual merchandising.

**Physical**
- Purposeful public art and focal points.
- Improved landscaping and remove visual barriers.

**Management and Programming**
- Reduce vehicle movement through the campus (include parking).
- Public place programming - activities and events.

**Partnerships**
- Form internal and external strategic partnerships.
- Break down internal silos.

---

[2] Source: Threadless.com
The following directions for place activation of the campus were developed throughout the engagement process and formed the place led approach to place activation:

1. Activate the public realm
   - An interactive frontage to the ground level of buildings.
   - Clarify fronts and backs of buildings and enhance visibility of entries.
   - People-friendly buildings that are fit for purpose.
   - Quality landscapes adjacent to buildings that encourage people to stay.
   - Extend programmable events to enhance potential year-round activation.
   - Showcase student activities and research (e.g. aquatics / robotics).

2. Create a main street
   - Enhance the existing spine of the campus to create a main street.
   - Curate and extend the retail offer and mix.
   - Focus on tenant management / encourage entrepreneurial spirit.
   - Normalise the campus economy to provide for those living on or near campus.
   - Connect the Library with the broader campus as a community hub.

3. Provide a variety of residential opportunities in the academic core
   - Include short and longer-term residential opportunities for students, academics, staff and visitors.
   - Provide on campus amenities to support the day to day needs of residents (e.g. Laundromat, post office, minimart, convenience store). The focus of such activities should be at the existing ‘Guild Commercial Centre’.

4. Better traffic and services management
   - Reduce the volume of traffic and minimise parking in the core.
   - Offer alternative options for times for access and routes for service vehicles.

5. Clearer and more accessible wayfinding and information systems
   - Place naming and identity and building addresses.
   - Identifiable landscape themes.
   - Clear signage.
   - Lighting of places for safety and visual interest.
   - Temporary event-based signage and wayfinding solutions.

6. Place Programming
   - Introduce a greater variety of seasonal events.
   - Activation of destinations after hours.
   - Include events at a variety of scales for large and small places.
   - Consider both temporary, ongoing and permanent programmed activities.
   - Encourage institutions such as Scitech to locate on campus.
   - Introduce an Aquatic Centre on Campus.

7. Promotion, Communication and Dedicated Partnerships
   - Focus on both internal/external communications.
   - Showcase activities within campus and to the broader community.
   - Introduce incubator spaces for student ideas to create a market place.
   - Virtual partnerships (connecting campuses with other campuses and places).

8. Community Integration
   - Encourage the external community to use campus facilities/activities by providing additional attractions and amenities.
Big Ideas for Activation

This section outlines the place activation strategies on a place-by-place basis. Each of the places identified within this section have been selected through the investigation and engagement processes as areas where the maximum impacts could be achieved to the benefit of the greatest range of stakeholders and user groups. For each destination or strategic element, the following subsections have been included to provide an indication of strategic direction to achieve desired place activation outcomes over time:

- **Quick Wins and Short Term Actions**: immediate actions to get started and build the momentum, with high visibility and impact, which do not require a lot of organisation to get on the ground.
- **Key Elements**: overarching principles to facilitate activation within each destination.
- **Strategic Focus**: the key place activation strategies and actions recommended to deliver place activation across the Curtin Campus.

Each of the above sections outlines the components of the Place Activation Plan. Whilst some elements describe direct actions to achieve intended activation outcomes, others may require further investigation and additional detail to enable implementation.

Whilst this strategy is, for the most part, destination focused, there are a number of strategies and actions that are applicable at the campus scale and are considered applicable to all destinations across campus, including those outside of the specific focus of this strategy. These strategies are closely linked to delivering the Curtin University brand promise as a means of delivering the Curtin identity and experience to both the Curtin and wider community. It should be noted that some of these elements may be reiterated for some destinations where it is considered to be a key specific action for that space.
Campus Identity: Bring the Curtin University brand to life on campus

Diversity of choice across a variety of interconnected destinations is essential to achieving place activation on campus. This idea has many levels encompassing physical spaces, programmed and non-programmed activity, housing within the campus core, the choice of activities offered within each destination and the degree to which the campus can provide for the daily needs of its staff, students, residents and visitors. The concept of Heart, Hive and Home is about establishing places on campus that provide the reasons for people to visit, remain on and enjoy the campus. These are the elements that will instil a sense of homeliness and connection to the campus outside of course related activities. It is all of these elements that will assist developing a strong campus culture and identity and assist in delivering Curtin’s brand promise to its academic community.

Quick Wins

› Appoint a dedicated Place Management Team to facilitate the delivery of quick wins, with a view to leveraging this team to deliver the medium and long-term strategies. This team should also be responsible for engaging relevant partnerships to deliver outcomes. An interim place management team may be appointed in the immediate term focussed on waste management, security, cleaning and general presentation, including development sites.

› Develop a user-based wayfinding strategy and, initially, upgrade wayfinding in primary public spaces.

› Remove landscaping elements that are visual barriers to promote comfort, flexible use of space, visual quality and accessibility.

› Invest in amenities such as beanbags, umbrellas, feature lighting, moveable seats and planter boxes and locate these in key destinations identified in the following sections of this plan.

› Implement a temporary public art programme using student work to improve blank walls, building facades and places.

› Improve the food and retail offering, including presentation of existing businesses and markets. Consider temporary / pop-up food and retail to try new products and services.

› Ensure all relevant Curtin staff to attend a barista training course.

› Develop an internal campus communications and partnerships strategy focussed on consistent promotion of key messages, campus activities and opportunities to programme public spaces.

› Develop a minimum of four flagship University events, to be held throughout the year.

› Establish an outdoor cinema between in Henderson Court for summer 2012.

Key Elements

Philosophy: Curtinnovation; Curtin’s underlying approach to everything that is done to activate campus, solve problems, improve and strive for excellence.

Brand Attributes: Ambitious, innovative, collaborative; these are the key qualities that should underpin the physical, programmatic and management improvements at the Perth Campus.

Brand Strategy: This is about creating a movement people can believe in, be part of and be motivated by.

Campus Identity: Promoting a unique campus identity and experience that encourages a strong relationship between people and place.

Strategic Focus

Develop a unique physical, programmatic and management identity for the Perth Campus.

› Use the Place Proposition to guide detailed planning and delivery of the Place Activation Plan.

› Develop unifying design guidelines to lead the application of a consistent built form, landscape and physical identity for the campus.

› Develop a consistent, user-based wayfinding and information strategy across campus.

› Develop a unique and distinctive Curtin theme and palette to be applied to street furniture, lighting, new amenities such as seating and shade, and other public realm enhancements.

› Develop a cohesive public art programme that promotes a coordinated approach to interactive, engaging public art across campus (discourage static art that promotes “look and don’t touch”) and favours Curtin University art students.

Develop a wayfinding strategy that facilitates ease of access and intuitive movement around the campus for all user groups.

› Increase access, visibility and knowledge of post trip cycling facilities across the campus.

› Re-number all buildings to a logical precinct / zone approach to assist navigation as a logical progression through campus, and address the current ‘scattered’ numbering scheme. (e.g Street/ Lane address).

› Introduce additional landmark elements across campus in the form of building design, art installations and landscape features.

Undertake landscape improvements of the key destinations and delivery of amenities that promote comfort, flexible use of space, visual quality and accessibility.

› Provide a variety of seating types, shade and shelter, BBQs, including places to relax or read a book. This may include providing moveable tables, seating and beanbags to encourage people to sit together.

› Introduce landscape and paving elements that promote comfortable, attractive and intuitive access through key public spaces, along with finishes that are suitable for a variety of weather conditions and seating types.

› Landscape treatments should focus on delivering a cohesive across-campus identity that promotes ease of wayfinding.
Hive, Heart and Home: Identify, develop and activate key destinations and public places to attract a variety of activities, attractions and people onto campus, encourage them to stay longer and to return.

The concept of Heart, Hive and Home is about establishing places on campus that provide the reasons for people to visit, remain on and enjoy the campus. These are the elements that will instil a sense of homeliness and connection to the campus outside of course-related activities.

Diversity of choice across a variety of interconnected destinations is essential to achieving place activation on campus. This idea has many levels encompassing physical spaces, programmed and non-programmed activity, housing within the campus core, the choice of activities offered within each destination and the degree to which the campus can provide for the daily needs of its staff, students, residents and visitors.

