

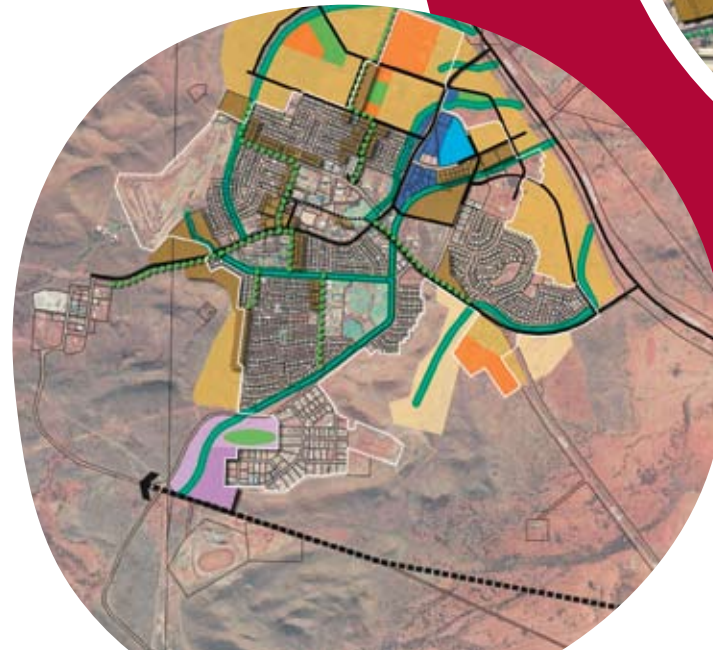


PILBARA CITIES

DEVELOPING THE FUTURE

# NEWMAN REVITALISATION PLAN

SUMMARY



Released June 2010



# FOREWARDS



## Premier's Foreword

The release of the Newman Revitalisation Plan is a momentous step for the people who live there.

It outlines a bold, robust plan to revitalise the town – a plan originally conceived by the Government and the Shire of East Pilbara to evolve Newman into a town of substance, quality and permanence.

As part of our 'Pilbara Cities' initiative to invest in our regional towns, this plan will build on Newman's strengths and establish it as a dynamic and diverse place to live – a place with services and amenities which will attract and retain a broad range of people wanting to settle permanently in the region.

Through the Royalties for Regions Pilbara Revitalisation Plan the Government has allocated \$20million to fund these major improvements.

Input from the people who live and work there have heavily informed the plan because our intention is to guide development in a way that addresses critical needs and concerns well into the future.

We anticipate Newman's population will grow in the coming years and we will be prepared.

Making this vision a reality requires long-term planning, investment and co-ordination of many individuals, organisations and layers of government.

Together we have made a remarkable start and I am confident this plan leaves us well-placed to realise our vision.

### **Hon, Colin Barnett, MLA**

Premier of Western Australia;  
Minister for State Department



## Regional Development and Lands Minister's Foreword

As a key service centre for some of the world's biggest iron ore projects, Newman faces an exciting future.

Through Royalties for Regions we have committed to re-invest in the town to keep pace with demand for infrastructure, residential, tourism, commercial and industrial opportunities.

Having lived for decades with basic services, the people of Newman will soon be able to enjoy a town centre full of character and a townsite geared to accommodate more residents, retailers and businesses.

I commend the local residents and workers who have shown great interest in the plans for Newman's future and taken ownership of the project to make a positive change.

Existing residents will have a wide and interesting choice of leisure activities, new people will be attracted to the area and a range of businesses will emerge to bolster the local economy.

In achieving this, we will secure the long-term economic future of Newman and the people who live there.

### **Hon, Brendan Grylls, MLA**

Minister For Regional Development; Lands



### Shire of East Pilbara President Foreword

Through my involvement in small business in Newman and since my election to Council in 2003, I have spoken to people of all ages and from all walks of life about the future of our town.

The resounding call has been for change – for Newman to receive a long-overdue facelift, which not only attracts people but encourages them to stay. To make Newman not just a good place but a great place to work, live and visit.

This plan is the blueprint to make that hope a reality.

We intend to rejuvenate the main street and establish a town square and plaza as focal points for people to meet and gather.

Added retail opportunities and cafes and restaurants with alfresco dining will make for a lively streetscape.

Markets and special performances and events will be held at the landscaped outdoor precinct.

Existing residential lots will be redeveloped to provide a wider choice of houses including small and large single homesites, townhouses and low-rise apartments.

A mixed business precinct will provide opportunities for larger retailers including a discount department store.

We also plan to release strategic industrial land to encourage heavy and transport based industries.

Newman is entering a new era and will be a town that all of us are proud to call home.

**Lynne Craigie**

President, Shire of East Pilbara



### Chief Executive Officer's Foreword

Council commenced the planning for the Town Centre Revitalisation back in 2003.

However with Councils limited resources it would have taken many years to come to fruition.

The Royalties for Regions has provided the money and the stimulus to see the project bloom. Coupled with the greater Newman plan will see the town grow to be the heart of the Pilbara with a planned population of up to 15,000.

This planning provides opportunities for all of the community through improved and new facilities, businesses and accommodation.

The strong partnerships of Government and private enterprises developed through this planning process will continue throughout the implementation stages to ensure Newman reaches its full potential.

I invite everyone to become familiar with the project and watch it grow over the coming years.

**Allen Cooper**

Chief Executive Officer

Shire of East Pilbara

# Setting the Scene

## PURPOSE OF THIS DOCUMENT

This document provides a summary of the Newman Revitalisation Plan (NRP), which has been prepared in partnership by the Western Australian State Government and the Shire of East Pilbara (SoEP). It introduces the key proposals set out in the three volumes of the NRP.

### What is the Newman Revitalisation Plan?

The NRP responds to the shared Pilbara Cities vision of State Government and the SoEP for the revitalisation and growth of Newman, and provides a guide for achieving this vision. The NRP proposes the transformation of Newman from a resource town into a subregional centre of 15,000 permanent residents. It identifies the economic, social and town planning strategies required at different levels to drive population growth and make Newman a place of choice to work, visit, grow up, raise families and to age in place with dignity.

The aspirational population target of 15,000 goes well beyond current population forecasts. This is in anticipation that implementation of the NRP will generate new jobs and offer a lifestyle that will attract more people to live permanently in Newman.

The NRP highlights the range of action and level of collaboration required across the public and the private sectors to achieve this transformation. It also provides an estimate of the public and private sector investment that will need to be committed. As a living document and project management tool, the NRP will help guide the delivery of this vision.

The three volumes of the NRP as illustrated in Figure 1, include:

**Implementation Plan (Volume 1)** - provides the overarching vision and the integrated strategy to evolve Newman into a subregional centre of 15,000 people. This includes an implementation program that sets out the actions required to drive economic, community and infrastructure development and population growth, including a new approach to regional and local governance.

**Town Site Growth Plan (Volume 2)** - includes strategies and actions required to grow Newman into a subregional centre. This includes a land use plan that proposes new industrial, commercial and residential growth areas for Newman, and sets the out hard and soft infrastructure requirements to enable this growth to occur.

**Town Centre Master Plan (Volume 3)** - sets out how the town centre will be modernised and transformed into a vibrant and attractive heart for a town of 15,000 people. This includes a redevelopment master plan, and proposals for activating new public spaces.

### Using the NRP

The NRP now allows the SoEP and the Pilbara Cities Office (PCO) to manage the roll-out of the delivery program for Newman's transformation on an on-going basis. It also provides direction to a range of other participants across the public and private sector in delivering the vision for Newman. This first iteration of the plan provides a

common framework around which delivery participants can begin to align their operating plans, programs and budgets to allow implementation to occur. It will also inform future funding bid opportunities. A monitoring and review process is proposed to be put into place to check progress on delivery and allow the NRP to be updated on a regular basis.

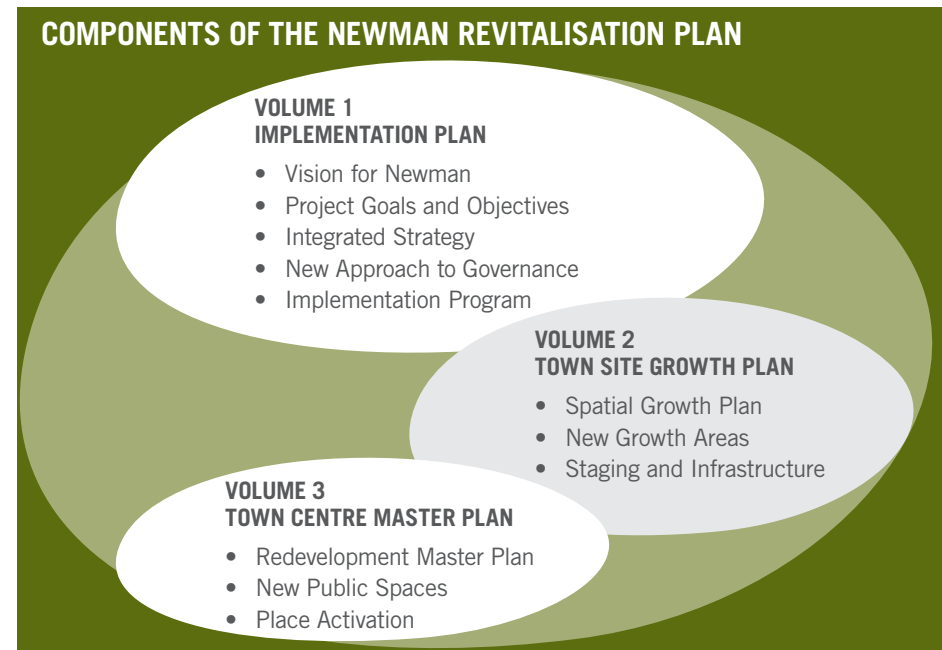
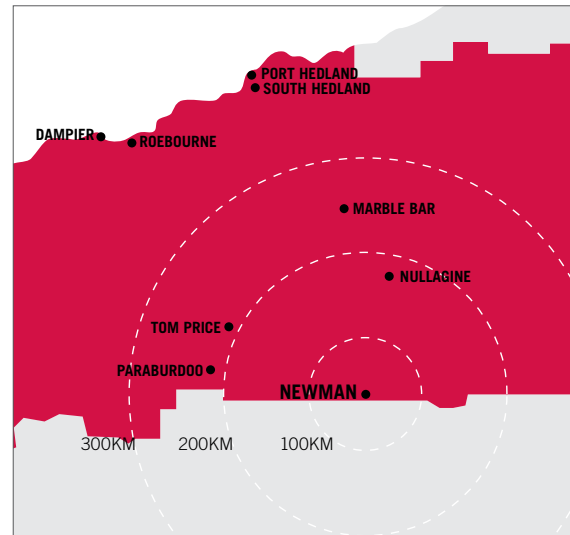
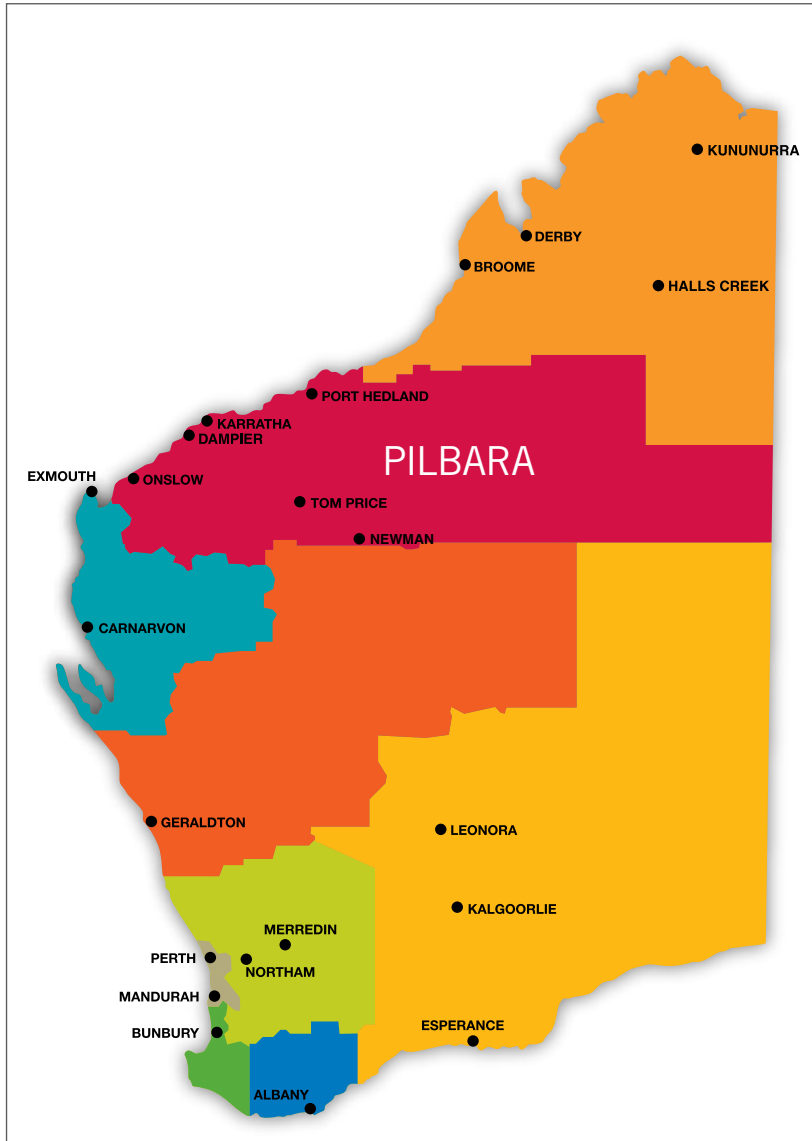


Figure 1 Components of the Newman Revitalisation Plan

# Setting the Scene



## Newman in context

Newman is located in the Pilbara region in Western Australia's North West. It was established in 1968 as a company town, and is now the largest town and administrative centre of the SoEP, located 1200km north of Perth and 450km south of Port Hedland. At a subregional level, it is the primary centre of East Pilbara.

Newman is connected to Perth and coastal towns further north including Karratha and Port Hedland by the Great Northern Highway. It is also serviced by a domestic airport located 15km south of the town, which handles some 15,000 passengers per annum.

Most of Australia's iron ore is mined in the Pilbara. Mines extracting iron ore and many other minerals are largely centred around Newman and Tom Price. These are operated by a range of small, medium and large resources companies such as BHP Billiton and FMG. The area also boasts a number of natural attractions, including the Karijini National Park to the west and the Rudall River National Park to the east.

