



3.0 STRATEGIC VISION

3.1 VISION FOR THE FREMANTLE PRISON HERITAGE PRECINCT

The vision for the Fremantle Prison Heritage Precinct is to:

- be Western Australia's premier heritage precinct and a heritage icon to the people of Western Australia
- provide a lasting legacy for the people of Australia by conserving and interpreting the most intact convict era site in Australia that will greatly enrich the cultural life of the state and nation
- be Western Australia's premier destination for tourism, cultural and educational activities
- be a highly sought after location for a variety of uses, enhancing the vitality of the metropolitan and local area.

3.1.1 Strategic Objectives

The strategic objectives for the Fremantle Prison Heritage Precinct Master Plan are to:

- provide an integrated development framework that will enable a sustainable future for the precinct
- enhance, protect and interpret the cultural heritage significance of the precinct
- continue to be an outstanding example of best practice heritage conservation
- encourage a range of compatible uses that maximise use of the existing buildings and facilities and add to the unique qualities of the precinct
- create a precinct that encourages repeat visitation and provides unique and enjoyable experiences for visitors
- integrate with the surrounding local communities through cultural, physical, social and economic interaction
- encourage opportunities to reinforce the precinct's tourism, cultural and educational focus through creative partnerships with both public and private sectors
- encourage innovative and high quality development that positively contributes to the public domain.





3.2 DEVELOPMENT FRAMEWORK

The Master Plan for the Fremantle Prison Heritage Precinct provides an integrated framework which balances a range of compatible uses, reveals the cultural heritage significance of the precinct and assists in realising the potential for revenue generation for the conservation of the site in to the future. The integrated approach of this Master Plan will endeavour to meet the needs of current and future generations through the following environmental, economic and social strategies:

- conservation of the built environment of the precinct
- provision for future uses which will contribute to economic sustainability
- integration of the site into the broader community
- encouragement of government, industry and community partnerships.

The Master Plan has identified a number of distinct zones within the precinct, which can be developed with specific objective aligned to the overall objectives of the Master Plan. These zones are outlined in the following Section 4.0 'Zone Guiding Principles'.

3.2.1 Site Capacity

The Fremantle Prison Heritage Precinct comprises a six hectare site with potential for adaptive reuse of existing buildings and open spaces and for carefully planned new buildings. Floor areas for each of the existing buildings and development zones are detailed in Section 4.0 'Zone Guiding Principles'.

3.2.2 Conservation

Fremantle Prison Heritage Precinct is recognised as a place of exceptional cultural heritage significance and is included in heritage lists and inventories at local, state and national levels. It is well served by conservation policies and plans for the place as a whole and individual elements within the precinct.

Conservation actions should continue to be guided by the *Burra Charter* and best practice processes.

The conservation imperatives are to:

- address the backlog of maintenance
- implement an ongoing conservation programme to ensure that the place remains intact and authentic so that future generations can understand and appreciate its part in Western Australia's history.

The Fremantle Prison Heritage Precinct is included in a nomination for assessment for World Heritage listing as part of a serial listing of Australian convict sites. This has been initiated by the governments of New South Wales, Tasmania, Western Australia and the Commonwealth. This Master Plan recommends that every endeavour should be made to:

- embrace the opportunity for World Heritage listing.

3.2.3 Compatible Uses

The principle strategy underpinning the Master Plan in relation to future use is the provision of opportunities for compatible and feasible uses that support the objective of enabling a sustainable future of the precinct. The Master Plan provides for a balance of commercial activity and leasing arrangements with public access and community use whilst ensuring that the precinct has ongoing funding and resources.



The range of compatible uses for the precinct have been identified as follows:

- Tourism
- Cultural and heritage services
- Education
- Retail
- Special event venue
- Tourist and office accommodation
- Creative production.

Future uses for specific areas of the precinct are identified in Section 4 'Zone Guiding Principles'.

3.2.4 Visitors

Fremantle Prison Heritage Precinct will be a vibrant precinct which will attract many visitors. Visitors to the precinct will respond positively to this unique precinct and will enjoy the variety of experiences the precinct has to offer. Visitor numbers can be expected to increase by the provision of a variety of uses within the different zones of the precinct, as well as specifically targeted programmes of interpretation, education and tourism.

Development of the site should ensure:

- high standards of equitable access, safety and amenity in and around the precinct.

Interpretation and Education

Conservation of the fabric and spaces of the precinct will be of primary importance to the program of interpretation. The development of an Interpretation Strategy for the site is of primary importance and should include interpretation of:

- the significance of the place as the centre of the British Imperial Convict Establishment in Western Australia and the only intact convict era site in Australia
- the significance of the archaeological sites
- the layering of history of the place from convict to colonial and state prison
- the precinct's substantial artefact collection.