Figure 1. Key Destinations on the following page provides a spatial reference for the key destinations across campus that have been identified for improvement and activation. These destinations have been selected as the best opportunities to facilitate activation by building upon existing strengths and place identity. These destinations also have the greatest potential to provide benefits to the wider campus outside of their immediate area of influence.

Key Elements

Integrated mixed-use villages: establishing a village atmosphere with a focus on arts, music, retail/commercial, residential, recreation, along with ease of transport to and from and movement within the Campus.

Create a living campus: supporting activity on campus by encouraging people to use the campus as their ‘backyard’ including students, staff, lecturers, academics and visitors and surrounding residents.

Beyond 9-5: an 18/24-hour economy including activities such as gym, aquatic centre, abacus labs, library, small bars, health/medical care and expanding existing services.

Strategic Focus

Establish a series of interconnected villages and destinations, each with their own purpose and flavour.

Create people-friendly buildings and places by enhancing the relationship between the ground level of buildings and the public realm through building modifications, ensuring building entries front onto core public spaces and walkways, and introducing new land uses.

Provide services and amenities on campus that encourage self-sufficiency and attract the broader community.

Deliver residential to the campus core.

Identify land uses that are appropriate and necessary to establish the level of on-campus amenity commensurate with village life.

Quick Wins and Short Term Actions

- Introduce outdoor audiovisual screens into key places as a means of internal communication, programme management and showcasing student endeavours (this may take 6-9 months but important to commence this early)
- Provide additional liquor licences in strategic locations to attract small bar operators across campus and appeal to a broader demographic and encourage a more sophisticated bar offer on campus as an alternative to the existing tavern.

Key Destinations

The diagram on the right outlines key destinations that have been identified for improvement across the campus to achieve the place activation outcomes envisaged within this plan.

It is acknowledged that a multitude of destinations exists across campus, which are not included in this plan. Whilst other spaces across campus may be highly valued by stakeholders, the identified destinations have been selected based on their existing strengths and ability for benefits to flow beyond their immediate area of influence to the entire campus and wider community.

Figure 1. Key Destinations
Civic and recreational hubs are the lifeblood of community interaction, providing a welcoming place for recreation, meeting and relaxation. These facilities provide places for formal and informal interaction, learning, networking and recreation, and in doing so encourage students to remain on campus for longer.

Looking Ahead

**Curtin Corso**

Strengthen the north south spine or ‘Corso’ to become a ‘lineal meeting place’ linking key destinations.

- Improve the relationship between the Corso and adjacent buildings so that buildings front onto the Corso.
- Strengthen key feeder lanes into the Corso (all roads lead to the Corso).

**TL Robertson Community Hub**

Create a Campus Heart as a flexible place for social, cultural, technological, recreational, philanthropic and educational activities.

- Redevelop the TL Robertson Library as the university heart to ensure its role and form adequately meets contemporary needs of students.
- Establish greater physical and visual access between the ground level of the building and its surrounds.
- Create a community hub that provides a civic role (that would otherwise be provided by local government – such as library and meeting place) for the ‘Curtin City’ community, which is accessible to the broader outside community.

Refer - ‘A Campus Heart’ for further detail.

**Health and Wellness Precinct**

Strengthen the recreational hub of the campus to encourage people to remain on campus for longer outside of course hours.

- Reconsider opening hours of the gym to 24 hours operability with key card access, and market to the broader community.
- Expand capacity of existing facilities to cater for large-scale functions and concerts, including appropriate servicing and facilities such as commercial kitchen.
- Reinforce link between the Recreation Precinct (Building 111) and Public Health (Building 400) and other existing or future health related facilities (i.e. Potential hospital and expansion of existing CHIRI health and wellness clinic).
- Establish an exercise trail around campus to enhance visibility of recreation and the connection between the recreation precinct and the wider campus (e.g. ‘Boot Camp’ trail that includes outdoor exercise equipment).

Introduce an aquatic centre with 50-metre outdoor heated pool. Sustainable heating opportunities should be explored such as geothermal.

- Base the swimming facility on a club model, but not exclusive to club members (e.g. Boy Charlton Pool NSW), which has a strong identity in a more urban context.
- Encourage use by on campus sporting clubs and local schools.
- Pool should also provide a training facility tied to the schools of physiotherapy and other therapeutic or health related courses.
1 and 2. Destination: An aquatic centre on campus will provide more reasons for people to remain on campus for longer.


3. Destination: Remodel the TL Robertson Library as a flexible space and community heart.


4. Built Environment: Buildings that front onto the Curtin Corso will enhance the main street of campus.

Source: http://sphotos.xx.fbcdn.net/hphotos-ash4/420974_10150729492856756_1855132017_55_11524710_1680877290_n.jpg

5. Programming: Events programmes will assist in bringing the campus to life both day and night.

Source: LA Presse.CA Blog post: “Place des Festivals : embrasser Montréal” 28 April 2009

6. Built Environment: Alfresco areas along the Curtin Corso will bring it to life as the campus’ inner plaza and meeting place.

Source: TPG Town Planning Urban Design and Heritage
A Campus Heart: Humming Hive

Adaptive reuse of the Library to create a community heart and learning hub.

Libraries have always played a central role to the campus community. However, as academic communities shift towards digital storage and exchange of knowledge and information, the role of places such as the TL Robertson Library needs to be redefined. Therefore engaging with the students to discover what this place can and should be is essential in determining a vision for its role as a community hub.

Reinventing the library as an adaptable, functional and secure social space, where minds can come together to be challenged in a self-organising, inspirational and fun learning environment is essential to repositioning the library as the ‘humming hive’ of campus.

Quick Wins and Short Term Actions

- Undertake a visioning exercise to create a community/campus hub in conjunction with students, staff and stakeholders from the wider community. This process should assist in informing the architect of the aspirations of today’s and tomorrow’s users and to define key functional requirements, whilst clarifying specific activities and uses to support activation goals.
- Architectural design brief should respond to the outcomes of the Curtin Place Activation Plan.
- Identify key student groups (e.g. Curtin Volunteers!) that would be best suited to located within the library building or adjacent to the Corso.
Looking Ahead

Key Elements:

> **Create a Campus Heart:** ensuring the TL Robertson building’s future as a campus heart for social, community, cultural, technological, recreational and educational activities catering for contemporary needs.

> **Redeveloping the TL Robertson Library as the university heart:** greater physical and visual access to the various ‘ground levels’ of the building.

> **A strong presence:** a beacon – make it glow; and central point of activity – make it hum.

Strategic Focus:

Undertake modifications to the TL Robertson Library to improve the relationship between the lower levels of the library and the adjacent public realm and Corso.

> Relocate existing Level 3 uses at the north west of the building to include cafe or other active use adjacent to the Corso and Atkinson Forum.

> Remove brickwork and create a colonnade at ground level that provides an interface with central spine facing west onto the Corso.

> Soften the transition from south-east corner of library adjoining the café down to Henderson Court by retrofitting the exterior of the building with multi-purpose steps, terraces and platforms.

> Enhance the entry to the library from Atkinson Forum.

Remodel the TL Robertson Library building and fit out as a flexible and self-organising student learning hub that is responsive to contemporary student needs.

> Level 2 of the library should become a student hub with programme space, group study, lounge, large scale abacus labs and campus information/resources, lockers/common spaces. The space should cater for both active and interactive learning opportunities.

> Outside the library, there should be a sports hub with activities that require minimal management, including ping pong, pool and volleyball.

> Cutin Volunteers (CVs) and other groups should be encouraged to locate on the ground floor of the space and self manage certain areas.

> Provide on-campus lockers to provide a safe, convenient and secure place for storage (support cycling).

> Flexible lounge and utility spaces should include places where students can microwave meals, eat, gather and study. Phone/ laptop charging stations should also be provided in these spaces.

Undertake structural modifications to the building to create a ‘self-organising’ flexible space to facilitate learning, research, gathering, eating and socialising.

> Reconsider the Level 2 functioning of the library to make this level 100% accessible public space accessed through multiple points. All non-secure, ‘people places’ and communal uses to be consolidated on Level 2, whilst secure floors should be provided on upper levels.

> Redesign Levels 1-3 of the library to create a greater sense of spaciousness and flexibility, along with a more logical and intuitive transition between levels and access points.