## Setting the Scene



*"The Newman Revitalisation Plan responds to the shared vision of the Shire of East Pilbara and the Western Australian State Government to modernise and transform Newman."*



# 1.0 Introduction

**Growing Newman as a subregional centre of 15,000 people presents an exciting opportunity to build on the town's strengths and enhance its desirability as a place to live, work and invest. This will play a vital role in strengthening the foundations for the sustained economic prosperity of the nation.**

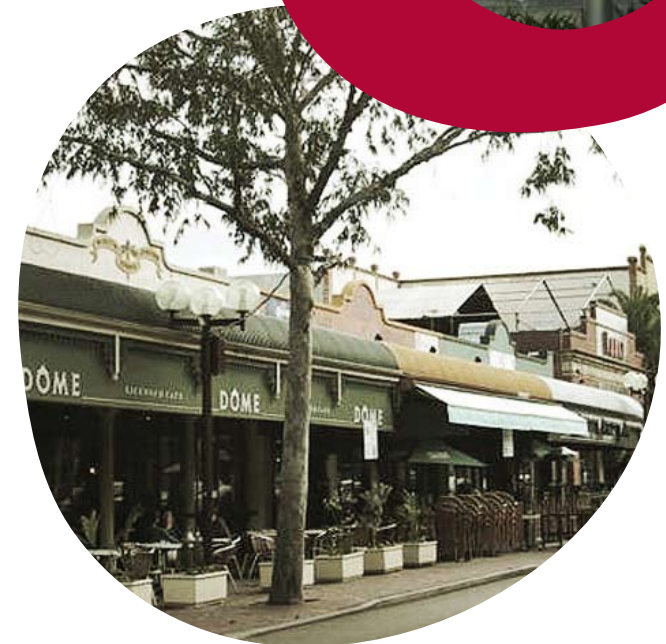
This initiative responds to the shared vision of the Shire of East Pilbara (SoEP) and the Western Australian State Government to modernise and transform Newman. The Newman Revitalisation Project was initiated to deliver this vision, and carry through the opportunity provided by Royalties for Regions to revitalise the Newman town centre.

The Newman Revitalisation Plan (NRP) was produced as part of the initial planning phase of the project, to provide the roadmap for the town's transformation, and to position it for the future. The key priorities include:

- Driving economic diversification, which will require focus on regional and local economic development and infrastructure provision to establish Newman as service hub
- Increasing the availability of readily developable land and the provision of more affordable and diverse types of housing
- Upgrading and expanding aging infrastructure to allow for growth
- Promoting Newman's unique character and sense of place
- Enhancing the level of amenity in the town – focusing on the redevelopment and activation of the town centre
- Lifting the quality and level of services and facilities which will encourage people to settle and remain in the town; and
- A new approach to regional and local governance, which facilitates stronger partnerships and coordination. This in turn can drive economic development and investment, and the delivery of hard and soft infrastructure

These priorities will also be pursued with a commitment to environmental sustainability as Newman becomes more self-sustaining and reduces its impact on the environment.

Delivering the vision will require commitment to this plan from a range of public and private partners, as the majority of actions are outside of the SoEP's control. As an adaptive management tool, and prepared with this partnership approach in mind, this plan will provide a common agenda for the revitalisation and growth of Newman.



# 1.0 Introduction

## 1.1 Our shared vision for Newman

The Pilbara is recognised internationally for resource production, with many mines located near to Newman. It must compete with other resources centres around the world to attract a talented workforce – and the competition is fierce. For Newman to compete successfully, it must build on its comparative advantage, and offer a place to live, work and invest that is of world standard.

Although Newman offers a number of work and lifestyle opportunities and has a strong sense of community, it currently does not meet expectations in a number of areas. The shortage of land and housing has driven up the cost of renting or buying a house to unaffordable levels. This acts as a barrier to anyone not on a high wage or with access to housing subsidies from moving into the town, such as service workers. An inadequate level and quality of services and perceived decline in amenity also forces many to leave town. These factors together make it difficult to attract and retain a larger and more diverse workforce and their families in Newman over the long term.

There is an urgent need to address this dynamic, and build the critical mass required to normalise the local economy and support the provision of an enhanced level and quality of services and infrastructure. It is time for Newman to transform from a resources town into a subregional centre.

The State Government has responded with a bold Pilbara Cities vision launched in November 2009 by the Premier Colin Barnett. The vision sets out to “*build vibrant cities that offer economic and social sustainability from one generation to the next*”. This proposes a radical shift in the way we think about the Pilbara – not as a place of transience, but of permanent, thriving communities.

This strongly aligns with the SoEP’s community vision document *Newman Tomorrow: Resourcing a Home for Future Generations (2008)*, which identifies the following aims:

- *Securing improved social outcomes for the broad range of demographics;*
- *Building pride in the town of Newman and the Shire;*
- *Recognising Indigenous culture and establishing a foundation for greater Indigenous participation in the local economy;*

- *Developing the town centre in Newman; and*
- *Balancing the strengths of the resource sector with the needs of small business and tourism*

Achieving this shared vision demands we move beyond “business as usual” which contributes to the current state, and requires a new attitude and approach across all sectors. Economic, social and environmental fundamentals must be addressed to engender resilience and provide opportunities that will allow the community to flourish. Strong leadership and cooperation will be required to harness the determination and resources necessary to Newman’s success.

“The Pilbara Cities vision sets out to “*build vibrant cities that offer economic and social sustainability from one generation to the next*”. This proposes a radical shift in the way we think about the Pilbara – not as a place of transience, but of permanent, thriving communities.”



# 1.0 Introduction

## 1.2 Securing Newman's economic role

Newman's future rests on expanding its economic foundations. Currently it plays a limited role in servicing mining activity in the broader region, which must change. The outlook for mining activity in the Pilbara is long term with a strong prospect for growth. Increased activity will generate business opportunities and a demand for services, which may be more conveniently and efficiently provided in Newman. This offers the potential to expand Newman's role as a service hub and generate jobs. There is also the potential to diversify the economy and reduce the severity of economic fluctuations that have affected the town in the past.

To achieve a permanent population of 15,000, it will be necessary to increase the resident workforce from approximately 2,200 to 7,500 people. Basing more commercial and industrial activity in Newman will be essential to generate enough jobs to achieve this growth aspiration. For example, new industries, research and development and greater supply chain completion are important options to be explored. There is also potential to establish clusters focused around these industries. By taking this approach, and establishing Newman as a service hub, the cost of logistics is reduced as it lessens the need to move things from one area of the supply chain to another. It also reduces the

cost of services due to increased competition which also incentivises business to become more efficient and provide a better product. Successful industry clusters are also attractive places to work and invest, further stimulating opportunities and growth.

The growth of Newman will also support our capital cities which are already under pressure. This plan argues that there is potential for Newman to absorb some of this pressure, assuming the sustainable approach set out in this plan, and supported by adequate investment, is adopted.

Growing Newman therefore makes sound economic, and social sense:

- It reduces the operational costs to business, and encourages more economic activity in the region which is a major benefit to the state;
- It grows a critical mass which improves economies of scale for service delivery;
- The resources sector can source workforce locally, which reduces staff turnover and the need to compensate them through higher wages;
- It will become a more affordable option when "Fly-in Fly-out" (FIFO) becomes less cost effective – however the lead in to this should start now;
- It reduces the need for FIFO which helps to address a range of social concerns in the town and impacts on families which has a wider cost; and

- It makes the town more economically sustainable as more of the income earned in the town remains in local circulation, supporting the commercial viability of businesses.

However Newman must be better structured and primed to ensure it meets the needs of business and the workforce to attract them to the town. The provision of affordable developable industrial, commercial and residential land and housing, and adequate infrastructure will be essential, along with a level of services and amenity that is attractive for staff and their families. With an increased desirability for work, industry and as a place to live, Newman's competitiveness can be assured.

Achieving this potential will require a proactive approach to industry development and attraction, as the opportunity to create stable jobs in a resilient regional economy must be fostered to underpin growth. This demands a new approach to economic development and regional and local governance, as the public and private sector will need to work in collaboration to achieve this vision. This approach is set out in the NRP.



*"Increased mining activity will generate business opportunities and a demand for services...this offers the potential to expand Newman's role as a service hub and generate jobs."*

## 2.0 Delivering the Vision for Newman

### 2.1 Making it Happen

The preparation of the NRP is a key step in overcoming the challenges facing the town and achieving the vision. It proposes the way forward, providing guidance to all levels of Government and the private sector for what needs to happen. Figure 2 provides a summary of the initiatives and estimated cost at the varying scales over the short term to deliver the vision for Newman.

Delivery partners will be able to take ownership of the NRP and use it as a common point of reference to allow them to align their intentions and investment, and help them fulfil their important roles:

- The SoEP to provide local leadership and capacity to deliver service and projects, and influence areas outside its responsibility;
- Government agencies to drive economic development and coordinate and provide services and infrastructure;
- The State Government to champion the vision, provide strong direction to government agencies, and ensure funding for services and infrastructure is available;
- The Federal Government to provide funding to improve services and infrastructure, and incentives that will facilitate private sector investment and growth; and

- The private sector, including the resources sector, to grow their business and investment in Newman to support their workforces, and the growth of Newman.

As such, the Plan will play a key role in delivering the vision for Newman:

- Facilitate a proactive, project management approach required to drive town site transformation and growth, by setting out a scope of works and program for what needs to occur to achieve the vision;
- An adaptive management tool that is subject to monitoring and annual review, which provides a common framework for delivery partners to align their plans and programs and seek funding for key projects. This first iteration of the NRP is a starting point for this alignment to occur, and will be refined in future iterations;
- Provide a town site growth plan and accompanying servicing plan, to inform further urban planning (including the review of the local planning strategy and local planning scheme) and the coordination and provision of hard and soft infrastructure; and
- Provide a town centre masterplan to guide physical and socio-economic revitalisation of the town centre.

Important steps forward have already been taken to make it happen:

- The State Government has launched the Pilbara Cities vision, and through the Department of Regional Development and Lands (DRDL), set up the Pilbara Cities Office (PCO) which will support SoEP in delivering the vision for Newman. It has also established the Royalties for Regions Program, through which \$20m has been allocated to revitalise the town centre;
- The Western Australian Planning Commission (WAPC) has established the Pilbara Regional Planning Committee and release of the *Pilbara Planning and Infrastructure Framework* being prepared by the Department of Planning (DoP) is imminent;
- The SoEP has produced the community vision document *Newman Tomorrow*, and is leading the Newman Revitalisation Project and preparation of the NRP. It has also delivered a new co-location building in the town centre, and upgraded the Newman Recreation Centre. Importantly, it has received significant local support, particularly from BHP Billiton which is funding the delivery of a new town centre park and continues to contribute to a range of other important initiatives; and

- LandCorp is also carrying out its role as state land developer, by working with other agencies including the DoP and DRDL to develop and release land in East Newman and the Light Industrial Area, and project manage the town centre revitalisation.

This is all part of a window of opportunity that has opened for Newman and the Pilbara to develop sustainable communities - and this NRP will help make this opportunity a reality.

The NRP is a call to action for all levels of Government, industry and the community to play their part in the revitalisation and growth of Newman. The NRP estimates the majority of investment is required from the State and Federal Governments and Private Sector/Industry, and a significantly lower investment is required from the SoEP in the first instance, as identified in Figure 2.

# MAKING IT HAPPEN

## SHORT TERM ACTIONS/PROJECTS/STUDIES (0-5 YEARS)

**Town Site**  
*Design and implement:*

- Water, sewer, power, road infrastructure
- Pedestrian connections
- Landscaping of pedestrian corridors, green spaces and intersections
- Caravan park
- Youth centre

**\$201.23M**

Potential funding sources – State/Local Government/Private Sector/Industry

**Town Centre**  
*Design and implement:*

- Reallocated Market Place (new main street)
- Town Square
- Town Park
- Car Park upgrades
- Extend Iron Ore Drive to Newman Drive
- Upgrade infrastructure
- Martu Milli and Aboriginal Artists Facilities
- Multi-use civic facilities
- Medical facilities
- Boomerang Oval Redevelopment
- Caravan/ RV Visitor/ Truck Parking
- Landscaping

- Notes:**
- The chart reflects only the short term (1-5 years) projects/studies.
  - The chart reflects mostly the Federal, State and Local Government Investment.
  - The Private Sector Investment would be a multiplier of government investment.

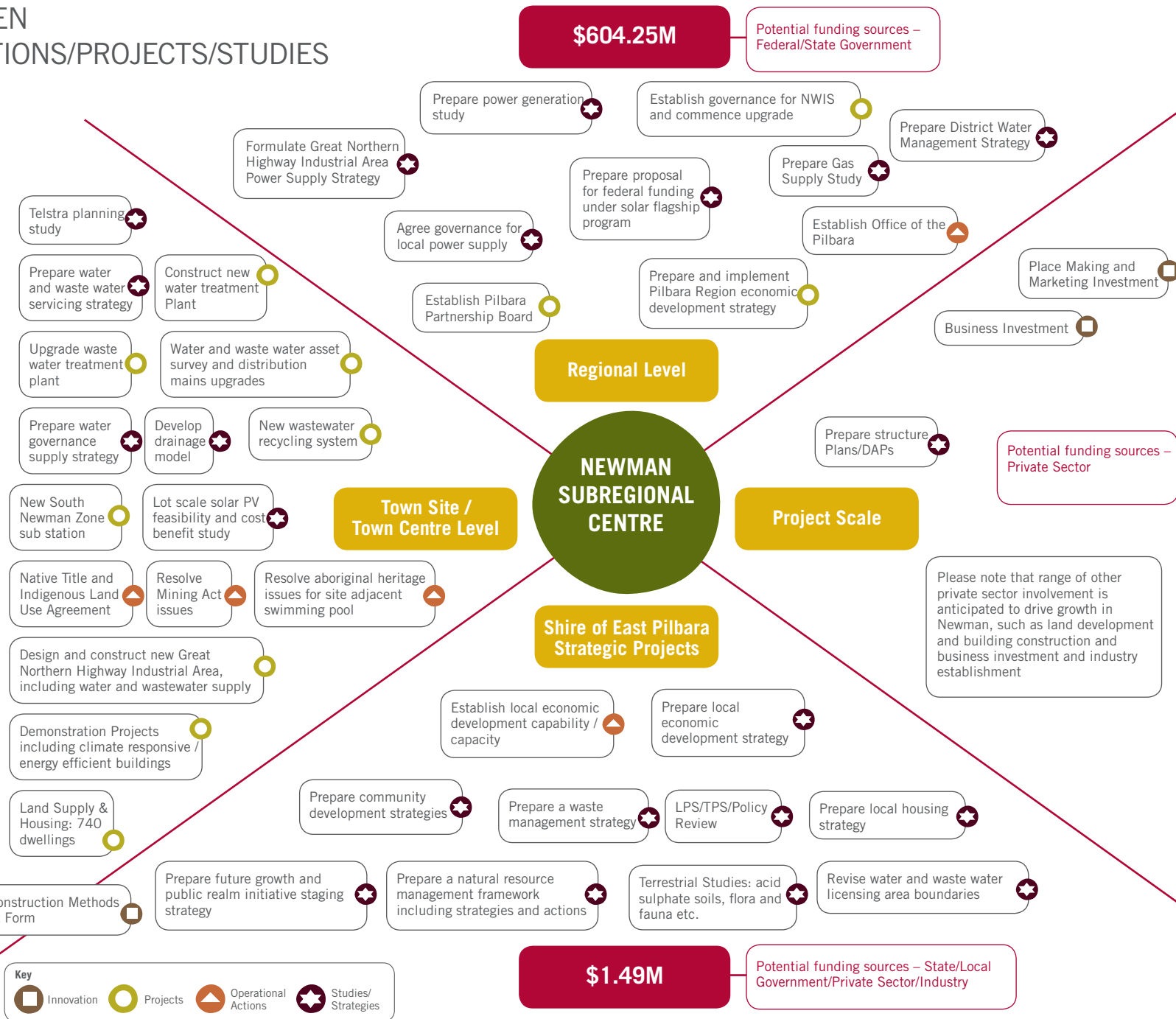


Figure 2 Short Term Actions/Projects/Studies

## 3.0 Producing the Newman Revitalisation Plan

### 3.1 A Partnership Approach

The Newman Revitalisation Project is an initiative of the State Government and SoEP. It was initiated following the allocation of \$20m through Royalties for Regions to revitalise the town centre. It provided the opportunity for the long term potential for Newman and the town centre to be considered in light of the Pilbara Cities vision, and for the NRP to be prepared.