Education is a powerful tool in encouraging both an appreciation of and a sense of ownership of the site. Providing an enhanced understanding and appreciation of the precinct will instil a greater sense of community ownership.

Tourism

Tourism products and services will provide the basis and driving force of economic sustainability. Within this context, marketing activity can be expected to play a significant role in increasing the Prison's visitor numbers and revenues.

Key recommendations include:

- increasing the quality of the interpretive experience by upgrading of thematic materials and exhibits, concentrated in the Main Cell Block, and introducing new audio-visual technologies while maintaining an emphasis on the important and unique role of tour guides



- marketing and promotion, including branding and positioning, packaging etc, both to the travel and tourism industry and to consumers directly
- renaming the precinct to acknowledge its historical significance as an intact convict-era site, which importance is not conveyed by its current designation
- positioning the precinct as a major and unique attraction in appreciating and understanding the course of European settlement in Western Australia. This approach has a strong and established market appeal and will assist in overcoming some of the visitor reticence or lack of interest resulting from the site's more recent history. The precinct's recent history must not be ignored, however, in interpretation and promotion
- appealing and innovative on-site signage and lighting that will reveal the significance of the site and announce the site as a vibrant and interesting 'must-see' attraction
- expanded provision of short-stay tourist accommodation, which will remain an important use of facilities within the precinct.

Events

There is considerable scope to develop the economic potential of special event, conference and exhibition tourism, particularly in light of the anticipated positive impact of the new Perth Convention and Exhibition Centre on the State's visitor market. Special events will result in a considerable increase in the number of Western Australians visiting the site, positively influence the local perception of the precinct, and generate additional revenue. Events could include music, theatre, film, sport, and social and business functions.

Use of the site as a special events venue will involve consideration of:

- compatibility with neighbouring residents and the hospital
- integration with tour scheduling
- the need for an improved surface in the Main Cell Block forecourt (Parade Ground)
- provision of reticulated three-phase power and an increase in temporary toilet facilities associated with the Parade Ground.

Tour Products and Services

Tour product and service opportunities are considerable, and include:

- concentration of the paid-for guided and self-guided tours on the Main Cell Block and associated features
- introduction of an 'upmarket' adventure product in the tunnels
- introduction of new thematic tours, e.g. focussing on the Fenians, architecture, engineering, convicts, great escapes, prisoner art, Aboriginal cultural impacts, etc
- promotion of high quality and age-specific curriculum-based schools programs
- development of a complete 'Fremantle Attractions' package (possibly using 'Smartcard' technology) and involving the Maritime Museum, Fremantle Arts Centre, future Military Barracks Museum, the Duyfken replica, Port tours, and harbour cruises.



3.2.5 Integration

The precinct is located on a prominent and historic site within the City of Fremantle. Increased integration with the City of Fremantle will enhance the future development of the precinct. The following urban design and landscape strategies will contribute to the integration of the precinct in the City of Fremantle:

- increase the visibility of the precinct by –
 - appropriate landscape treatment, including tree pruning and selective tree removal
 - lighting to the perimeter walls
 - improved signage
- increase legibility of the precinct by -
 - reinstatement of visual and physical links within the broader Fremantle context
 - identification and interpretation of links to historic and significant features in the City of Fremantle
- increase accessibility to the precinct through –
 - enhancement of pedestrian access to the site with a focus on the entry complex
 - utilisation of the existing openings in the perimeter walls to access zones within the precinct
 - rerouting of the CAT bus to provide direct access to the precinct
 - upgrading of vehicle access routes
 - rationalisation of car parking areas outside the perimeter walls

3.2.6 Partnerships

Viewing the community, the business sector and government as partners in achieving common goals is a key principle of the Fremantle Heritage Precinct Master Plan. Partnerships can provide both social and economic advantages. In addition, partnerships with groups who have been associated with the use of the place as a prison or internment camp will enable the healing process to begin. This partnership process can move towards a reconciliation, of what is felt by many, to be a painful past, with a more positive future. The proposed Aboriginal Commemorative Memorial, which will benefit all who visit the precinct, is an example of this kind of partnership approach.

A sustainable future for the precinct will be enhanced by:

- developing and nurturing partnerships between the community, business and government.

3.2.7 New Development

The primary objective of the Master Plan is conservation rather than redevelopment of the site. The precinct has a substantial number of buildings which are capable of being adaptively re-used and although there is generally little need for new buildings, some new buildings may be required to meet future needs and could offer benefits to the site. Benefits include the provision of larger internal spaces and new services without the need for extensive modifications to existing heritage buildings.



Accordingly, the construction of a new building will be considered if it:

- is essential to the functional requirements of a desirable outcome and significantly improves the viability and synergy of uses
- has minimal visual, heritage and environmental impact
- introduces a function of high civic/public significance and is of outstanding architectural design
- is consistent with conservation policies and plans for the place.