> Remove sections of upper level floor plates to create an internal atrium within the building, providing easy access and a visual connection between all levels.

Where possible or appropriate, ensure ground levels of the walkways adequately respond to the entry levels of adjacent buildings.

> Redesign north/south spine walkway along the western facade of the Library to enhance the relationship between the pathway and building. Suggested modifications include removal of stairs to create a single ramp from Atkinson Forum to the Roundabout and creation of a colonnade.

> Provide entries into the library from the north south spine (west) and onto Atkinson Forum(north).

Utilise unused TL Robertson Library (Building 105) roof space to accommodate terraces for special events, seasonal or perpetual usage.

> Provide a deck above the existing servicing area for an outdoor terrace/library spill-out space overlooking the pine trees.

> Investigate opportunities and consider universal access to use the main roof space of the building for special events and celebrations.

Enhance large blank façades to create a beacon that reaches out across the campus both day and night.

> The building should be a beacon during daytime and night time hours with lighting and colour.

> Use projected images to enhance the ambience of the place during evening hours.
1. Built Environment: Modifications to the outer skin of the TL Robertson Library will provide opportunities to open up the building at ground level to facilitate a higher level of interaction between the interior and exterior of the building.
Source: TPG Town Planning, Urban Design and Heritage.

2. Built Environment: Reconciling the ground level of buildings with adjacent public realm is a key design challenge across campus and should be appropriately considered for all new buildings and renovation works.
Source: TPG Town Planning, Urban Design and Heritage.

3. Pedestrian bridge link to health science
4. Building to be modified to allow for light well
5. Direct line of access and improved visual connection between levels 2 & 3
6. Potential new/ upgraded café on south east entry of level 2
7. Key pedestrian movement through level 3
8. Key pedestrian movement through level 2
9. Potential new café on north west entry of level 3
10. Pedestrian access and connection to Level 1

LEVEL 3
LEVEL 2
LEVEL 1
VOID/LIGHT WELL
POTENTIAL CAFE LOCATION

A Campus Heart: Humming Hive

Source: TPG Town Planning, Urban Design and Heritage
The Humming Hive: Future Vision for frontage to the T.L. Robertson Library
Perspective by Place Laboratory
Curtin Corso

Strengthen and consolidate the north south spine and ‘feeder’ lanes to become a ‘lineal meeting place’ linking key destinations.

All roads lead to the Curtin Corso. As the lineal meeting place and central spine of the campus the role of the Curtin Corso is to link all key destinations and provide a comfortable, interesting and enticing journey across campus. From any point of approach, the Corso has an unmistakable sense of having arrived at a place of importance – a place that will lead to other invigorating, exciting and inspirational places.

Quick Wins and Short Term Actions

› Name the lanes to enhance their identity as the ‘streets’ and ‘lanes’ of the Campus and ensure this is reflected on all Campus maps and wayfinding material.
› Remove visual barriers, ad-hoc and free standing signage, and elements that inhibit ease of movement along the Corso, for example the raised limestone planter boxes.
› The initial stages of a wayfinding strategy should include mapping of appropriate cycling routes, that correlate to painted navigation lines across campus (As used in the Perth Cultural Centre).

1. Programming: Regular events and market days will be essential to fostering a lively and active Corso.
   Source: Unknown

2. Visibility and Momentum: Programmed events will assist in demonstrating that the University is committed to improvement.
   Source: Unknown
Looking Ahead

Key Elements:

- Easy and intuitive movement: a themed approach using a combination of landmarks, signage, landscape treatments and lighting.
- A series of interconnected and attractive destinations: a variety of experiences on-campus and intuitive and visible connections to key peripheral destinations (e.g. bus terminal, recreation precinct).
- Establish clear unifying connections: enhance vistas connecting destinations in a way that is easy and intuitive to navigate.
- An enjoyable journey across campus: a variety of experiences and activities along the journey.
- Increase discretionary movement: a place that people want to walk around, not just because they have to get from A to B.

Strategic Focus:

- Redesign and enhance the Sir Charles Court Walk to become the ‘Curtin Corso’ – the central spine and ‘lineal meeting place’ of the Campus.
- The ‘Curtin Corso’ should be the easiest, most prominent and legible spine of the campus. It is a ‘Lineal Plaza’ and should provide comfortable and attractive seating, shade, shelter, visual interest, active building edges and entrances, as well as linking a variety of unique destinations along the way.
- Enhance vistas along the walk to provide a visual connection between destinations through art, landscaping and built form.
- Include mobile food/ drinks carts providing sub destinations along the Corso.
- Remove the central ‘cyclone’ beneath the Business School and address interface with the Corso to establish an appropriately scaled and detailed connection and ‘portal’ into future northern areas of the campus. Consider activation opportunities for this portal and opportunities to improve the relationship between the remaining two portals and the Corso.
- Provide a distinctive and consistent theming to landscaping elements and paving treatments along the Corso, with all key routes based on their relative level of importance.
- Provide universal access along the Corso. To avoid diminishing the width and simplicity of the Corso, ramps and steps should only be separated in areas where there is insufficient length of walkway to achieve a ramp.
- Achieve better connections between the main campus and the chemistry precinct over time to enhance integration between sciences and the main areas of campus.
- Redesign the ground floor of adjacent buildings (where appropriate) so that primary, significant and/or multiple access points enter from the Corso and maximise spill into and use of the Corso.
- Access points should be prominent, easily identifiable and contribute to the character and identity of the building and faculty.
- Strengthen key feeder lanes into the Corso.
- Remove unnecessary visual barriers that prevent ease of movement and the formation of key vistas, particularly on routes leading to and from the bus interchange.
- The level of importance of each of the feeder lanes should be intuitive in terms of its paving and landscaping treatments.
1. Building 401
2. North Village
3. Market Stalls
4. Eats Street
5. Activate Laneways
6. Existing Sculpture Garden
7. Building 407
8. Bike Storage, Seating and Shade Elements
9. Strong East West Links through North Village
10. Bike pods

Source: TPG Town Planning Urban Design and Heritage
Curtin Corso: Future vision looking north from Building 408.
Perspective by Place Laboratory
Introducing a residential component to the campus core must be considered in conjunction with the overall experience and amenity of future residents and, indeed the entire Curtin community. In essence, the campus will be the ‘third place’ for people where opportunities for entertainment, access to daily needs and variety of choice all play an important part in creating an enjoyable, fun and interesting experience.

Town centres are the heart of many communities as a place to meet, interact, access amenities and services, and to be entertained. This plan proposes to establish four ‘mixed use’ villages on campus, each with their own role and flavour that builds on existing strengths and activities.

**Quick Wins and Short Term Actions**

- Promote the North Village as the main ‘quick wins’ focus to get the vibe happening.
- Recondition the picnic tables and paint in vibrant colours to introduce a sense of fun, colour and vitality.
- Undertake modifications to limestone planter boxes to improve usability of the space. This may involve removing sections that inhibit east/west movement; installing wooden seating on top of the limestone blocks; and introduction of shade/shelter elements.
- Introduce moveable furniture (tables, chairs and umbrellas) painted in vibrant colours to promote comfortable, flexible and intensive use of the Corso and internal courtyards.
- Introduce retractable shade into the courtyard to promote greater comfort in summer months along with providing activities such as table tennis, pool tables and foosball. Beach volleyball courts may also be included somewhere nearby.
- Upscale the footpath market and provide appropriate stalls and furniture to enhance the market’s visual consistency and quality and make it feel more established.
- Replace tiled awnings/eaves above shopfronts with (patterned) glass in strategic locations over retail frontages to allow greater light access to shop frontages.
- Prepare interim Commercial/ Retail Strategy to activate the laneways and main street including retail and food/beverage operations. The strategy should explore the potential to run test cases (i.e. test the success) on previously unrepresented retail and commercial enterprises and activities on campus. The focus should be for the Corso to become an ‘eat street’ which, in the interim, could occur pop-up style. Indonesian food, Yum Cha, burgers and a juice shop are recommended for this location. The food offer should enhance the variety on campus and cater for the various cultural groups across campus. Refer also “Bringing Curtin’s Buildings to Life”.
- Develop laneways as fun and vibrant places with retail, food and beverage and art work.
1. Partnerships and Relations: A diverse business mix will provide greater choice across campus.