The NRP was prepared in collaboration with the local community and the public and private sector. There has been an emphasis on facilitating as much participation as possible within the timeframe available, to engender ownership and take into account the aspirations and intentions of other stakeholders. Figure 4 illustrates key stakeholders that were engaged through the process.

Preparation of the NRP commenced in November 2009, and concluded with Council endorsement on 28 May 2010. Key steps included:

- Undertake preliminary context analysis (social, economic, environmental)
- Initiate community and stakeholder consultation to confirm vision
- Finalise context analysis
- Commence drafting strategies and masterplans
- Hold planning and design forums to review draft strategies and masterplans
- Finalise preliminary draft strategies and masterplans
- Public advertising of masterplans (21 days)
- Finalise draft strategies and masterplans
- Council endorsement

Key next steps for the NRP include:

- Endorsement of the NRP by key decision making bodies across State Government to enshrine the role of the plan;
- Distribution of the NRP to key stakeholders to enable them to take it into account as part of their strategic planning and day-to-day operations; and
- Put in place monitoring and annual review process to support its use as an adaptive management tool for the SoEP and delivery partners.

### 3.2 Defining Newman's trajectory for growth

For the purposes of the NRP, the current population of Newman is estimated at 5,000 permanent residents and 3,000 FIFO. This was informed by population projections available when the Newman Revitalisation Project was initiated, which are discussed below. The population growth assumptions in the NRP however are not informed by population projections, but rather set through an aspirational population growth target of 15,000 permanent residents (and 3000 FIFO). The population target represents a key threshold in the transition of Newman from a

resource town into a subregional centre, and forms the basis for shaping the town's future from a social, economic and town planning perspective. Figure 3 illustrates how hard and soft infrastructure requirements

The aspirational growth target responds to the Pilbara Cities vision of State Government to modernise and grow Pilbara towns to support regional development. It also responds to the SoEP's vision document *Newman Tomorrow* which envisages a more significant town acting as a service hub for resources activity in East Pilbara. Growing Newman's population is intended to provide a more readily available workforce to help

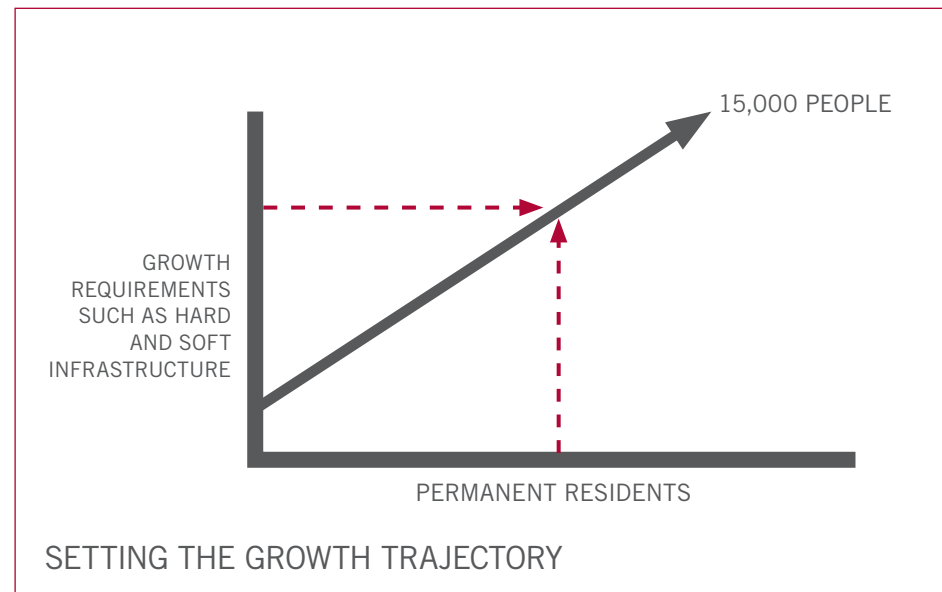


Figure 3

### 3.0 Producing the Newman Revitalisation Plan

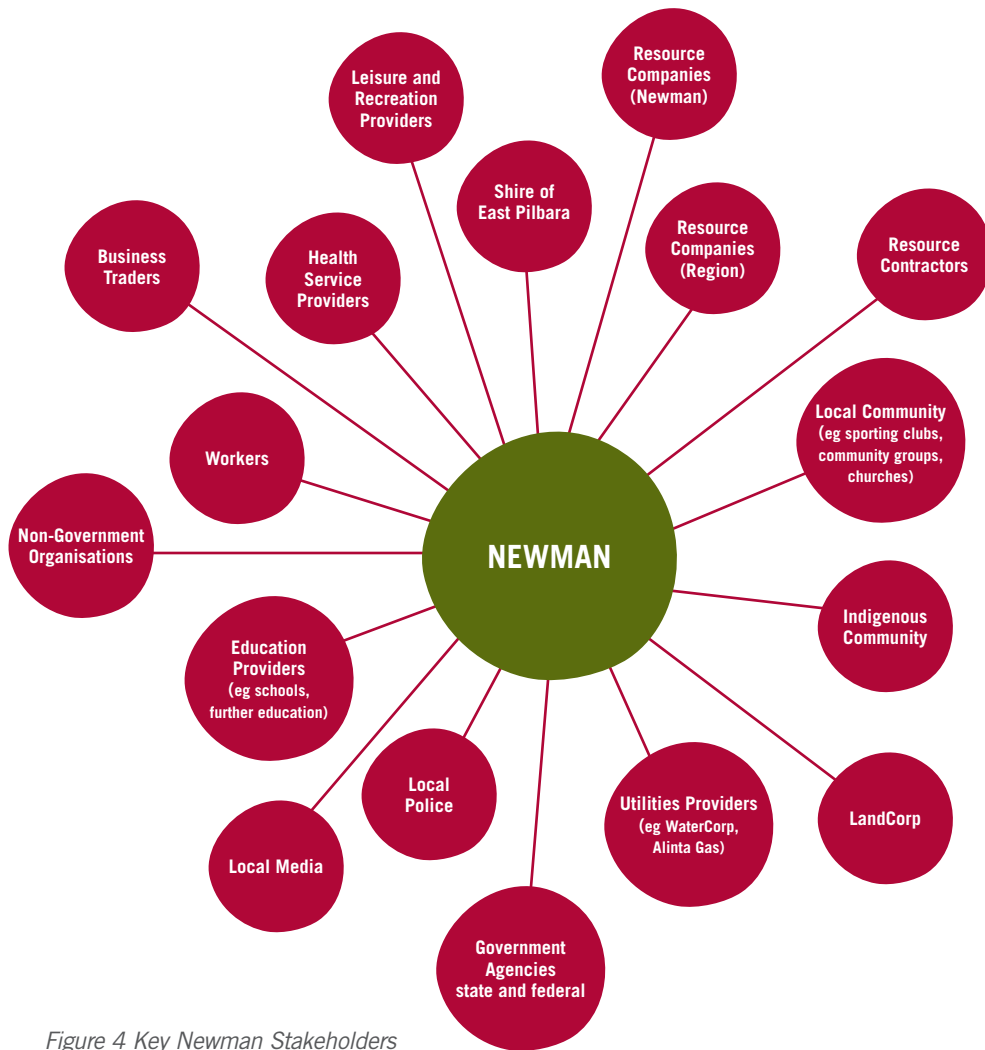


Figure 4 Key Newman Stakeholders

the resources sector realise new commercial opportunities in an expanding market. This will also generate the critical mass required to lift the level and quality of services and amenity in the town, and help to achieve more normalised market and demographic conditions.

Achieving the aspirational population growth target is a critical issue given the projected population growth, which does not anticipate the permanent resident population of Newman reaching the desired level. This issue is addressed in the NRP, which sets out strategies required to be implemented simultaneously to accelerate population growth. The broad approach is summarised in this document.

#### Population and growth projections

On census night 2006, the Australian Bureau of Statistics (ABS) recorded 4,744 persons in Newman, including residents, tourists, visitors and service populations (which include FIFO). However 4,245 people were recorded with Newman as their usual place of residence, which accounted for 64.9% of the SoEP's population. The table below includes the number of people counted in Newman in previous censuses.

Year	Population (place of enumeration)
2006	4,744
2001	3,535
1996	4,790
1991	5,627

The change in population between 1991 and 2006 highlights the historic variability in population levels, which in Newman are largely influenced by the operations of resources companies (primarily BHP Billiton) and broader economic conditions.

For planning purposes, the WAPC supports the use of the population projections produced by the Pilbara Industry's Community Council (PICC). These projections, produced by Heuris Partners, take a bottom up approach by taking into account information from resource companies on planned and potential projects and model the resulting direct and indirect multiplier impacts on Pilbara employment and population growth out to 2020.

The PICC projections released in July 2008 estimated the resident population would reach 5,250 by 2010, and grow to 6,000 by 2015. The draft PICC projections released in April 2010 are higher, and suggest that companies operating in the Pilbara are emerging from the impacts of the Global Financial Crisis with stronger investment and production intentions than underpinned the

## 3.0 Producing the Newman Revitalisation Plan

July 2008 projections. They now estimate Newman has a resident population of 7,791, growing to 8,286 by 2015 and staying at that level to 2020. The draft April 2010 PICC projections also estimate a current combined resident, FIFO and construction workforce population of 9104, growing to 11,378 by 2012 before reducing to 9,266 and staying at that level until 2020.

The projected population highlights the need to proactively drive population growth if the aspirational target is to be achieved. Adopting this target assumes that the resident workforce needs to grow by an annualised rate of approximately 7.2% in order to drive the population growth and to ultimately arrive at a resident working population of approximately 7,500 by 2041. (In reality in Pilbara regional towns and communities, population and employment growth tends to occur in steps in response to external factors rather than at a steady annualised rate). This will require the diversification of the local economy which offers a broader range of jobs across the five employment categories illustrated in Figure 5. Figure 6 identifies the level and distribution of employment required amongst these categories at 15,000 permanent residents.

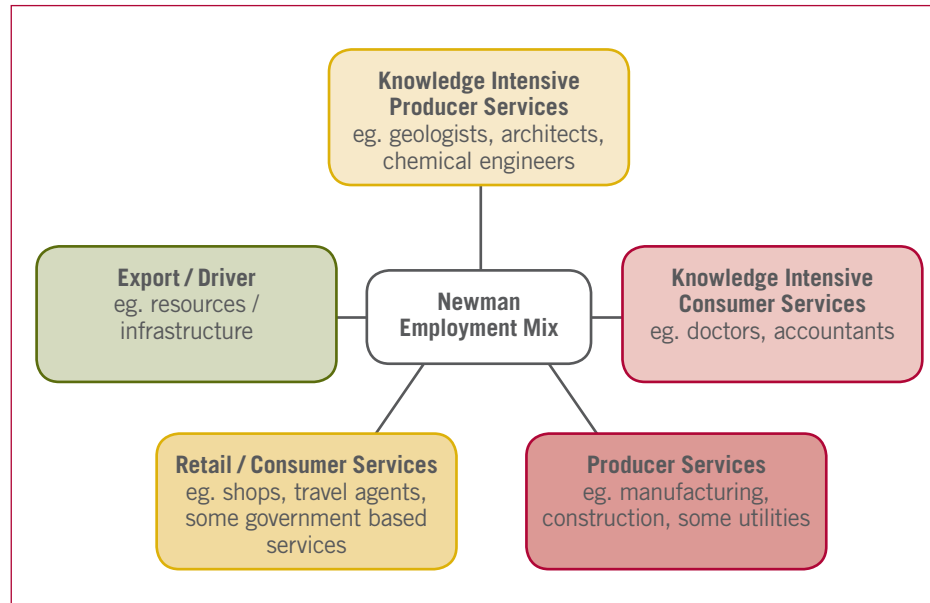


Figure 5 Five Employment Categories

	2006 Distribution	Distribution at 15,000 permanent residents	Rate of Increase
Export/Driver	887	1,157	30%
Retail/Consumer Services	550	2,753	401%
Producer Services	453	2,210	388%
Knowledge Intensive Consumer Services	184	950	417%
Knowledge Intensive Producer Services	71	429	502%
Total	2,145	7,500	

Figure 6 Employment distribution in 2006 and 15,000 permanent residents



## 3.0 Producing the Newman Revitalisation Plan

### Adopting a non-BAU approach to growth

PICC's projected growth scenario reflects a "Business as Usual" (BAU) approach. This is based on the current planning and operations of resource companies and Newman's production focussed economy, where most of the employment and economic activity revolves around the direct operations of mining and its support operations. This persists in the absence of improved levels of amenity and housing shortages in Pilbara towns, which compounds the continued preference for FIFO by resource companies and difficulty people have in moving into the town.