2 and 3. Partnerships and Relations: More businesses on campus also provide a greater range of flexible job opportunities for students.
Source (Image 3): Unknown
North Village

Redevelop the existing Guild buildings in the medium to long term to become the primary campus mixed use village with a residential, retail, commercial, food and beverage focus.

- Undertake an urban design study to consider: definition of site area; vertical and horizontal integration of uses/activities; connections through the site; site levels; building frontages; service/access location; and landscape elements.
- Test introductory activities within existing buildings in the short to medium term prior to broad scale redevelopment to assist in understanding elements that will make this village a success.
- Investigate opportunities and licensing regulations to enable the introduction of small bars into the precinct and make it happen.
- Provide an active fine-grained ‘sticky’ commercial edge to the central spine and other key spaces.
- Develop a curated business and tenant mix with a supporting leasing strategy that enables the vision.
- Hold a design competition to ensure that the Village incorporates the latest design thinking and leadership.

Note that additional short-term initiatives relating to the existing guild village are provided within ‘Make More of Curtin’s Buildings’.
Creative Quarter: South Village

Establish a mixed-use village with a focus on creativity, arts and culture.

- Building 201 forms the northern boundary of the precinct and additional residential and educational buildings should form a ‘court’ around this building.
- The village should have a primarily residential focus with communal creative spaces for arts and cultural pursuits to pick up on the proximity to arts and cultural faculties.
- Connections should establish a direct line of sight/access into the ‘Speakers Court’. Potential connection to future light rail stations should be considered.
East Village

Establish a transit oriented village with a residential focus and supported with commercial amenities adjacent to the bus interchange.

- Re-route Brand Drive to provide more developable land parcels and create a new gateway at the intersection of Hayman Road.
- Introduce residential uses with clear access to the existing public transport services.
- Establish a secondary commercial hub, which may include convenience retail, post office, deli, café and/or bar.

Promote the village as a ‘bridge’ between the campus and the broader community.

- Provide amenities that will attract the students, staff and the wider community.
- Use the village to promote other activities and attractions on campus to attract and welcome wider community further into the campus core.
- The proposed ‘Knowledge Arc’ light rail link will change the way many students arrive at the campus and, in doing so, more equally distribute the public transit related pedestrian traffic.

Rationalise connections to provide direct access into the village.

- Improve east/west pedestrian connections through the campus to connect with the East Village and bus station.
- Re-route Brand Drive to provide a direct connection between the village and Hayman Road.
Heart  Four Villages: the lifeline and pulse of Campus

1. Destination: A future vision for the East Village has a transit oriented mixed-use development
   Perspective by Place Laboratory
West Village

A transit oriented mixed-use village as the transit gateway to Curtin University.

- This village is a long-term proposition contingent upon the realignment and construction of road reserve and transit route. The introduction of the 'Knowledge Arc' light rail will provide an opportunity to connect/integrate this village with the future transit stop to establish a Transit Oriented Development (TOD).
- The location of the TOD village is also dependent ultimately on light rail station location. Relocation of stations suggested in Curtin City Structure Plan should be considered to integrate with West Village and also deliver people more centrally within the academic core.
- Consider the integration of the village and transport networks with John Curtin Gallery, which is a significant attraction to the campus for the wider community to be harnessed as a key place activator.


Built Environment: Potential Knowledge Arc Light Rail will provide an opportunity to establish a transit oriented village to the west of campus.
Creating attractive destinations is essential to enhancing the connection between people and the campus. This is more than just creating places that look good, it is also about comfort, how the buildings relate to the public realm and the variety of activities that occur within each destination.

The concept of Home is about creating comfortable places that encourage people to stay for a while. These places are about community interaction and should provide a level of attraction that entices people to take part in campus life and encourage people to want to remain on campus, rather than to seek those qualities in other places.

1. Destination: More places to eat, socialise and relax on campus.

2. Destination: Informal places to study provide a ‘third place’ for students and staff.
   Source: Unknown

3. Programming: Campus events make campus life fun and encourage students and staff to remain on campus for longer.
   Source: http://www.flickr.com/photos/curtinuni/3293811591/

4. Programming: Whilst the primary role of the university life is to gain an education, an enjoyable and engaging campus experience can support academic pursuits.
   Source: Curtin University
Angazi Court: Getting Down to Business

The principle aim for Angazi Court is to create a flexible and adaptable space that showcases student activity. Encouraging more of the internal activities to ‘spill out’ into the courtyard will promote greater utilisation of this space as the gateway to the northern growth areas of campus in the future.

Quick Wins and Short Term Actions

- Extend alfresco area and loosely demarcate alfresco area with landscaping treatments (e.g. special paving treatments or moveable planter boxes).
- Commence communication with artist and remove existing sculpture/ furniture, which inhibits flexible use of the space.
- Introduce 3x3 basketball facility into the space. Promote and programme the facility to the student body.
- Introduce moveable furniture, outdoor lounge cushions and beanbags to provide comfort and more flexible options to use the space.
- Introduce Small Bar Liquor Licence to existing café to encourage more reasons to go there and extend trading within the courtyard.
- Introduce the ‘ticker tape’ display (Recommended location is on the fascia of Angazi café awning or to run along some of the large blank wall(s)).
- De-clutter landscape and rationalise the garden beds to promote more flexible use of the space.
- Address the ‘cyclones’ – with a mural (it is recommended that this be a removable skin or artwork lighting rather than painting the concrete) prior to demolition of central ‘cyclone’ of existing Building 408.
- Dress north wall to building 108 through art/landscape elements. This may be an art installation that incorporates an arbour and vines.
- Motion lab – replace roller door of the motion lab with fold up glass doors to allow a view in and out of the space.
- Introduce retractable shade canopies (or vergola) to cool the space in summer and allow solar access in winter.
Looking Ahead

Establish Angazi Court as an active space showcasing business school related activity.

> Provide a variety of seating types, shading and shelter including places to relax or read a book. This may include providing moveable tables, seating and beanbags to encourage greater self-organisation of places.
> Establish the courtyard as a sophisticated space with high quality design elements.

Remove, relocate, or redesign elements that inhibit the flexible use and adaptability of the space.

> Engage with the artist of the courtyard seating sculpture to discuss options for relocation of artwork.
> Relocate the artwork and extend the alfresco area of the Angazi Café.
> Undertake modifications to courtyard landscaping (including shade, shelter and servicing) to better facilitate flexible use of the space.
> As a short-term strategy make cushions for the artwork to make it more comfortable for people to sit on.

Demolish Central Cyclone of Building 408 to allow more intuitive and direct access to the northern expansion areas of the campus (i.e. Curtin City).

> Undertake an assessment of the floor space needs associated with the existing ‘cyclone’ facility.
> Identify or provide alternative spaces to accommodate existing activity undertaken within this space.
> Undertake relevant planning and capital works to remove cyclone.

Showcase business school activity and entice students into the courtyard spaces.

> Where possible, externalise elements of the trading room to enhance the courtyard’s identity, including LED “ticker tape” display with key financial / ASX data.
> Adopt an appropriate theming of the place that relates to business functions, noting the significance of creative, social and emotional factors in commerce and economics.
> Increase the amount of active frontage to counter blank building edges. The interior of the student common room should be extended with a ‘glass box’ that reaches onto the main courtyard to enable students to engage with that space.
> Encourage the student common room to ‘spill out’ into the adjacent courtyard/ colonnade by providing comfortable moveable seating and retrofitting bi-fold doors to enhance the relationship between the common room and this space.
> Relocate the trading room into the common room space to provide a visual relationship with the courtyard.

Programming: 3x3 basketball provides opportunity to integrate sporting activity with day to day campus life.
1. Built Environment: Removing the central ‘cyclone’ is important to establishing links to the future northern areas of campus and ‘Curtin City’.

Source: TPG Town Planning Urban Design and Heritage

2. Destination: Creating a more flexible and adaptable space will provide a greater range of opportunities for activities to occur on the space.

Source: TPG Town Planning Urban Design and Heritage

- Small bar
- Extend alfresco area
- 3 x 3 basketball
- Furniture
- Ticker tape display
- Mural
- Artwork
- Clear roller door
- Active frontage
Angazi Court

Future Vision for an active business themed destination.
Perspective by Place Laboratory
Atkinson Forum will evolve to become the ‘Federation Square’ of campus. Envisaged as the principal civic plaza, it will integrate entertainment, cultural, commercial, retail, food and beverage activities. The vibe of this destination will build upon the existing strengths such as the Hayman Theatre, Guild Village and TL Robertson Library - all envisaged as major destinations and attractions for the campus.

Quick Wins and Short Term Actions

- Improve the usability and comfort of the existing seating by installing seats on limestone walls of the amphitheatre.
- Address the paving treatments at the north end of this space to remove the bend that currently inhibits sight lines and fluid movement.
- Introduce a water fountain within existing ponds to create a sense of movement in the space.
- Rationalise landscape elements for improved sight lines and access.

1. Built Environment: Complementary activities will support the entertainment focus of Atkinson Forum.


2. Source: TPG Town Planning Urban Design and Heritage
Looking Ahead

Establish Atkinson Forum as the primary entertainment hub of the campus.

- Create a large plaza at the upper edge of Atkinson Forum that serves as a forecourt of the Library, Student Services, Hayman Theatre and the Guild Retail as the central focus of the university.
- Provide a large outdoor screen within the space to promote campus activity, showcase student endeavours and other internal and external programming.
- Activate key edges of buildings and provide additional or enhanced entrances where appropriate or possible, and locate activities such as small bars, eateries and other uses to support the entertainment uses.
- Hayman Theatre may also take on a seasonal role for cinema and theatrical performance.
- Establish proactive management body dedicated to the programming of spaces and events along with the establishment of partnerships with creative organisations such as PIAF, Artrage, FORM etc (refer ‘Proactive Place Management’).
- Outdoor performance spaces should be used on a regular basis as a band/music venue outside of course hours, tapping into student creativity.
- Engage Curtin Volunteers (CVs) to assist with the organisation and management of events across campus.

Expand the plaza space adjoining Hayman Theatre to connect Buildings 101, 102, 103, 105 and 401.

- The plaza has a good relationship to the North Village and will provide for more intuitive access along the ‘Curtin Corso’ spine by removing the dogleg bend in the existing pedestrian link.

Open up the building edges to face onto and gain access from the expanded Atkinson Forum.

- Retrofit ground floor of library building to spill out on to the expanded plaza space. A licenced food and beverage outlet is ideal for this location and will have a good relationship with the Hayman Theatre and outdoor performance entertainment spaces within the court.
- Provide a prominent and identifiable northern entry of the TL Robertson Library (Building 105) and Psychology (Building 401) onto this space and seek opportunities to reconfigure ground floor to establish a better visual and physical connection between the interior of the buildings and the plaza.
- Establish a ground level link between the TL Robertson Library (Building 105) and Building 401.

1. Place management: Outdoor ping pong adds a spontaneous element of fun for students.
   Source: http://www.pingpongspin.net/outdoor-ping-pong-table-tompkins-square-park/

2. Built Environment

3. Destination: The Federation Square of Campus, Atkinson Forum will be about entertainment and celebration.

4. Place Management: A focus on establishing a campus culture that looks favourably upon activities such as food stalls and sausage sizzles is needed to allow spontaneity of activities across campus.
   Source: TPG Town Planning Urban Design and Heritage
The Atkinson Forum - Main Square

1. Large forecourt / plaza
2. Outdoor screen
3. Active edges
4. Outdoor event space
5. Curtin Corso
6. Café
7. TL Robertson Library Entry
8. Reinstate Hayman Theatre as an event space
9. Information kiosk
10. Alfresco and prefunction event space
11. Upgrade Building 101

Built Environment: Transforming the existing space and stark edges of buildings will focus on creating the main celebratory space on campus.

Image Source: TPG Town Planning Urban Design and Heritage
Atkinson Forum: Future vision looking south towards the TL Robertson Library.
Perspective by Place Laboratory
The heartbeat of campus, The Pines will be host to larger scaled events that welcome both the Curtin and broader communities. Outside of event times the glade of pine trees is an instantly recognisable feature of the campus providing a shaded place to study, relax and enjoy the dappled sunlight. Strings of hammocks, ambient lighting and the Campus Heart spilling into the space will make it an inviting place both day and night.

Quick Wins and Short Term Actions

- Name the places to enable each of these spaces to be identifiabley distinct with a particular character and purpose. There are three distinct places, the roundabout (adjacent to buildings 109 and 201), pine tree lawn and Henderson Court (being the only named space). A naming competition is recommended to introduce names that people can relate to and corporate naming should be avoided.
- Undertake improvements to the service area to enhance visual appearance and reduce impact of vehicles behind the library. Screening is recommended through the introduction of landscape elements (e.g. art, hedges, walls, gates or trellis/ vines).
- Introduce public art and/or seating element at the centre of the roundabout. A platform to display art may also be considered art, where a new installation can be provided at regular intervals. Consideration should be given to engage with the art department in this instance.
- Wrap the trunks of the trees – fairy lights, coloured tape.
- Improve the usability and comfort by installing seats on limestone walls within the space.
- Introduce hammocks and pop-up seats into the space to provide an informal place for reading and relaxing. Hammocks/seating should be in clusters to facilitate social activity.
- Introduce lighting displays to improve appearance at night-time. Suggestions include projected images, lanterns and fairy lights.
Looking Ahead

Adjust ground levels to connect the roundabout to the pine tree lawn.

- Excavate pathway from the hub onto the Pine Tree Lawn to remove the physical barrier of the steps.
- Ensure any new build on the demountable ‘hub’ site results in an appropriate relationship to this space, the Corso and Lawn and also provides activation to the adjacent roundabout.
- Remove or treat other significant level changes or physical barriers in the area to unify the space.

Examine opportunities for enhancing the ambience of the place as the central public place.

- Introduce digital up-lighting of trees.
- Introduce a water feature, shading, shelter and seating to the roundabout to establish it as a reflective place to gather, meet people, re-orientate and move through.
- Improve wayfinding and access to general campus information through the delivery of new static and/or digital signage including an urban screen.

Reconsider location, alignment and treatment of key pathways through Pine Tree Lawn to Henderson Court.

- Rationalise pathways to facilitate direct access towards all routes leading to the bus interchange – all roads should lead to this area. This will require reconsideration of landscaping of elements that inhibit direct line access to key pathways and re-thinking building entrances.
- Rationalise and create pathways that respond to intuitive needs. In assessing routes and design of pathways, evidence of intuitive movement should be considered (e.g. ‘ant tracks’, which are the paths that people create by wearing out the lawn through taking short cuts).

Create spaces that can be used for temporary art displays or general activation (mobile pods) that are accessible and serviced.

- Establish flexible surfaces/finishes to accommodate temporary buildings to house art installations/student creativity. Ensure these areas are level, serviced and adaptable.

Introduce entertainment uses back into the precinct.

- Provide a seasonal outdoor cinema space within Henderson Court and engage with Arts and Film organisations (e.g. Artrage, Revelation Film Festival, PAF, FTI) for programming and promotions assistance.
- Encourage and programme well-managed campus and community scaled events in this space such as music performances, festivals (e.g. Fringe, PAF, National Campus Bands).
The Pines - The Campus Heartbeat

1. Public art
2. Lights in trees
3. Seating around hills
4. Hammocks and “pop-up” seating
5. New building facing space
6. Wayfinding signage and interaction
7. Exhibition Space
8. Architecture Building Terrace
9. Corso

Destination: The Pines and the roundabout is the hub of the campus
Image source: TPG Town Planning Urban Design and Heritage
The Pines (The hub)

The Pines: Vision for a Central Hub on Campus
Perspective by Place Laboratory
Relaxation: The Pines area has potential to gain popularity with students as a shady place to relax. 
Source: TPG Town Planning Urban Design and Heritage
Henderson Court Vision for a Seasonal Event Space
Perspective by Place Laboratory

Fairy Lights in Tree
Festive Lights
Seasonal Event Space - Outdoor Cinema
Improve Access to Bus Station
The hub of student enterprise and innovation – this is the place where students can showcase their academic pursuits to the community.

Building on the strength of the existing Veggie Patch Café, a popular place to eat and study, a more flexible space will allow greater interaction between buildings and business enterprises with the existing space.

In time, the Veggie Patch will become the place for a campus farmers’ market with fresh fruit and veg servicing both the on and off campus communities.