Population growth in regional towns typically tends to follow the trajectory described in P1 of Figure 7. Population changes under this scenario tend to follow the construction phases of regional projects which are represented as a series of overlapping parabolas which imply the growth, maturity and decline components of the construction phases of projects. P2 suggests a population trajectory where regional communities have incorporated some operations phase employment in the community profile but which is still closely linked with the original reason for the town's existence - the presence of resource or infrastructure project(s) which have variable lifespans. P3 suggests a development trajectory where

the community's long term existence is decoupled to an extent from the original driver(s) of the local economy and is focused on building a more robust, diversified economy that is less reliant on single industry activity. This will need to occur if Newman is to reach the aspirational growth target.

The State Government and SoEP cannot rely on a BAU approach to population growth to achieve the Pilbara Cities vision of more normalised market and demographic conditions, as benchmarked against other centres.

The NRP sets out an approach that enables Newman to move beyond BAU, which requires a number of factors such as economic diversification, levels of amenity and housing to be addressed simultaneously. Taking these steps will involve a more proactive approach, and greater collaboration between Government and private sector, particularly resource companies.

The uncertainty over population numbers and the potential to drive the economy highlights the need for an adequate 'speedometer' to keep track of the rate of Newman's growth along this trajectory, particularly if it can be accelerated beyond current projections. This will be a key task for agencies responsible for planning and implementation to gain a consensus view on how this will be achieved.

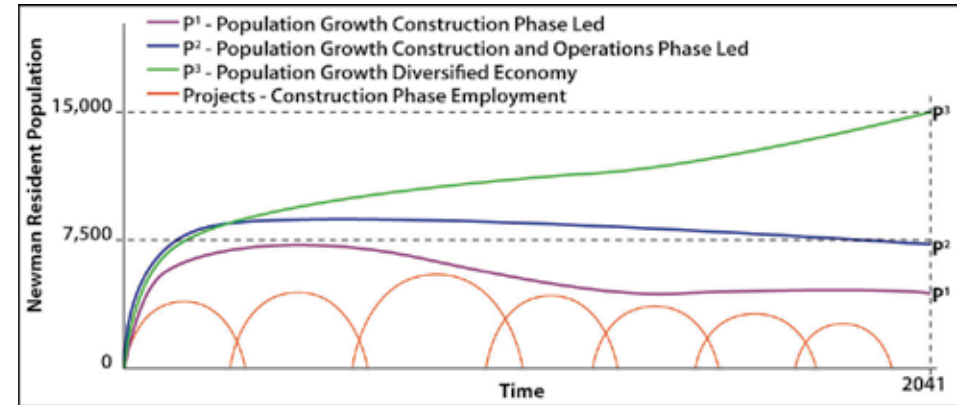


Figure 7 Alternative Regional Community Development Trajectories

"The State Government and the Shire of East Pilbara cannot rely on a "Business as Usual" approach to population growth to achieve the Pilbara Cities vision of more normalised market and demographic conditions."

## 3.0 Producing the Newman Revitalisation Plan

### 3.3 Setting a sustainable pathway to achieving the vision

The goals and objectives for the NRP, which are set out in Section 5, respond to the shared vision for Newman and key issues and opportunities facing its growth, summarised in Section 4. They describe the desired characteristics of Newman as a sustainable subregional centre, and form part of a framework that has been used to shape the NRP. The context analysis that has informed the project objectives and the preparation of the NRP was undertaken using the Driving force-Pressure-State-Impact-Response (DPSIR) Framework. The DPSIR Framework is viewed as a means of providing a systems-analysis view of a socio-ecological system, in this case the human settlement of Newman. This approach has been central to considering options and identifying priorities and key innovations required to deliver the vision for Newman. It has also informed the structure of each of the three volumes of the NRP. A summary of this context analysis is provided in Section 4.

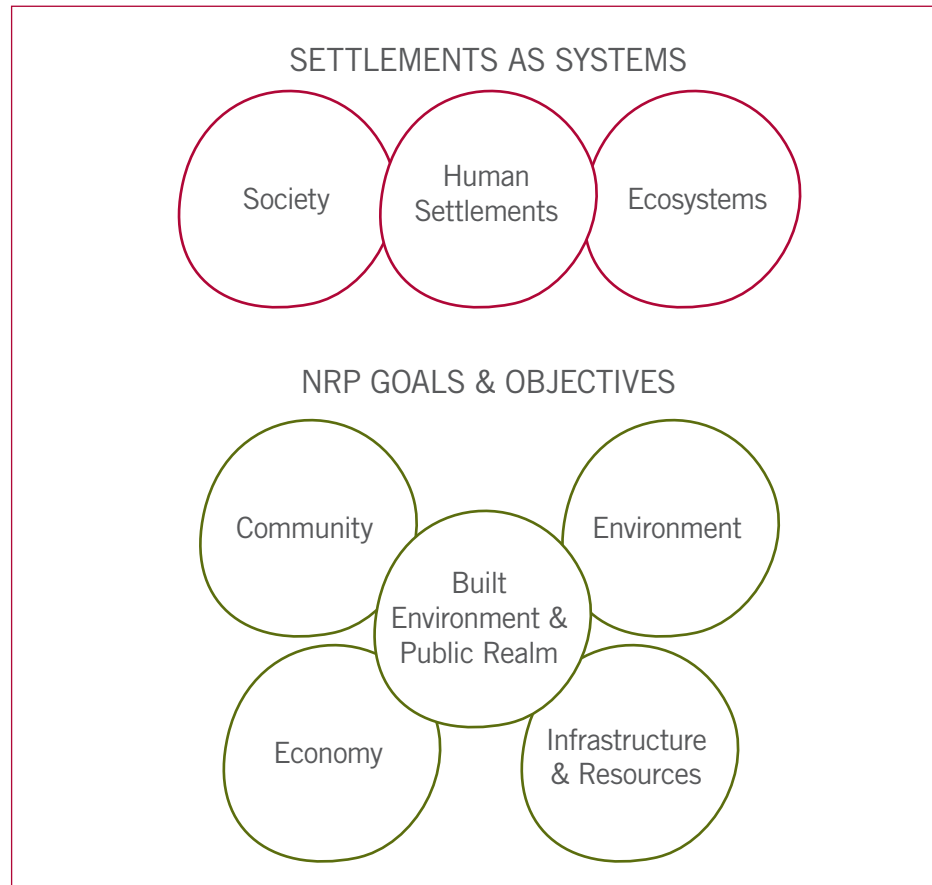


Figure 8



# 4.0 Context Analysis of Newman

## 4.1 Understanding Newman

The following context analysis identifies a range of issues and opportunities that have informed preparation of the NRP.

## 4.2 Economy

### Key Drivers and Pressures

- The outlook for mining activity in the region is long term, with expansion anticipated.
- Newman has a production economy tied to an expanding resources sector and primary industrial activity.
- The Newman economy lacks diversity and does not have a balanced employment profile.
- Growth has been driven largely by the decision-making of the resource industry.
- Newman needs to be considered in the context of its role as an activity centre in a regional hierarchy of centres.
- Generation of localised employment opportunities has the potential to impact significantly on the business models of the major resource companies and their key contractors and suppliers.
- The availability and affordability of accommodation is arguably the single biggest constraint facing the town's development.

- Compounding the issue of limited housing stock, and high purchase prices and rental rates is the issue of high construction costs.
- Other key drivers and pressures driving Newman's economy include:
  - Cost of setting up and operating service sector businesses
  - Limited local sustainable economy impacts beyond the construction stages of resources projects;
  - The lack of local industrial and commercial capability to drive long term population retention and growth;
  - The current production based economy which results in a lack of economic diversity; and
  - Limited levels of service and lifestyle amenity to attract and retain a substantial regional population.

### Key Implications for the Town Site

- A permanent population of 15,000 will require a resident workforce of up to 7,500.
- This will require an economic development strategy to diversify the economy, and a new approach to governance to drive the generation of residential strategic employment.
- The SoEP has a key role to play in economic development, and must develop its capability to coordinate and drive local initiatives and actions aimed at stimulating the local economy;
- Housing availability and affordability is central to stimulate the growth and retention of a residential workforce in Newman; and
- The table below identifies the retail and commercial floorspace requirements for Newman, based on the population growth trajectory.

Resident Population	Current	10,000	15,000
FIFO population	Current	3,000	3,000
Total floorspace	7,300	16,000	27,000
Supermarkets (no./sqm)	1 (2,00sqm)	1 (3,500sqm)	2 (5,500sqm)
DDS (no./sqm)	1 (1,200sqm)	1 (2,000sqm)	1 (3,500sqm)
Specialty shops (no./sqm)	40 (4,000sqm)	75 (10,000sqm)	130 (16,500sqm)
LFR (no./sqm)	0sqm	500sqm	1,500sqm
Street length (m)	120m	300m	500m
Land area (ha)	2ha	4ha	7ha
Potential office space created (sqm)	4,000sqm	10,000sqm	18,000sqm
Office based employment (no.)	250	650	1,200

## 4.0 Context Analysis of Newman

### Key Implications for the Town Centre

- The town centre should remain the primary retail and commercial centre in Newman, as there is no requirement for additional centres.
- The role of the town centre in the economic revitalisation of Newman is to concentrate and activate a central place, which will stimulate economic and social activity.
- Businesses will be attracted to the town centre if it is commercially viable to be located there, and if the place offers a suitable level of amenity (i.e. position, quality and range of floorspace, car parking etc).

### 4.3 Community

#### Key Drivers and Pressures

- The high cost of living is the most significant impediment to economic and social growth, which impacts on the attraction and retention of workers and their families.
- More affordable housing, improved community facilities, enhanced community services in health and education are required.
- The provision of community services is significantly impacted on by a number of factors:
  - High cost of living – difficulty in attracting and retaining staff, particularly Non Government Organisations without housing;
  - Lack of differential resourcing within agencies that recognise the complexities of living in the Pilbara;
  - High turnover of staff – impacting on continuity of services;
  - Shift work and rosters that impact on civic or community engagement; and
  - Lower levels of volunteerism due to shift work and other factors.
- The town centre is unattractive, dysfunctional, and uninviting. It is really only accessed for essential services and shopping and not seen as a positive social place.

### Key Implications for the Town Site

The community assessment indicates that there is a need to address the following:

- To increase the resident population;
- To extend the length of residency by improving the quality of life to reduce turnover and transience;
- To extend the age profile;
- To provide facilities to attract seniors;
- To make better provision for children and youth;
- To reduce the cost of living, to extend the income profile;
- To address the current social divide in Newman based mostly on income disparity;
- To break down the divide between permanent residents and FIFOs;
- To extend the range of employment opportunities available locally;
- To improve access to health and medical services including dentists, general practitioners, specialists, optometrists etc;
- To extend the range of dwelling types, and tenure choices;
- To improve the quality and range of community facilities;
- To increase the number and frequency of community events;
- To respect and build on the Aboriginal heritage;

- To engage the Aboriginal community;
- To respect cultural heritage sites;
- To meet the need for a greater range of cultural, arts and entertainment facilities; and
- To provide a more attractive town centre.

## 4.0 Context Analysis of Newman

### Key Implications for the Town Centre

The key implications of the community assessment of the design and appearance of the town centre are:

- Lack of streetscape articulation, with no identifiable 'town centre' (e.g. town square) or entry to the town centre;
  - Dominance of cars and car parking over pedestrians and pedestrian access ways;
  - Lack of active edges to buildings, requiring all activity to happen within buildings and not on streets or in open spaces;
  - Limited permeability or safe routes for pedestrians and cyclists;
  - Poor traffic management due to road layout;
  - "Hot" environment with no trees and limited shade;
  - Unsightly and ageing built form;
  - Lack of residential accommodation in the town centre, which impacts on vibrancy in the town centre;
  - Unsafe town centre design, with the current town layout not reflecting "designing out crime" principles;
  - Lack of integration between existing facilities in the town centre;
  - Lack of integration between the road networks of the residential areas in Newman and the town centre;
- Concern that current town centre facilities will not cope with any anticipated population growth in Newman; and
  - Poor signage and directions to the town centre.

Key implications related to the social development of the town centre include:

- Lack of places for socialising such as town squares, community facilities, cafes and restaurants;
- Lack of facilities or amenities within the town centre to cater for tourists;
- Lack of retail and hospitality opportunities (e.g. cafes; restaurants, wine bars) that support socialisation, including limited opening hours;
- Lack of cultural and arts facilities;
- Limited reflection or celebration of Indigenous or Non Indigenous heritage in town centre facilities or activities;
- Lack of positive engagement of the Aboriginal community in the town centre;
- Inappropriate behaviour, street drinking and other negative social issues in the middle of the town centre;
- Limited integration of FIFO workers into using or living in the town centre;
- Lack of legible cycling and pedestrian routes; and
- Lack of active youth spaces and activities.



## 4.0 Context Analysis of Newman

### Community Facilities Assessment - Future Growth Summary

A facilities standards assessment has been undertaken in reference to the current community facilities available in Newman. This assessment and the identification of corresponding requirements for Newman were based on specific population levels, using accepted facility provision standards used by many local governments for planning community facilities. The summary of requirements is detailed below.

The figures should be used as a guide only, as specific local needs and issues (e.g. youth needs in Newman) need to be fully considered in decisions made regarding facility developments.