Quick Wins and Short Term Actions

› Improve the usability and comfort by installing seats on limestone walls within the space.
› Introduce a BBQ area adjacent to Buildings 205, 215 and 216. The BBQ area should be designed as a spill out space from the corporate events space within Building 205 and contain elements of seating, shade and shelter.
› Remove hedges that inhibit access and use of spaces between outer ring and central circle.
› Modify alfresco area adjacent to the café deck to extend and spill down into the space with terraces.
› Create informal study area and improve flexibility of the space by removing fixed seating and introducing moveable tables and chairs.
› Introduce public art or a pavilion at the centre of the hub to be replaced at a later stage with a market stall.
› Ensure that wayfinding strategies assist with intuitive access to this space from peripheral car parking and external access points.
Looking Ahead

Establish as a key destination on the campus with a sense of arrival and importance consistent with that of a ‘town square’.

- Rethink some landscape elements to promote more intuitive access through the space and between perimeter activities, along with finishes that are suitable for a variety of weather conditions and seating options.
- Repave some surfaces to establish more usable finishes, levels and greater flexibility/adaptability.
- Create a series of interconnected and occupiable terraces that can allow alfresco activity from the Veggie Patch to spill further into the adjacent public realm towards the centre of the space, rather than only occupying edges.
- Undertake a review of landscaping elements and make moves to increase the sun penetration in winter months towards the southern side of the plaza (consider removing non-deciduous trees).
- Provide a variety of seating types, shade and shelter, BBQs, including places to relax or read a book. This may include providing moveable tables, seating and beanbags to encourage people to sit together.

Enhance existing commercial activities and introduce additional uses that showcase student innovation and creativity.

- Extend the Veggie Patch Café to abut the external ‘ring road’ of the space in the manner that a café would relate to a conventional street or public square in a town centre context. The expansion of the café would also permit more undercover seating as well as distinct areas within the building to cater for both general student life (music) and campus meetings.
- Introduce pop-up ‘incubator pods’ to facilitate student displays or small business enterprise and to increase the percentage of active building façades addressing the space. Suggested location for the pods is to abut the western edge of the ground floor of buildings 204 and 205. Naming ideas include 'Thought Bubbles', 'Creative Capsules', and ‘Innovation Tanks’.

Introduce a pavilion style market stall at the crossroads that is accessible and active on all sides.

- Create a landmark feature of a scale and location that is easily identifiable from a distance or from neighbouring destinations along key vistas.
- Market stall may contain a fresh food, beverage, fruit and veg outlet (e.g. ‘Bring Back Frank!’).
- The design should consider its function outside of business hours to become a place to sit or promote campus activities, not just look like a ‘shut-up shop’.

Introduce end of trip facilities to cater for cyclists into the precinct.

- Introduce end of trip facilities including secure bike storage, showers and change facilities within proximity to this space, which should be accessible from both the Corso and the secondary north/south link to the east of the Corso. Investigate introduction of facilities such as the automated self cleaning ‘Bike Pods’ used at City Square in Melbourne.
- End of trip facilities should also be considered in conjunction with the facilities provided within Building 216.
- Electric bike charging facilities should be included.
The Veggie Patch - Market Square

1. Install seating on limestone wall
2. BBQ area
3. Plaza (remove hedges)
4. Extend alfresco area
5. Study area/ outdoor classroom
6. Pavilion / kiosk (fruit & veg)
7. Landmark public artwork
8. Loose furniture
9. Extended café
10. Incubator pod
11. Covered Alfresco Area

Built Environment: Physical barriers, blank façades and inflexible alfresco areas inhibit the activation and intuitive movement in the Veggie Patch.

Source: TPG Town Planning Urban Design and Heritage
Veggie Patch: Future Vision for a Market Square
Perspective by Place Laboratory
Speakers Corner - An Audiovisual Feast

Speakers Corner is the heart of the creative quarter and the hub of arts and communication. The vision is to bring creativity out from behind the walls of the buildings and into the public realm. Performance, exhibition, installation and speech will be the fun and essence of the place. An outdoor lounge, its ever-evolving informal flavour will be an attraction for people of all cultures and interest groups to enjoy.

Quick Wins and Short Term Actions

- Paint elements of some buildings to introduce colour and vibrancy into the space. This should be undertaken in consultation with an appropriately qualified architect to ensure that the integrity of significant buildings is maintained. Long lasting paint finishes should be used.
- Engage with students to determine a fresh vision for Curtin FM with a view to reviewing programming to include content that will appeal to a broad demographic across campus and beyond.
- Introduce a ‘green screen’ and a large screen to enable students to film and broadcast their activity into the space.
- Introduce a Liquor Licence to attract a small bar that could be located in a pod type structure/facility.
- Introduce lawn and reticulation into the space until broader scale development can be undertaken.
- Introduce ‘play’ equipment into the space. (e.g. Diggers, trampoline, swings etc).
- Introduce hammocks into the space hung between the trees to provide an informal place for reading and relaxing. Hammocks should be in clusters to facilitate social activity.
- Introduce small stages or decks for performance or art installations.
- Introduce lighting displays to improve appearance at nighttime. Suggestions include projected images, lanterns and fairy lights.
Looking Ahead

Establish Speakers Corner as a comfortable, attractive destination that builds on a theme of creativity and communication.

- Build upon the distinctive landscape character, considering the context of the greater campus to create an identity for the place that is reflective of its position as a hub for arts and communications with its flavour emanating from visual delight, sound and speech.
- Introduce a WiFi lounge into the ground floor of Building 208, which is accessible or connected to the existing Abacus Lab.
- Design outdoor spaces to accommodate course related activity (i.e. Outdoor teaching spaces).
- Up-light trees and buildings, and use projected images to enhance the ambience of the place during evening hours. Increased lighting levels will also improve safety at night.
- Introduce landscape and paving elements that promote comfortable, attractive and intuitive access through the space, along with finishes that are suitable for a variety of weather conditions and seating types.
- Repave some surfaces to establish more useable finishes, levels and greater flexibility/adaptability and ‘deck areas’ to facilitate the installation of temporary art installations to showcase student creativity including initiatives such as a performance space.
- Interactive installations should also be considered such as the installation of a green screen where participants can create film content that can be viewed on a screen within the space.
- Continue the theme of meaningful communication by replacing the existing vending machine with a staffed ‘coffee pod’ serving quality light refreshments and snacks, located adjacent to the Corso.
- Provide a variety of seating types, shade and shelter, BBQs, including places to relax or read a book. This may include providing moveable tables, seating and beanbags to encourage people to sit together.
- Introduce a ‘Studio Pod’ as the main defining element to accommodate Curtin FM visible from leading vistas.
  - The pod should be a beacon during day and night time hours shedding colour and light into the surrounding space. Radio announcers, technicians and DJs to be visible from outside. Broadcasts should be audible from within the space either occasionally or perpetually depending on compatibility with surrounding activities.
  - Ensure that night time presenters are able to park within close proximity to the pod during night time hours.
- Enhance the experience of and improve opportunity for intuitive movement through the space.
  - Kink the path within Speakers Court to provide an intuitive and fluid connection to the southern areas of campus through the space between Buildings 201 and 501 leading to the ‘South Village’.
  - Connecting crossroads should converge at a unifying plaza space of a dimension commensurate with the location and volume of the connecting pathways.

Allow the adjoining faculties to express their identities and claim their ‘stake’ within the place.

- Address the interface with the Art Department to provide a terminating architectural element to the ‘Curtin Corso’ vista. The art department should front proudly onto and spill out into this space.
- Establish prominent, distinctive and identifiable entry portals into the adjoining faculties, each with a unique identity and flavour. Faculties should be consulted in this process.
- Use lighting and colour to enhance the visual qualities of the landscape and buildings.
- Move the Abacus Lab into a purpose built lab located on the outside of Building 209 that addresses and activates the courtyard during both day and night time hours.
- Consider providing a café and bike shop with end of trip facilities in the eastern side of the courtyard.

Introduce a hub to cater for cyclists into the precinct.

- Establish a ‘Bike Doctor’ on campus, which may be staffed by on-campus cycling enthusiasts. This will assist in tapping into the increased popularisation and culture of cycling. The workshop could be located in a ‘pod’. Suggested locations to be considered include Speakers Corner, the Veggie Patch and Henderson Court Roundabout.
- Introduce end of trip facilities including secure bike storage, showers and change facilities within proximity to this space. These facilities should be accessible from both the Corso and the secondary north/south link to the east of the Corso. Investigate introduction of facilities such as the automated self cleaning ‘Bike Pods’ used at City Square in Melbourne.
- Electric bike charging facilities should be included.
Speakers Corner - An Audiovisual Feast

Speakers Corner is in need of immediate intervention and is characterised by poor quality landscaping and limited opportunities for people to use the space.

Image source: TPG Town Planning Urban Design and Heritage
Speakers Corner: Vision for a Creative Corner and Arts Hub

Perspective by Place Laboratory
Bring Curtin’s Buildings to Life
Make the most of Curtin’s unique buildings and cohesive character and heritage.

Quality buildings that have an interactive relationship with the spaces around them are an important part of establishing a memorable and lively campus experience. Transforming the introspective nature of existing buildings across campus to create a greater level of exchange between internal activity and the public realm will be a significant step towards achieving greater activation at ground level.

This can occur on a variety of levels, from showcasing student activity within the buildings, to introducing vibrant café and retail frontages along the Curtin Corso and key destinations.

‘Bringing Curtin’s buildings to life’ is also about establishing a design culture that prioritises activation of the adjacent public realm and appropriately considers the human experience in and around new buildings across campus.

Quick Wins and Short Term Actions

Undertake short-term, quick win modifications to existing Guild Commercial Centre (Buildings 106 A–G) to enhance usability until larger-scale redevelopment is undertaken.

> Undertake façade modifications to increase the number of tenancies that open out onto the laneways. (e.g. Print Shop).
> Assess each shop frontage and provide advice to business managers to strip windows of clutter including: ad-hoc signage/ notices, stickers and decals. Explore potential to engage with Art Department to ‘dress’ windows creatively.
> Relocate George’s Kebabs to front onto the Corso as a primary food offering. Alternatively reconfigure George’s to front out onto the courtyard rather than customers lining up in the internal space.
> Where appropriate, replace sections of verandah roofing of the Curtin Guild (Buildings 106 A–G) with translucent glass to improve access to natural lighting in key retail areas.
> Repave internal courtyards to establish a more cohesive finish, useable levels and greater flexibility/ adaptability.
> Provide shade, shelter and a variety of seating types including places to relax, study or use the internet. This may include providing moveable tables, seating and beanbags to encourage people to sit together. Include elements such as moveable heaters in winter and misting fans in summer to promote greater comfort for the end user.
> Promote the use of the courtyard for occasional or alfresco liquor licencing and encourage small bars and unique food operators to locate in this area.
> Use the existing buildings to test new activities, initiatives and innovations that may form part of a comprehensively redeveloped village.
> Modify tenancies to enhance and open up façades to the Corso, adjacent lanes and public places with larger openings, bifold doors and increased access to natural light.
Looking Ahead

Key Elements:

- Fit for purpose: buildings that are designed and used for the purpose intended.
- Mix it up: new buildings and modifications to existing buildings should all include a mix of uses, particularly at ground level.
- Buildings that open onto the public realm: create people-friendly buildings and places by enhancing the relationship between the ground level of buildings and the public realm, through building modifications and introducing new land uses.
- Clarity of role, function and purpose of buildings: ensure clarity between pedestrian access and servicing components.

Strategic Focus:

Reintroduce the Hayman Theatre as a meeting place for performance, lectures and celebration.
- Relocate existing administrative uses to fit-for-purpose buildings.
- Remove non-original modifications and make the building fit for identified/agreed use.
- Small bar offer should complement programmed events (e.g. a small bar that caters for pre-performance drinks may be connected to the Hayman Theatre.)
- Opportunity to use the south entrance and courtyard as an interior/exterior break out space.

When modifying any significant building, respect the existing architecture by changing elements that are not essential to the building’s character.
- Any adaptive reuse or modification of a significant character building should be undertaken in collaboration with a suitably qualified heritage architect to ensure that the integrity of the building’s character is retained.

Undertake modifications to Building 201 (architecture) to reintegrate the ground level of the original building.
- Refer to historical drawings to identify elements of the building that have been modified over time that detract from the relationship between the building and its surroundings.
- Remove demountable Building 599 and move administrative elements from Architecture Building 201 into new building in this location, to free up the ground floor uses in Building 201 to allow for more active uses such as student common rooms and lounge areas along the building edge.
- Reinroduce ground floor terrace adjacent to Alcoa Court for student and staff use. This space could accommodate a common area as a spilt out zone for internal exhibitions and other celebrations.
- Modify the eastern face of Building 201 to enhance the relationship between the building and the Corso.
- Identify additional opportunities for access into the building from the northern face of Building 201.

Clarify the fronts and backs of buildings and their intended relationship with the public realm.
- Where possible or appropriate, provide entrances into buildings from key linkages and public places (i.e. Corso and key public places).
- Reinforce the location of main entries into faculty precincts and buildings through the landscape treatments.
- Screen services, service entries and car parking, where appropriate or possible.
- Enhance entrances to buildings to assist with pedestrian navigation and identity of faculties throughout the campus.
- Assess the design and location of service entry points to determine which servicing elements can be screened, more appropriately located or reduced. (Refer ’Proactive Place Management’).

Showcase the educational activities and pursuits (e.g. aquatics and robotics).
- Encourage faculties to spill out into the public realm and provide a visual connection into buildings from outside, enabling a view of internal activities from the public realm.

Ensure the landscaping adjacent to buildings enables an appropriate relationship between the building and landscape.
- Develop an overall Landscape Master Plan for the campus core to ensure the grounds are designed with a coordinated and consistent approach to building interface and landscape design.
- Review public realm adjacent to all buildings (within 10-20m of building edge) to ensure a better relationship between building and landscape.
- Ensure the design brief for new buildings extends, as appropriate, to the surrounding landscape to ensure a coordinated approach to building interface and landscape design. The brief should align with Design Guidelines, along with considering which part of the organisation is making the decision and appropriate assessment and approval mechanisms to ensure ’compliance’.
- Celebrate the unique architectural character and heritage of the campus; expose iconic architectural elements and ensure that the adjoining landscape enhances the architectural features.

Develop built form/landscape design guidelines for new development and the modification of existing buildings.
- Guidelines to consider the relationship between the building and the ground levels to promote activation of the public realm where appropriate.
- Determine appropriate response or processes for addressing campus character and heritage elements.
- Determine appropriate location for entrances and servicing.
Proactive Place Management & Governance

Dedicated and multidisciplinary place management approach committed to facilitating a campus environment that is customer focused and transformative in its approach.

A clear strategic vision will provide confidence to strategic decision-makers to move away from risk adversity into proactive management and facilitation.

Place activation is an ongoing process requiring effective leadership and management. A clear governance and management approach will enable delivery, maintenance and programming framework to occur with a focus on place activation. Challenging the status quo and establishing a culture that says yes to innovative delivery, programming, maintenance and management is essential to achieving successful place activation across campus.

Key Elements:

- **Management**: an approach that prioritises the practical needs of customers, is proactive and attentive to detail and delivers high levels of amenity across campus.
- **Public Place Programming**: procuring and managing activities, programmes, public art and special events year round, including seasonally and out of hours, across the campus.
- **Curate an on-campus economy**: encourage innovation, a local business mix, entrepreneurial spirit and incubation opportunities, including a collaborative approach between campus management, tenants and other commercial partnerships.
- **Access and movement**: facilitate easy, intuitive pedestrian, cyclist and transport connections on-campus between key commercial activities, faculties and campus anchors such as the library and recreation centre.

Strategic Focus:

- **Implement a place-led approach to Campus management**.
  - View the Perth Campus as a destination in its own right and appoint a multidisciplinary Place Management Team to become responsible for:
    - **Campus operations**: such as cleaning, security, servicing and vehicle movement, landscape and building management and maintenance, including service procurement and contract management.
    - **Business operations and tenant liaison**: including responsibility for the business mix, business performance, presentation and quality, attraction and retention of quality operators.
    - **Campus development**: including interface with new development or redevelopment opportunities and ensuring these reflect and enhance the Curtin brand and campus identity.
    - **Public place programming and special events**: including identifying opportunities, events attraction, retention and coordination, content generation for urban screens, programming, lighting and overseeing a public art programme.