**Table 5 Future requirements for community facilities**

Current Provision	Population of 7,500	Population of 10,000	Population of 15,000
<b>The current level of facilities provided.</b>	<b>It is estimated that a town population of 7,500 will require the following additional facilities (above what is currently available)</b>	<b>It is estimated that a town population of 10,000 will require the following additional facilities (above what is currently available)</b>	<b>It is estimated that a town population of 15,000 will require the following additional facilities (above what is currently available)</b>
1- Halls/ Local Community Centres	1 - Hall/Local community facility	1 - Halls/Local community facilities	2 - Halls/Local community facilities
2 - Local Sporting Reserve (1 – 2 senior playing fields)	2 - Local Sporting Reserves (1 – 2 senior playing fields)	3 - Local Sporting Reserve (1 – 2 senior playing fields)	5/6 - Local Sporting Reserve (1 – 2 senior playing fields)
5 - Sports Pavilion/ Change rooms	0 - Sports Pavilion/ Change rooms	0 - Sports Pavilion/ Change rooms	2/3 - Sports Pavilion/ Change rooms
6 - Multi-marked Sports Courts (Tennis/ Netball/ Basketball)	1/2 - Multi-marked Sports Courts (Tennis/ Netball/ Basketball)	4 - Multi-marked Sports Courts (Tennis/ Netball/ Basketball)	9 - Multi-marked Sports Courts (Tennis/ Netball/ Basketball)
2 - Cricket Wickets	1/2 - Cricket Wickets	3 - Cricket Wickets	5/6 - Cricket Wickets
NA - Public Open Space No information currently available from SoEP on this	35 hectares required in total (This amount includes existing public open space)	59.5 hectares required in total (This amount includes existing public open space)	85 hectares required in total (This amount includes existing public open space)
5 - Local Neighbourhood Parks	2/3 - Local/Neighbourhood parks	5 - Local/Neighbourhood parks	10 - Local/Neighbourhood parks
5 - Playgrounds (local)	2/3 - Playgrounds (local)	5 - Playgrounds (local)	10 - Playgrounds (local)

## 4.0 Context Analysis of Newman

Current Provision	Population of 7,500	Population of 10,000	Population of 15,000
<b>The current level of facilities provided.</b>	<b>It is estimated that a town population of 7,500 will require the following additional facilities (above what is currently available)</b>	<b>It is estimated that a town population of 10,000 will require the following additional facilities (above what is currently available)</b>	<b>It is estimated that a town population of 15,000 will require the following additional facilities (above what is currently available)</b>
1 - Youth Services Centre (currently not operational)	0 - Youth Services Centre	0 - Youth Services Centre	1 - Youth Services Centre
1 - Aged and Disability Day Care	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.
2- Childcare Centre	0- Childcare Centre	1- Childcare Centre	1/2- Childcare Centre
1 - Infant Health Clinic	1/2 - Infant Health Clinic	2 - Infant Health Clinic	4 - Infant Health Clinic
3 - Health and Medical Centre (for private health professionals)	0 - Health and Medical Centre (for private health professionals)	0 - Health and Medical Centre (for private health professionals)	1 - Health and Medical Centre (for private health professionals)
1 - Library	0 - Library	1 - Library	2 - Libraries
2- Public Primary Schools	0- Public Primary Schools	1- Public Primary School	1/2- Public Primary Schools
0 - Private Primary School	0 - Private Primary School	0 - Private Primary School	1- Private Primary School
1 - Public High School	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.
0 - Private High School	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.
0 - Out of School Care Services	1 - Out of School Care Services	1 - Out of School Care Service	2- Out of School Care Services
1 - Playgroup	0 - Playgroup	1 - Playgroup	2 - Playgroups
5- Churches	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.
5 - Employment Service/ Job Network	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.	None required unless demonstrated by local demand.

**Note:** These findings are based on a population driven model and should be used as a guide only, as such a model does not consider the standard of the current facilities or local contextual issues such as spatial planning restrictions, climatic conditions and local specific social issues (e.g. biased demographic mix, current provision of sporting club rooms at Capricorn Oval).

The information provided should also consider the following with regards to the level of facility provision:

- Not all community facilities are listed within the standards analysis.
- The remote location of Newman means that in some cases the level of facilities currently provided justifiably exceeds the standards specified.
- Co-location opportunities are highly supportable as a means to providing the required number of community facilities.
- Any planning for the provision of sporting facilities in Newman should consider that a number of sporting seasons overlap as a direct response to climatic conditions.
- That the prevalence of young families in Newman may necessitate increased provision of some specified facilities or services.
- Active and passive parks, civic spaces and playgrounds can be co-located as part of an overall strategy for the provision of public open space.
- Proximity to retail/commercial facilities and services is important to the planning of community based facilities.
- Where there is more than one sporting ground, clubhouse facilities should be centrally located so that they can be shared by a number of users.

## 4.0 Context Analysis of Newman

### Comment

Assessment of the facility provision strategy table clearly suggests that the Newman community is well catered for with regard to most facilities. The facilities standards measure applied to the current facilities provided indicate that in most cases the town either meets or exceeds the level of provision required.

However it is important to note that this standards approach only looks at the number of facilities, not the quality of existing facilities and does not consider the specific requirement of communities. There is a need for consideration to be made of the following points when considering facility planning for a town like Newman.

- Sporting seasons are compressed to accommodate for climatic conditions (creating high level demand for facilities at peak times)
- A number of clubs using the same facility and creating a high level of usage.
- The demand for floodlit playing and training areas.
- Shorter periods of daylight during the peak playing season.
- The “young” profile of the community

### 4.4 Environment

#### Key Drivers and Pressures

- Population increase, industrial and commercial growth, and associated increases in transport, energy and water use are the key driving forces affecting the natural environment in Newman.

#### Key Implications for the Town Site

The key environmental challenges for Newman in accommodating an increased population include:

- Exposure of unknown potential or actual acid generating soils resulting from ground-disturbing activities associated with land development.
- The management, use and efficiency of water resources, in particular groundwater, to sustain future demands.
- Drainage and flooding associated with waterways and natural drainage paths that run either adjacent to, or through Newman, such as the upper Fortescue River, Whaleback and Homestead Creeks and associated tributaries.

#### Key Implications for the Town Centre

The key environmental challenges for the town centre in accommodating an increased population include:

- Exposure of unknown potential or actual acid generating soils resulting from ground-disturbing activities associated with land development;
- The management, use and efficiency of water resources, in particular groundwater, to sustain future demands; and
- Drainage and flooding associated with waterways and natural drainage paths that run either adjacent to or through Newman town centre such as the upper Fortescue River, Whaleback and Homestead Creeks and associated tributaries.

### 4.5 Built Environment and Public Realm

#### Key Drivers and Pressures

The key drivers and pressures include:

- Arid climate, with high temperatures for much of the year.
- Housing choice and affordability to meet the needs of a permanent population of 15,000 people.
- The continuation of the existing low density housing, and low intensity activity does not contribute to a level of vitality and vibrancy that often characterises other regional cities.
- Land development is largely driven by government due to the limited presence of private sector developers.
- The lack of attention and investment in Newman’s public realm is adversely impacting on the attractiveness of the town for existing and new residents.

## 4.0 Context Analysis of Newman

### Key Implications for the Town Site

- Amendments to the Town Planning Scheme and the development of a planning framework are required to achieve a level of housing diversity and density desired in a vibrant regional town.
- There is a need to provide additional industrial land. Design criteria include:
  - a large tract of land to accommodate the requirement to provide large lots;
  - a significant buffer (1km) between sensitive uses accommodated in the town site and the industrial estate; and
  - cater for access for heavy haulage vehicles, drainage infrastructure and other key infrastructure;
- The physical growth of Newman will need to respond to the topographical landforms and the natural environment.
- There are opportunities for the retention of existing natural watercourses for primary drainage and to revitalise these channels into more purposeful and aesthetic, multifunctional amenities.
- The continuation of town site growth at the prevailing low densities is encouraging continued car dependence, inefficiencies in infrastructure provision, and is limiting the diversity of housing choice.
- Opportunities for infill or redevelopment opportunities within the existing urban area should be identified.
- Opportunities for affordability and diversity in housing choice should be created.
- New housing should be responsive to the climate.
- The provision of transient workforce accommodation should be designed to integrate into the urban fabric and in a manner that can be re-used over time.
- There is a strategic need to implement a program to deliver much needed public realm and amenity at both the town site and town centre level, including:
  - landscaping to enhance the sense of arrival;
  - new entry statements to the town centre, and provision of a new main street and town square;
  - enhanced movement network for pedestrians and cyclists;
- Engaging the community in the planning and activation of the public realm.
- Implementing a linked pedestrian, cycleway and public transport system throughout Newman connecting 'destination' nodes.
- Ensure the town centre is vibrant and attractive, with appealing places with interesting, flexible spaces.
- Ameliorating heat effects by focusing on responsive design that creates shade and allows infiltration of cool summer breezes.
- Implementing adequate funding, management and maintenance of all public realm areas.

- Developing a Newman 'sense of place', and an identity that acknowledges both Newman's cultural and arts foundation.

### Key Implications for the Town Centre

#### Planning Framework

- The car parking standards contained within Town Planning Scheme No. 4 for retail and commercial uses are excessive.
- Town Planning Scheme No. 4 does not currently contain any provision to undertake and adopt structure plans within the Scheme Area.
- An amendment to Town Planning Scheme No. 4 is required to introduce structure plan provisions a Development Zone or similar over proposed growth areas.
- It is considered a Local Planning Policy or Structure Plan would be a more effective mechanism than adopting the Newman Town Centre Master Plan as a Town Centre Strategy under Town Planning Scheme No. 4.

#### Connection

- Buildings are disconnected from the street edge and surrounded by large expanses of unshaded car parking.
- Poor pedestrian amenity, where lack of pedestrian infrastructure is compounded by large areas of hot unshaded asphalt.
- Movement throughout the Town Centre is unintuitive and relies on knowledge rather than an intuitive understanding.

#### Activity

- Increased population growth requires greater retail opportunity and choices.
- A lack of precinct-based agglomeration of land uses within the town centre, which is evident in the dispersal of complementary land uses.
- Limited diversity, efficiency and vibrancy of activity within the town centre.
- Limited integration between land uses reducing the potential for synergies to occur between complementary activities.
- Limited provision of residential type uses in the town centre with no vertical mixed use development.

#### Built Form

- Buildings lack design quality and a sense of permanence.
- Few buildings in the town centre exhibit a Newman style or local identity.
- Little consideration for climatic design principles resulting in excessive reliance on air conditioning and outdoor spaces with comfortable micro-climates.
- Large expanses of blank facades, limited relationship with the public realm, contributing to a dull, arduous and harsh town centre experience.
- Limited diversity and inappropriate residential for provisions for a town centre environment.

## 4.0 Context Analysis of Newman

### Public Realm

- Poor quality pedestrian environment with a lack of footpaths, street trees, and signage, and outdoor places that discourage community interaction or leisure opportunities.
- Harsh and inhospitable public realm due to expansive unshaded car parks and paved surfaces.
- Undefined and inactive street system adds to a sense of illegibility and inactivity on street networks.
- Lack of comfortable spaces such as a plazas or intimate shady public places provide limited opportunities for meeting places or for public gathering.
- The absence of soft landscape in the town centre and shade trees in streets and public places.
- Drainage lines are a key feature of the town centre and are underutilised as public places.
- There is lack of inclusive and culturally relevant public places.

### 4.6 Infrastructure

#### Key Drivers and Pressures

- Newman currently has adequate provision for power, water, wastewater, telecommunications and stormwater drainage (although the existing water treatment plant is at capacity).
- Population increase, industrial growth and associated increases in transport, energy and water use are the key driver forces affecting the existing infrastructure capacities in Newman.
- Newman's service utilities are often not the typical statutory providers. Delivery suffers as the option to maintain services and improve delivery is secondary to core business priorities.
- Newman's major infrastructure assets are 30 to 40 years old and the functional life expectancy of these assets is unknown. Maintenance and upgrades required for predicted growth scenarios of these assets is likely to be difficult and expensive.
- Documentation and technical information of existing infrastructure is scarce as infrastructure and servicing requirements for the town were generally constructed on an as needs basis. In depth planning and analysis is required by the relevant service authorities for accurate predictions of service upgrades based on growth scenarios.

- A lack of flood mapping information around Newman makes it difficult to assess growth expansion sites.
- Growth areas extend outside the current water and wastewater license boundaries and these will require an amendment.

#### Key Implications for the Town Site

- BHP Billiton is currently the service authority for electrical power within Newman and has shown interest in relinquishing the town's distribution system to a recognized provider such as Horizon Power. This process should be encouraged.
- BHP Billiton is currently owner and controller of the water source, water treatment and potable water storage assets in Newman, and has shown interest in relinquishing water treatment and potable water storage assets to a recognized provider such as Water Corporation. This process should be encouraged.
- The transfer of water source licenses and assets would be difficult to achieve due to the intrinsic relationship between the dewatering and recharge process and mining operations.
- In the town site growth areas, surface flood routes should be created on public land.

- The Highway Industrial Area is remote from the town site and extension of services will be expensive. Opportunity exists for independent water and sewer treatment facilities at a local level catering for the site or by individual owners installing their own systems.

#### Key Implications for the Town Centre

- A new road link from the Kalgan Drive / Newman Drive intersection around Boomerang Park would provide a direct and convenient access route into the town centre. A four-way intersection at this location would be an appropriate location for a roundabout.
- The town centre car park, including the north south circulation road that acts as a continuation of Market Place, is a very poor environment for pedestrians and cyclists. Pedestrian and cyclist routes through the town centre need to be clearly defined and missing links completed.
- The town centre lacks a main street that is immediately recognisable as the focus of retail and commercial activity.
- A new link between Newman Drive and Rogers Place east of the early learning centre would be useful to help distribute traffic flows and would also improve pedestrian and cyclist access from the southeast side of the town centre.



## 4.0 Context Analysis of Newman

- Current parking supply in the town centre is higher than the normal weekly peak demand. Parking supply ratios could be reduced by around 25% or 30% without compromising the operation of the town centre. Provision for overflow parking facilities nearby would accommodate rare days when peak parking demand is higher than normal.
- There is a need to accommodate a wide variety of vehicle sizes and types including vehicles towing trailers or caravans, motor homes, tourist coaches, trucks and large four-wheel drive vehicles.
- If Newman town site expands beyond reasonable walking distance from the town centre a community shuttle bus service may be introduced between outer areas and key locations such as the town centre, hospital, recreation centre and high school.
- As the staged revitalisation of the town centre progresses opportunities to normalise existing service provisions should be implemented.
- Drainage easements should be allocated in the favour of the SoEP to ensure blockages and flood risks are minimized.

### Newman today

Newman is a mining settlement under significant pressure. A range of issues must be addressed to allow Newman to reach its potential:

- Production economy tied to an expanding resources sector and primary industrial activity.
- Workforce is resource sector orientated, leading to significant gaps in Newman's employment profile.
- Shortage of service workers, which impacts on the level and quality of service provision.
- High proportion of singles, families, and young children.
- High proportion of men.
- Lower proportion of teenagers and seniors.
- Limited integration of the local indigenous population.
- Aging infrastructure at capacity.
- Limited planning and coordination of hard and soft infrastructure.
- Land is subject to Native Title and other development constraints.
- Limited availability of developable, affordable land.
- Inelastic land and housing supply pipeline.
- High building construction costs - a key impact on housing affordability.
- Limited local building construction and construction material supply industries, which exacerbates building construction costs.
- Limited housing choice.
- Social polarisation as access to housing is largely restricted to those on high wages or qualify for housing subsidies.
- Limited retail opportunities and competition, which impacts on living costs.
- Range and quality of services do not meet community expectations.
- Limited cultural activities.
- Inadequate town centre with limited retail choice.

### Newman tomorrow

Establishing Newman as a subregional service centre of 15,000 requires the following:

- An expanded, more diverse economy, which offers a broader selection of job opportunities.
- Stronger integration of FIFO and local indigenous population into the community.
- A planned town that responds to the environmental conditions of the Pilbara and exhibits a strong sense of place – particularly local indigenous art and culture.
- Greater housing diversity that meets the needs of a broader demographic profile, and in a style that responds to the climate.
- Hard and soft infrastructure that meets the needs of the town, and facilitates growth.
- More industrial, commercial and residential land supply and creation of readily developable land banks that can be quickly released to the market.
- Improved housing affordability through normalisation of the land and housing market, centred around a strong private sector presence.
- Establishment of a commercially viable local building construction and construction materials supply industry as part of the process of normalising the land and housing market.
- Creating economies of scale for private developers to underpin commercial viability, for example through increased land release, and opportunities for house and land packages, will be major incentives for business establishment.
- Demonstration projects targeted at delivery of affordable land and housing for service and residential construction workers.
- A modern vibrant and attractive town centre which offers more opportunities to shop and socialise, and promotes Newman's sense of place.
- Provision of services at a standard that meets the expectations of the community.
- Excellent connectivity and transport linkages throughout the town.

## 5.0 our Response

### 5.1 Goals and Objectives of the NRP

Investigation of the key drivers and pressures and their implications for Newman have identified the following goals and objectives to deliver the vision:

Aspirational Goal	Project Objectives
<b>Economy</b> A robust, diversified local economy that effectively services the needs of local and regional industry and population	Improved local business capability to service established industry sectors
	Optimised local employment distribution to meet the requirements of industry and population
	Increased local business, industry and employment diversity
	Enhanced local business investment and entrepreneurial activity
	Activated and accessible retail and commercial destinations
<b>Community</b> Communities that are safe, healthy, and enjoyable places to live and work; offer cultural, educational, recreational opportunities; provide appropriate housing, services and amenities; foster active local citizenship.	Provision of a full range of community services and facilities
	Affordable accommodation and living
	Community cohesion, vitality and involvement
	Strong cross cultural relationships
	Acknowledgement of cultural heritage through built form, public art, community art and community activities
	Good access to work, services and amenities
	Community participation in goal setting and decision-making processes
	Integration of workforce with local community
<b>Environment</b> Local, regional and global eco-systems in which landform, habitat and biodiversity are retained and that provide natural provisioning, regulating and cultural services.	Protection of significant natural landform
	Protection of significant native vegetation and habitat
	Prevention of pollution and erosion from stormwater
	Retention of predevelopment water balance
	Reduced net per capita carbon emissions
	Minimal waste to landfill
	Best practice recovery and reuse of materials
	High levels of air quality
	Acceptable noise levels

## 5.0 Our Response

Aspirational Goal	Project Objectives
<p><b>Infrastructure &amp; Resources</b> Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport</p>	<p>Best practice per capita water consumption</p> <p>Energy efficient built form</p> <p>Energy efficient lighting, equipment and appliances</p> <p>Best practice materials efficiency</p> <p>Effective and well utilised public transport</p>
<p><b>Built Environment and Public Realm</b> An urban form that reflects the intrinsic qualities of the site context, characteristics and relationships and complements the natural environment; with centres that are vibrant, dynamic, diverse and functional</p>	<p>Increased net development density</p> <p>A place based response that reflects the climate, context and site</p> <p>Management strategies for climate change and natural disasters</p> <p>An integration of uses that achieves functionality, efficiency and compatibility</p> <p>Connectivity at local, district and regional scale</p> <p>A network and hierarchy of streets and public spaces that provides permeability and legibility</p> <p>A integrated movement network that ensures the safe movement of pedestrians, cyclists and vehicles</p> <p>A diverse mix of uses, buildings and housing types</p> <p>High quality well designed buildings that reflect the site context</p> <p>A variety of well defined open spaces</p> <p>An accessible and legible town centre destination</p>

# RESPONSES TO KEY CHALLENGES

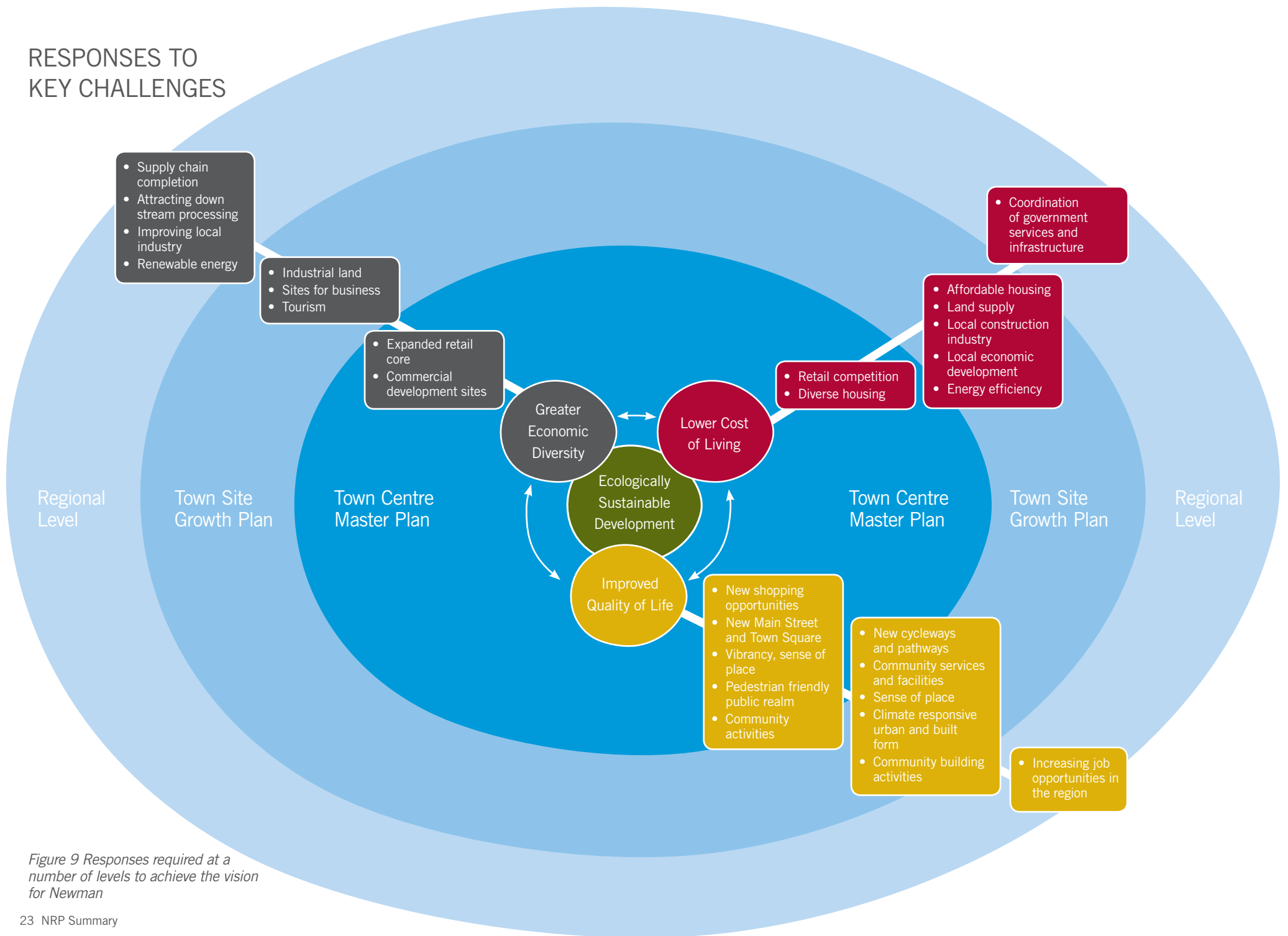


Figure 9 Responses required at a number of levels to achieve the vision for Newman

## 5.0 Our Response

### 5.2 Key elements of the integrated response

Responding to the goals and objectives requires an integrated response, which must address four key elements simultaneously if the vision is to be achieved.

- **Economic Diversification:** If the population of Newman is to increase at the anticipated scale, this will require a significant increase in jobs to support the resident community. This in turn will require the diversification of the local economy which means working closely with the resource industry to find ways of developing a more robust, flexible and adaptable local economy.
- **Lower Cost of Living:** The high cost of living in Newman is also impacting on the ability of Newman to grow its population. Service worker accommodation at affordable prices will need to complement economic diversification initiatives. Initiatives and actions are needed to address the cost of rents and mortgages and free up the operation of the housing market. The availability of affordable housing to accommodate the required population is a key element on this. Providing new opportunities for retail will also increase competition and help to bring down the cost of shopping.
- **Improving the Quality of Life:** Although Newman has both the natural and economic attractions, there is a level of dissatisfaction amongst the community with the level of service provision, facilities and amenities. The urban form, quality of the built form, and range of housing does not generally make a positive contribution to the quality of life for Newman residents. There is a strong perception that its needs in core areas such as health, education, utilities infrastructure, and transport and community amenities must be urgently addressed, and a desire for immediate action to be taken to revitalise the town centre.
- **Ecologically Sustainable Development:** The growth of Newman will need to respond to the local climate and minimise impacts on the environment. Becoming more self-sufficient, reducing the growth of FIFO and ensuring the town remains compact and will help limit carbon emissions. Investigation of renewable energy options will also be key to a more sustainable future, and create new economic opportunities for the town.

### 5.3 Responding at a number of levels

Responding to the shared vision for Newman also demands action at a number of levels:

- **Region:** Some things can only be achieved by coordinated action at the regional level. For example, many initiatives aimed at working with the resource industry to examine working practices, or diversifying the economy are beyond the control of the SoEP and can only be tackled at the regional level. Regional level governance is also a key issue if the Pilbara is to drive change.
- **Town Site:** Providing more land for release to house the resident and business community requires better planning at the town site level so that there is a clear vision on where best to meet these needs, built on a vision shared with business and the local community. This can then provide the framework needed to identify the infrastructure and programs needed to support these communities.
- **Town Centre:** At the heart is the town centre, which provides the focal point for the community, meeting places to interact, and represent to visitors the meaning of the place.

Figure 9 provides a summary of key initiatives that must occur at these levels to achieve the vision for Newman.



Figure 10 The strategies required to respond to the key elements of the NRP.

# 5.0 Our Response

## 5.4 An integrated strategy for Newman

In response to the challenges facing Newman a range of programs and initiatives have been identified, which subsequently translate to what must happen to realise the vision. The NRP Implementation Plan (Volume 1) sets out a total of 24 separate strategies to realise the aspirational goals and objectives, and respond to the four key cross-cutting elements. These are illustrated in Figure 10. The colour coding indicates which key element the strategy responds to (and can respond to more than one element). What must occur on the ground is illustrated in the Town Site Growth Plan (Volume 2 of the NRP) and the Town Centre Master Plan (Volume 3 of the NRP).

### 1. Diversifying the Economy – Regional Level

Develop and implement an economic development strategy for the Pilbara. This strategy will focus on a range of initiatives to diversify the Pilbara economy, including supply chain completion and value chain augmentation for existing resource industries in the Pilbara; reducing cost pressures for local industry establishment, operation and expansion; improving the capability of local industry to service the resource sector, establishing a local construction industry, supporting viable new / embryonic non

resource sector economic activity including tourism; and ensuring key infrastructure is capable of supporting economic development and identifying key enabling infrastructure for specific industries.

In the medium and longer term, there is an opportunity to establish the Pilbara as a low carbon emission energy hub based on LNG, solar and other technologies. Further economic development could involve the focussed promotion of downstream processing industries associated with LNG, minerals and energy; facilitating the establishment of industry hubs and cluster development; and new industry, non resource sector, industry opportunities

### 2. Diversifying the Economy – SoEP Level

Develop and implement an economic development strategy for the SoEP and Newman. An economic development unit for the SoEP is proposed, establishing local government entrepreneurial business activity to promote the expansion of local industry capability and to activate the town site / town centre.

A high quality town with the range and standard of living conditions, amenities and services is necessary to attract and retain a diverse, stable employment base.

### 3. A New Governance Structure - Regional Level

Develop multi-level governance model with stratified approach to economic development, and partnerships for coordination and implementation.

For Newman to graduate to a subregional centre of 15,000 or more residents will require a coordinated and facilitated, cross agency and multi stakeholder intervention designed to reconfigure the local economy in such a way as to stimulate growth in local employment, which in turn will underpin the town's residential population growth over the next thirty years or so. This requires both a governance mechanism and an investment vehicle with the authority, expertise and resourcing capability to make it happen.

### 4. A New Governance Structure - Local Level

Local Government / Regional Council representation on the Pilbara Partnership Board (PPB) is essential as Local Government represents the on ground interests of the Pilbara communities. Furthermore, at a localised implementation level, local government has a substantial role to play in the implementation of localised development programs and strategies that reflect the higher order, objectives and strategies of the PPB.

### 5. Housing Strategy

This includes the increased provision and diversification of land lot sizes housing types to address affordability and create more vibrant and active neighbourhoods and town centre.

### 6. Tourism Strategy

Develop a regional tourism strategy to identify opportunities to attract visitors, identify attractions and events, and accommodation strategies.

### 7. Cooperative Research Centre

Investigate the potential to position the town as a location for a Cooperative Research Centre into Regional Cities Development. Potential areas of investigation might include, as examples, water conservation and reuse in arid climates, regional economic sustainability and food production in remote areas. This approach requires aligning the town to a university or higher education institution in order to attract Federal Government funding.

### 8. Newman Community Pride and Engagement and Pride Strategy

The development of this strategy will build upon existing foundations of community connections. There is a strong connection for many people with their town in Newman.

## 5.0 Our Response

This includes a love of the outdoor lifestyle, beautiful natural environment and the small country town feel. With the population growing there is concern that elements of this “feel” might be lost in the future.

### **9. Education, Training and Personal Development Strategy**

This strategy will establish an integrated pathway to providing access to a wide range of educational services at all education levels.

### **10. Health Services Strategy**

The provision of health and emergency services is a very high priority for people in Newman and can result in people having to leave town to access a range of services. This strategy will establish an integrated pathway to providing access to a wide range of health services.

### **11. Children and Youth Leadership and Development Strategy**

The Youth Development Strategy will describe actions required for improved youth engagement, services and facilities in Newman.

### **12. FIFO / Transient Worker Integration Strategy**

This plan will provide the research, strategies and actions required to better integrate temporary/fly in – fly out workers into the Newman community in order to generate benefits for all stakeholders.