- **On-campus communications and marketing**: including student and internal stakeholder communications, wayfinding, signage, marketing (including social media) and other tools such as digital tools and urban screens. Promote Campus services, facilities and retail offerings. Consider campus advertising opportunities where appropriate.

- **Develop a governance framework to support the place-led approach and streamline decision-making and approvals across Campus and its various faculties**.

- **Develop a Servicing and Infrastructure Management Strategy**.
  - Identify service capacity across campus and ensure that short and long-term improvement plans include the provision of adequate services to support activation objectives, particularly in key destinations, including power, data, communications, security and water supply.
  - Develop a lighting strategy to address campus safety, ambient lighting of buildings and landscape elements, energy efficiency, light spillage/glare and maintenance.
  - Identify and provide storage, logistical and control room requirements to support new amenities and infrastructure such as moveable seating, shade and signage as well as lighting projections and urban screen management.

- **Identify and plan for service vehicle and campus delivery requirements to minimise interface issues**.

Quick Wins and Short Term Actions

- **Appoint a place management team to coordinate activities across campus**.
  - Focus on pop-up retail/commercial, restaurant, entertainment, along with event attraction, coordination and promotion (e.g. outdoor cinema, performance, concerts and festivals).
  - Determine role and undertake appointment of place management team within a 6-month timeframe to ensure that coordination of activities is ready to occur in time for first semester 2013.
  - Paint existing visible building services (ventilation stacks, piping and A/C) a common colour scheme (quick-win) to celebrate the ‘mechanics’ of the buildings. Students may be included in the painting or creation of designs or development of colour schemes.
  - Retain common free time to ensure all students and staff are free about campus at the same time to promote greater sociability across campus.
Develop a Vehicle and Parking Management Strategy

- Establish a clear distinction between pedestrian only and vehicle/service accessible routes.
- Minimise peak hour vehicle movement on campus and, where possible, limit service access and deliveries to early morning and late afternoon.
- Reduce car parking on campus at key public destinations and anchors (e.g. TL Robertson Library, the roundabout, Curtin Corso).
- Monitor impacts of pay as you go (PAYG) car parking initiatives to ensure they are working towards achieving place activation objectives.
- Investigate the acquisition of campus-scale vehicles for more appropriate servicing of campus buildings.
- Maintain and establish a clear access ways and routes for activities including servicing, deliveries, emergency access and waste management. Ensure access is still possible on pedestrian only routes for contingency.
- Establish a campus depot for goods receival and dispatch to reduce the need for service docks at all individual campus buildings.
- Provide additional footpaths where needed, particularly around the perimeter of the campus (e.g. Brand Drive).
- Clearly demarcate the crossing from the bus station to the campus as a pedestrian priority crossing through paving treatments, crosswalk line markings, common bollard treatments and other landscape elements that support this outcome.
- Provide for active modes of transport such as cycling and walking to ensure appropriately graded and accessible routes and provide bicycle storage, maintenance and end of trip facilities.

Develop a Commercial and Retail Strategy that encourages entrepreneurial spirit and clarify commercial objectives.

- Clarify and unify the University’s commercial objectives for campus retail and service operations.
- Work with the Student Guild and other relevant stakeholders to analyse the existing business mix, lease conditions, spatial aspects and terms of trade for retail, service and food and beverage operators and identify opportunities, barriers and gaps in the current retail offering.
- Develop a tenant attraction and retention approach reflective of Curtin’s unique commercial environment, focussing on flexibility of business opportunities, leasing structures and commercial terms (i.e. the campus is a unique environment so the cyclical and seasonal nature of semesters, day time versus evening activity, should be considered).
- Consider how the tenant attraction and retention should nurture and enhance the Curtin brand experience and identity by targeting unique, local niche operators with innovative concepts.
- Develop a pop-up retail and food and beverage programme along Curtin Corso to supplement the existing offering in the short term (focus on providing inexpensive food with a multicultural theme).
- Become ‘known’ for a particular consumer experience – for example, offering ‘the best’ baristas, partnering with operators that have reputations for delivering ‘edgy’ retail, great merchandising displays and similar initiatives. Provide opportunities for students to experiment with retail, where appropriate.
- Appoint a visual merchandiser to work with existing operators and improve the overall presentation of retail businesses.
- Identify other activities that could provide additional attractions to diversify traditional university uses (e.g. Scitech). Ensure that the governance structure facilitates streamlined approvals, removes bureaucratic barriers and is responsive to business needs.

Develop an annual programme of strategic Campus events and activities

- Identify flagship events that are aligned with Curtin's place activation objectives and corporate brand.
- Develop key partnerships to encourage the use of campus facilities for the delivery of flagship events.
- Programme key public spaces across campus to deliver a diverse range of activities and uses for users.

Develop a consistent, user-friendly approach to on-campus communications and marketing.

- Develop an internal communications and marketing strategy to promote place activation initiatives and consolidate existing internal (student-focused) communications and marketing efforts.
- Ensure that all communication lines are clear from the ‘ideas people’ to the appropriate implementation teams. The dedicated place management team should be the initial point of contact to ensure all ideas and suggestions are directed towards the appropriate channels and the necessary management or facilitation assistance is provided.
- Integrate communications and marketing to leverage different channels – promotional signage, digital, screen, mobile apps and other tools.
- Bring an element of conversation and ‘fun’ into communications with students.
- Improve internal communications on campus through signage, poster boards, SMS and other digital technology (e.g. Smart phone apps).

Strategic Partnerships

Develop dedicated internal partnerships for resource leverage and delivery of outcomes.

Place activation requires a multi disciplinary approach to ensure effective delivery and leverage of resources. Achieving a successful place activation outcome in perpetuity will ultimately depend on developing strong partnerships and relationships, and bringing key stakeholders together under a unified vision with common goals.

Building a campaign-style movement around the potential for the Curtin Campus will encourage ownership and participation from a range of different stakeholders both on and off campus. Identifying project advocates, nurturing strategic relationships and encouraging participation and involvement from the student body, along with internal and external stakeholders, will achieve an authentic and original approach to activation.

Looking Ahead

Key Elements

Developing strategic partnerships: a focus on identifying and developing strategic internal and external partnerships to leverage resources and deliver mutually beneficial outcomes.

Dedicated relationship management: allocating human and financial resources to achieve ongoing stakeholder engagement, identify activation opportunities and communicate effectively.

Showcasing university activities: utilising the campus as an exhibition space to celebrate student ideas and innovations.

Connecting externally: forming physical and virtual partnerships to connect the campus with Curtin’s other campuses, places and institutions.

Communication and promotion of partnerships: celebrating achievements and milestones and establishing visible momentum.

Strategic Focus

Establish dedicated resources to identify, facilitate and manage strategic partnerships and relationships within and external to the Campus, to support place activation objectives.

> Coordinate relationship management efforts to support place activation, to integrate with Curtin’s existing marketing and public relations functions
> Develop a Place Activation Partnerships Strategy to document existing and potential place activation partnerships and encourage increased use of campus assets and activities by both internal and external stakeholders, and the development of new ones. These could include:
  - Corporate, business and commercial;
  - Education and research;
  - Retail, food and beverage;
  - Arts and culture;
  - Information and technology;
  - Assets and infrastructure, including student housing, transport (bike systems, public transport);
> Partner with the Curtin Volunteers and their volunteer network (1000 volunteers) to run programmes and events on campus, including a focus on non-alcoholic activities.

Quick Wins and Short Term Actions

Prepare a partnership strategy to determine the direction for the formation of partnerships in the short, medium and long-term.

> Partnership strategy should be completed within a 6-month timeframe to ensure that coordination of activities is ready to occur in time for first semester 2013.
> Implementation of partnership strategy to be facilitated through the Place Management Team.
> Establish partnership with cultural organisations (e.g. Artrage, FORM).
> Establish partnerships with student groups such as the Curtin Volunteers and Curtin Clubs and explore opportunities to collaborate with programming, events, internal communications.
> Enable organisations such as Curtin Volunteers to be centrally located on Campus, to act as an attractor and service provider for other students.
> Allow controlled levels of advertising on campus. Prepare advertising guidelines to guide matters such as: styling, managing revenue streams and identifying opportunities for outsourced infrastructure provisions and maintenance (e.g. Adshel: seating, bus shelters, phone booths).