### **13. Indigenous Engagement Strategy**

The Nyiyaparli, are the traditional owners of the land and hold native title. The Nyiyaparli now reside in Port Hedland. The Martu are the custodians of the land and are connected to the land on a regional level, with close family ties existing between Indigenous communities throughout the Pilbara. The Martu people are comprised of approximately a dozen language groups that extend across the Gibson and Great Sandy Deserts. The Martu homelands extend into the Western Desert. Culture is still a very important aspect for the Martu who live in and around Newman. Martu and Nyiyaparli represent one of the oldest living cultures in the world and were the last group within Australia to move from their tradition way of life. This strategy aims to integrate the Indigenous communities into Newman resulting in a more inclusive and welcoming town for all.

### **14. Newman is Home Strategy**

The Newman is Home Strategy will foster a greater connection with the town through the establishment of processes to welcome and induct new residents into town. The Strategy will build upon some work already being undertaken to take a cohesive approach across government agencies; community organisations; businesses, Industry and local government to attracting and retaining residents to the town.

### **15. Natural Resource Management Strategy**

A Natural Resource Management Strategy specific to Newman and its surrounds, addressing the sustainable management of land, flora and fauna, fresh water and coastal marine environment.

### **16. Waste Management Strategy**

SoEP Waste Management Strategy customised to specific conditions and requirements of the Newman town site and town centre.

### **17. A Compact and Diverse Town**

An urban growth strategy that provides an urban form that is climate responsive, activity centres with diversity and mixed use, and efficient by minimising the need to rely on the car, based around walkable neighbourhoods through precinct planning.

### **18. An Integrated Movement Network**

A Strategy to develop an integrated movement network for Newman to link to surrounding towns, accommodate freight, that is responsive to the quality of the urban environment, and incorporates a street hierarchy, parking, public transport, walking and cycling.

### **19. A Built Form and Public Realm Strategy**

The strategy includes the development and implementation of a Public Realm Strategy for the Growth Strategy for Newman.

### **20. Vibrant and Attractive Town Centre**

A town centre master plan to create a vibrant, attractive and pedestrian friendly focal point for Newman.

### **21. Integrated Servicing Strategy**

Formulate a water and wastewater strategy for Newman, staged from present to 15,000 population target.

### **22. District Water Management Strategy (DWMS)**

A District Water Management Strategy which addresses long term infrastructure needs in respect of water, wastewater and stormwater, and sets the planning framework for future development.



## 5.0 Our Response

### 23. Energy and Greenhouse Gas Management Strategy

An Energy and GHG Management Strategy which establishes an energy efficient, low carbon approach as the basis for Newman's long term energy infrastructure needs.

### 24. An Integrated Transport Strategy

An Integrated Transport Strategy for Newman incorporating street hierarchy, parking, public transport, walking and cycling.

### Ecologically Sustainable Development

The strategies outlined in this section incorporate a number of initiatives that when taken together represent the ecologically sustainable development of Newman.

This table draws together those initiatives with a view to highlighting the sustainability outcomes that will flow from the delivery of the KCN Plan.

	Summary of Strategy	Project Objectives
Land and Environment	<ul style="list-style-type: none"> <li>• Compact and diverse settlement pattern</li> <li>• Reduced reliance on surface and groundwater supply</li> <li>• Natural Resource Management strategy</li> <li>• Protection against sea level rise and storm surge</li> <li>• Best practice water sensitive urban design</li> </ul>	<ul style="list-style-type: none"> <li>• Increased net development density</li> <li>• Protection of significant natural landform</li> <li>• Protection of significant native vegetation and habitat</li> <li>• Prevention of pollution and erosion from stormwater</li> <li>• Retention of predevelopment water balance</li> <li>• Management strategies for climate change and natural disasters</li> </ul>
Energy and Greenhouse Gas Management	<ul style="list-style-type: none"> <li>• Energy efficient buildings</li> <li>• Solar PV for new housing</li> <li>• Solar hot water for new housing</li> <li>• Combined cycle gas power station upgrade</li> <li>• Fully integrated NWIS grid</li> <li>• Solar thermal power</li> <li>• Smart Grid</li> <li>• Walking and cycling network</li> <li>• Bus Service</li> </ul>	<ul style="list-style-type: none"> <li>• Energy efficient built form</li> <li>• Energy efficient lighting, equipment and appliances</li> <li>• Reduced net per capita carbon emissions</li> <li>• Effective and well utilised public transport</li> </ul>
Water	<ul style="list-style-type: none"> <li>• Water efficient fitting and fixtures in buildings</li> <li>• Water efficient irrigation practices</li> <li>• Recycled wastewater for non-potable supply in new development areas</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice per capita water consumption</li> </ul>
Waste	<ul style="list-style-type: none"> <li>• Materials efficient buildings</li> <li>• Waste recycling scheme</li> <li>• Resource recovery facility</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice materials efficiency</li> <li>• Minimal waste to landfill</li> </ul>

# 5.0 our Response

## 5.5 A new approach to governance

The “Business as Usual” approach by all levels of government and industry will not deliver a sustainable Newman with a permanent population of 15,000. It will require a strong and direct intervention from all levels of government and industry. It will require a different approach to governance to ensure the timely implementation of infrastructure, associated amenity and creation of economic employment opportunities.

Regional development is a high government priority, and in recognition of this the State Government has proposed establishment of the PCO, illustrated below to expedite, facilitate and coordinate Government and industry activity for the development of the Pilbara. It is recommended this governance model for the Pilbara should evolve over time to the establishment of a stand-alone state department that directly reports to a Minister.

A key challenge for any proposed governance structure will be to generate a resident regional workforce to achieve a Newman with a stable resident population of 15,000, with a resident workforce of up to 7,500. For this to occur, it requires the long term commitment and investment in the Pilbara by both the private and public sectors. Any

future governance arrangements require the policy setting, legislative and regulatory authority with subsequent resourcing and investment decision making capability to advance the development of the Pilbara.

The proposed governance model is suggested for consideration by State Government as part of the second phase roll out of the PCO for the development of the Pilbara and is described in detail in the NRP at a local level.

This will provide the focus, coordination and drive required to overcome the current silo approach of government to achieve the significant agenda for the Pilbara.

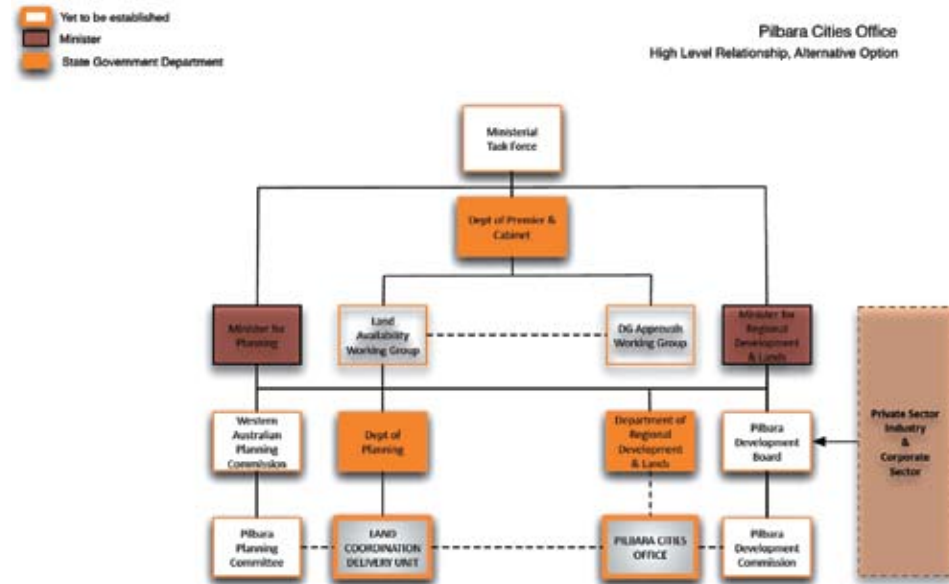


Figure 11 Pilbara Cities Office - High Level Relationships



## 6.0 The Newman Town Site Growth Plan

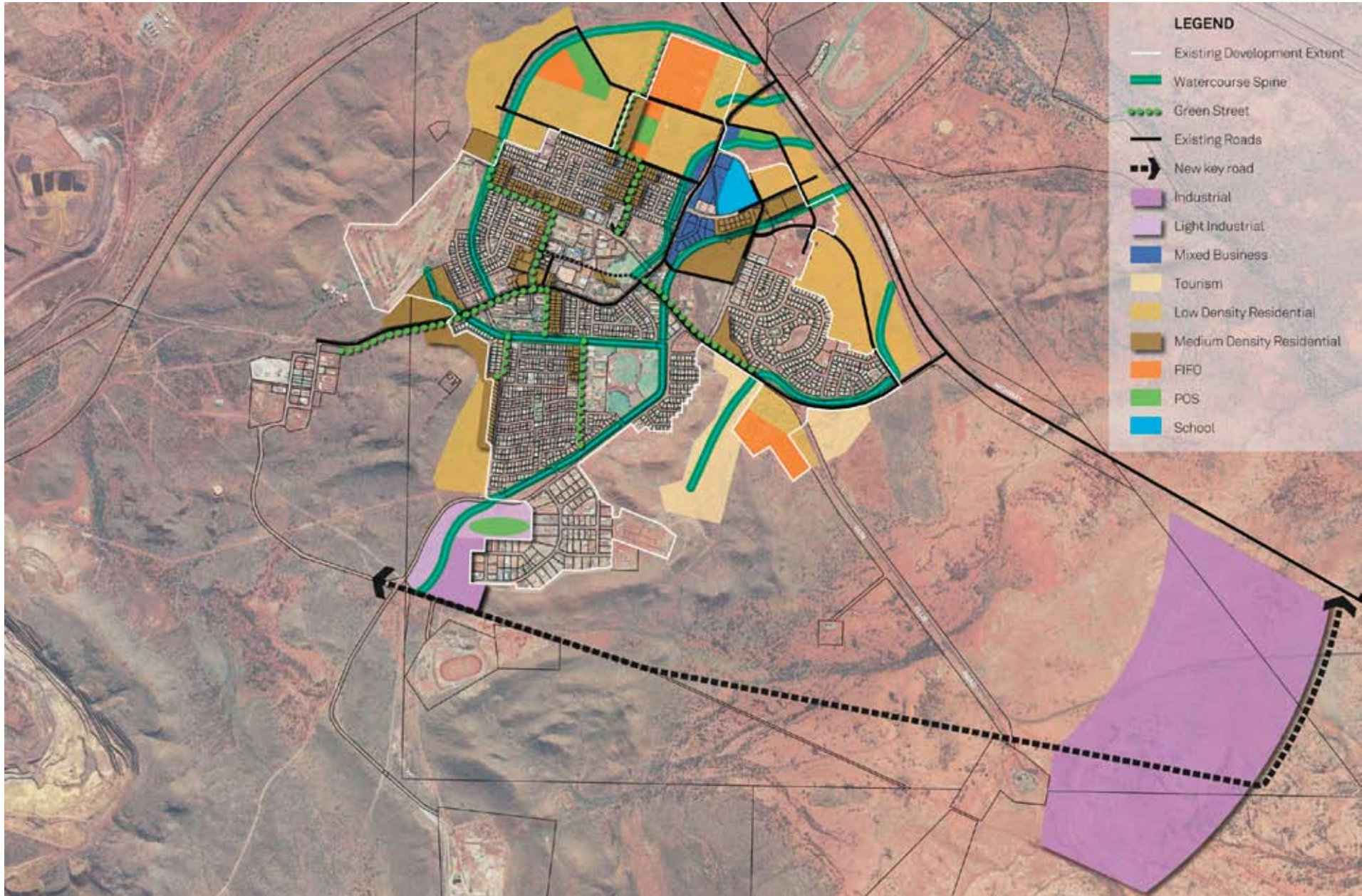


Figure 12 Newman Town Site Growth Plan

## 6.0 The Newman Town Site Growth Plan

### 6.1 Key Objectives of the Town Site Growth Plan

The Newman Town Site Growth Plan (Volume 2 of the NRP) allows for Newman to achieve its potential as a subregional centre, and home to up to 15,000 permanent residents. Key objectives for the Plan include:

- To provide sufficient land to accommodate residential, commercial, retail, industrial, community and cultural land uses to support growth of the town site to 15,000 permanent residents;
- To accommodate improved medical and health facilities;
- To identify future school sites required to accommodate growth;
- To provide an integrated network of roads, cycling and pedestrian connections;
- To identify key worker and FIFO accommodation and integration of this accommodation with the local community;
- To protect the natural landform, particularly the hills surrounding the town site;
- To enhance the native vegetation and habitats through green corridors;
- To integrate water sensitive design principles;
- To provide a place based response to the environment and natural topographical features;

- To integrate land uses, where appropriate, to improve accessibility; and
- To provide a diverse mix of land uses.

Spatial planning typically occurs independent of identifying decisions that need to be made on supporting infrastructure. The Newman Town Site Growth Plan includes a servicing plan that identifies the soft and hard infrastructure required to facilitate growth. This section provides an overview of the key elements of the Plan and how expansion will be serviced.

### 6.2 Key Elements of the Newman Town Site Growth Plan

The Newman Town Site Growth Plan is illustrated at Figure 12. Key elements of the plan are described below.

#### Compact Growth Strategy

To build and improve on the existing structure, the town site will remain compact with good connectivity to the town centre and throughout the town site. The town currently accommodates approximately 1,580 dwellings. At an average occupancy of 2.8 people, Newman will need to accommodate 5,360 dwellings to house a population of 15,000 permanent residents. Residential expansion will be limited to a 2km radius of the town centre.

#### Improved Movement Network

The movement network has been structured so that there is a clear hierarchy to assist with way finding and general access throughout the town site. This includes new road access through the town centre, a new bypass road connecting the new and existing industrial areas, and improved access to the residential growth areas to the north of the town site.

#### Green Spines

Water courses that traverse through the town site will be enhanced to bring in much needed 'water' and 'green' elements. This will create areas of amenity that will assist with way finding and provide a further structuring element to build the towns identity. The amenity provided by these green corridors will also create opportunities for medium density to be developed nearby.

#### Tree Lined Pedestrian Connections

The existing pedestrian and cycle network will be extended to improve connectivity throughout the town site, and form part of an overall open space system that offers shade, recreation opportunities and other advantages. Boulevard planting will be a feature on key routes and provide much needed shade.

## 6.0 The Newman Town Site Growth Plan

### New Highway Industrial Area

Industrial land is a key driver for the growth of the Pilbara. A new industrial area is proposed to the south west of Newman directly off Great Northern Highway. It will play a key part in expanding Newman's strategic role as a service hub. This new industrial estate will provide an opportunity for businesses seeking to take advantage of Newman's strategic importance, particularly those that would benefit from clustering in the one location.

A substantial buffer between the new industrial area and the town will minimise any impacts from noise and dust. A new bypass road is also proposed that will improve access to the existing industrial areas at rear of the town and reduce heavy vehicle traffic moving through it to get there.

Investigation of the feasibility of developing the industrial is proposed to commence immediately. A number of factors will need to be addressed to open up the site for development, including clearing Native Title, rezoning and determining infrastructure arrangements. Detailed consideration will also need to be given to Newman's comparative advantage and the types of businesses that should be targeted that will provide the greatest benefit to Newman's economy. This will inform the design of the estate and enable targeted business

attraction strategies to be put in place.

There is scope to expand the existing light industrial area, although major expansion is physically constrained. Provision of additional light industrial land at the new Highway Industrial Area should commence immediately so that development can begin as soon as possible.

### New Mixed Business area

A new mixed business area is proposed along Newman Drive, where it will have good exposure to passing traffic. The area will provide an opportunity for a range of bulky goods, showroom and warehouse uses.

Investigation of the development of the mixed business area should commence immediately, and development should commence as soon as possible.

### Greater Housing Choice

The growth plan allows a diversity of housing to meet the needs of the broader demographic profile the town must attract. Figure 13 provides an indication of dwelling yields to be achieved across the town site which based on 2.7 people per dwelling could give an additional population of 12,690.

Figure 14 provides an indication of how growth could be staged, based on the regional extension of infrastructure.



Above: Examples of medium density residential typologies

### Low density

For those seeking to maintain the current lifestyle, larger lots ranging from 400sqm to 700sqm are proposed on the periphery.

### Medium density

Areas of higher density and infill are essential to retain the compact structure of the town, and support locations for more pedestrian activity is required. This includes in and around the town centre and adjacent to areas of higher amenity such as green spines. Medium density dwelling types:

- Duplex development (where infill occurs)
- Two storey townhouses
- Grouped dwellings for key worker and FIFO accommodation
- Low rise walk up apartments (3 storeys) in an around the town centre
- Courtyard
- Shop top apartments

Providing more housing choice should free up larger dwellings as people move into housing that better suits their circumstances.

### FIFO accommodation

FIFO accommodation will be integrated into the town site at a number of locations. Rather than being closed off, FIFO accommodation will be encouraged to address surrounding the area.

### School Sites and Public Open Space

An additional primary school site and opportunities for public open space to meet the needs of 15,000 have been identified.

### Tourism Accommodation

Two tourist accommodation sites have been identified on Kalgan Drive. These will provide affordable holiday accommodation including a caravan park, camping sites and chalets. Investigation of the development of these sites should commence immediately, and development should commence as soon as possible.

# 6.0 The Newman Town Site Growth Plan

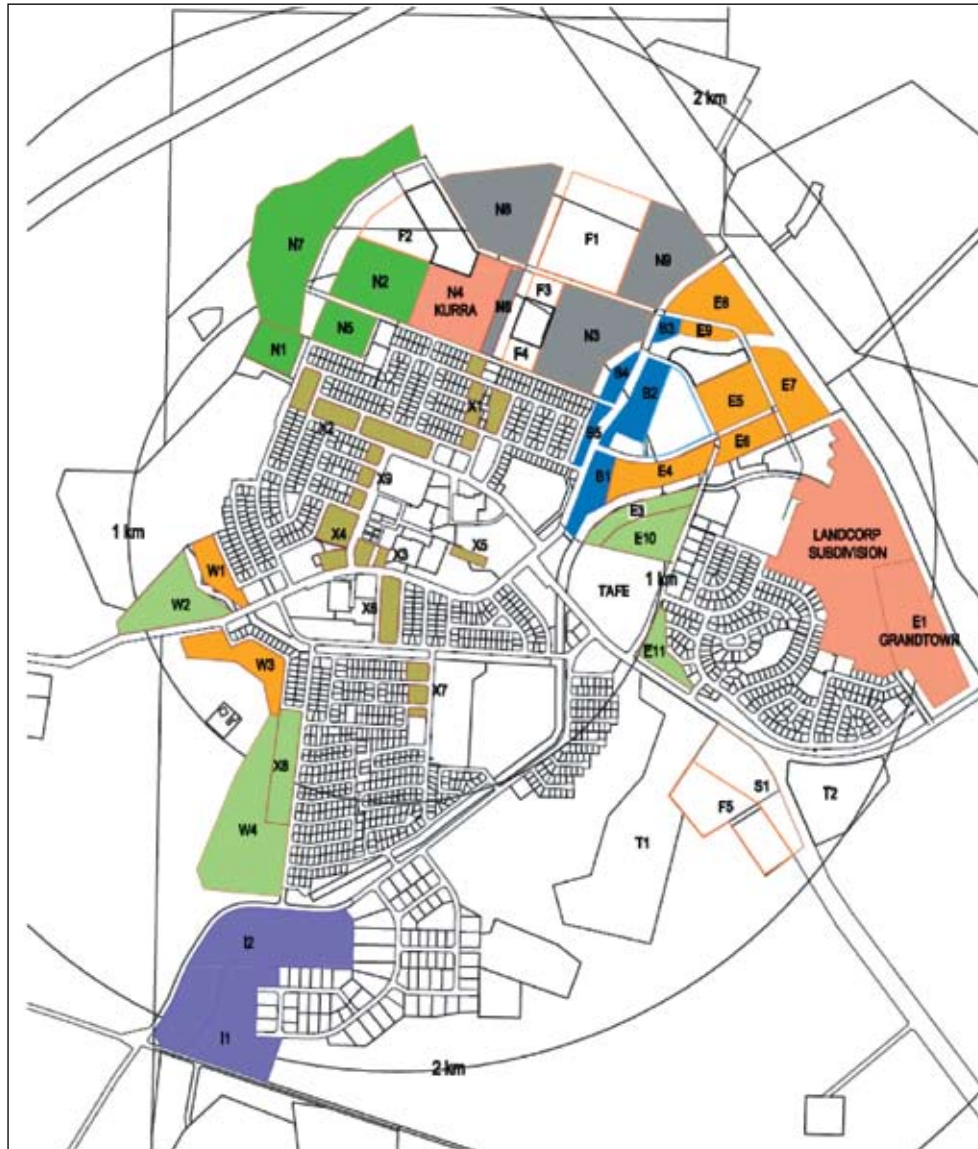


Figure 13 Town Site Dwelling Yields

AREA CODE	AREA (Ha)	Dwelling Type	Projected Dwelling Yield
<b>GROUP 1 RESIDENTIAL COMMITTED</b>			
East Newman LandCorp Subdivision		single res	370
E1	10	single res and med density	150
N4	8.4	single res	220
<b>SUBTOTAL</b>	<b>18.4</b>		
<b>GROUP 1 INDUSTRIAL</b>			
I1	8.6		
I2	16.3		
<b>SUBTOTAL</b>	<b>24.9</b>		
<b>GROUP 2 RESIDENTIAL NEW</b>			
E4	3.8	med density	225
E5	4.3	single res	65
E6	2.4	med density	140
E7	4.5	single res	55
E8	5	single res	60
E9	1	single res	20
W1	2.2	med density	140
W2	4.3	med density	280
<b>SUBTOTAL</b>	<b>27.5</b>		<b>985</b>
<b>GROUP 2 MIXED BUSINESS</b>			
B1	2.4		
B2	3.4		
B3	0.7		
B4	1.1		
B5	0.8		
<b>SUBTOTAL</b>	<b>8.4</b>		
<b>GROUP 3 RESIDENTIAL REDEVELOPMENT</b>			
X1	4	med density	160
X2	4.8	med density	190
X3	0.8	med density	50
X4	1.1	med density	50
X5	0.5	med density	40
X6	1.7	med density	70
X7	1.2	med density	50
X9	1.1	med density	65
<b>SUBTOTAL</b>	<b>15.2</b>		<b>675</b>
<b>GROUP 4 RESIDENTIAL NEW</b>			
E3	2.7	med density	220
E10	3.8	med density	230
E11	2	med density	80
X8	2.4	med density	145
W2	5.9	med density	350
W4	12.8	single res	190
<b>SUBTOTAL</b>	<b>29.6</b>		<b>1215</b>
<b>GROUP 5 RESIDENTIAL NEW</b>			
N1	2.8	med density	160
N2	7.4	single res	90
N5	3.2	single res	65
N7	19.2	single res	230
<b>SUBTOTAL</b>	<b>32.6</b>		<b>545</b>
<b>GROUP 6 RESIDENTIAL NEW</b>			
N3	10.4	single res	155
N6	1.6	med density	130
N8	10.4	single res	155
N9	8.2	single res	100
<b>SUBTOTAL</b>	<b>30.6</b>		<b>540</b>

## 6.0 The Newman Town Site Growth Plan

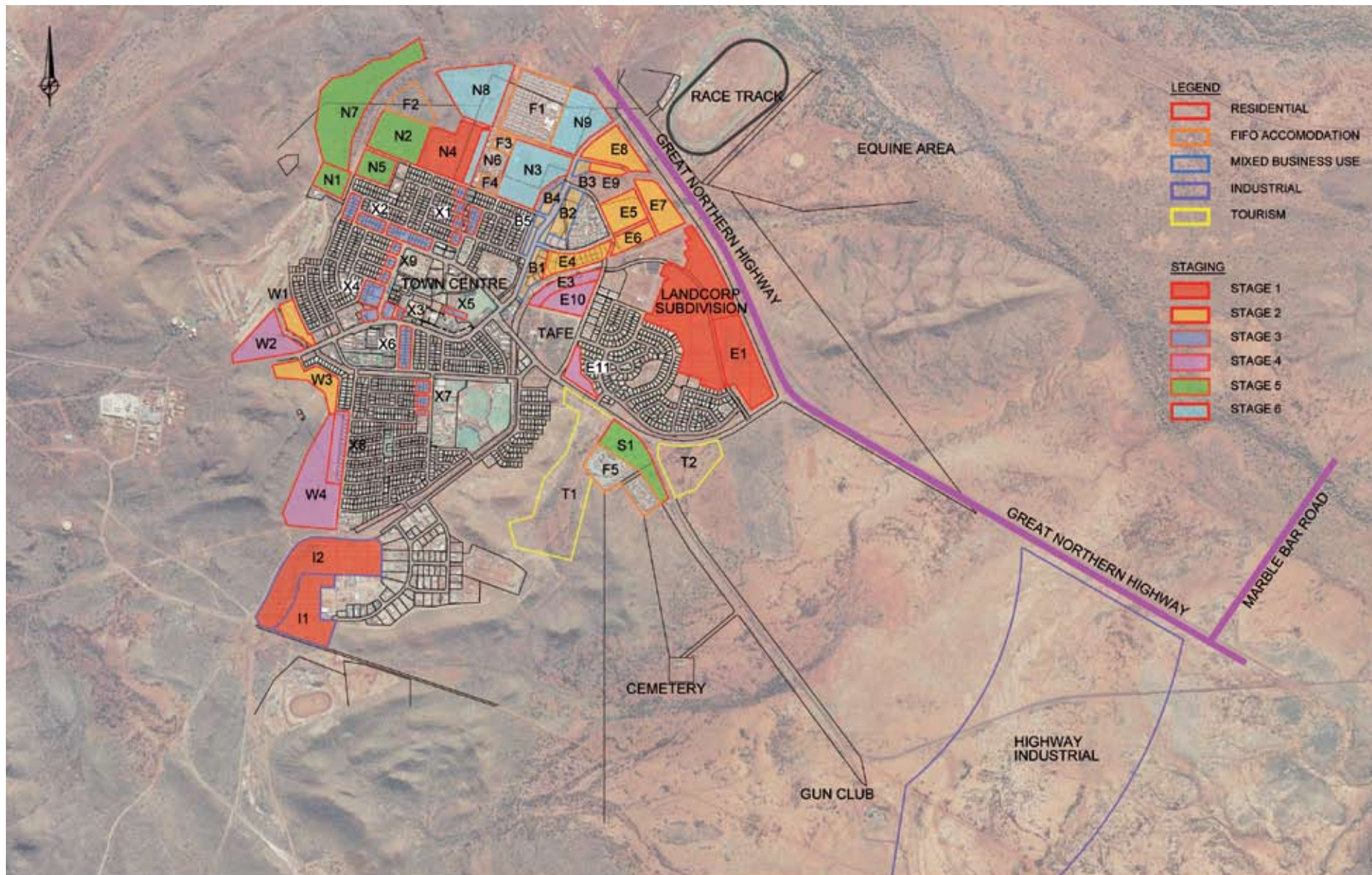


Figure 14 Town Site Staging Plan



## 6.0 The Newman Town Site Growth Plan

### 6.3 Servicing the Newman Town Site Growth Plan

#### Potable Water Supply

The water treatment plant, owned by BHP Billiton, is at capacity. The planned new reverse osmosis plant will increase capacity to 10ML per day and accommodate 11,500 people. Beyond that, additional modules will need to be added to the treatment plant to increase capacity.

The Water Corporation is currently undertaking analysis of the network, and is expected to confirm the need to upgrade existing distribution mains and provide additional distribution mains throughout the town site to accommodate increased demand. Any expansion of the town site will require an amendment to the Water Corporation's license area.

#### Waste Water

Any expansion of the town site will require an amendment to the Water Corporation's sewer license area.

The sewer treatment plant owned by the SoEP is operating at 60% to 70% of its design capacity. It could accommodate up to 10,000 people (design capacity flow 2,000 KL/day). The plant can be expanded to accommodate up to 13,000 people, however increases beyond that will require it to be substantially upgraded or a new plant to be constructed.

#### Drainage

The existing major drains can accommodate the stormwater discharge from growth areas.

#### Power Generation and Supply

The power station owned and operated by Alinta Energy Limited is meeting the needs

of the town site, and has capacity to expand to meet peak demand of 15,000 people. The power distribution network is largely owned and maintained by BHP Billiton.

An Energy and Green House Gas Management Strategy is proposed which establishes an energy efficient, low carbon approach as a basis for Newman's long term energy infrastructure needs.

#### Telecommunications

The main telecommunication link for Newman is by fibre optic cable in Great Northern Highway. With progressive transmission upgrades, this cable will be sufficient to meet the demand of 15,000 people.

The existing exchange facility is nearing capacity and expansion is likely to be required following completion of the East Newman subdivision.

National Broadband Network legislation is expected to be passed in June 2010 which will require developers to install infrastructure resulting in fibre optic connection to all new properties.

#### Transport Infrastructure

Primary recommendations on the transport and movement network are as follows:

- Plan for a new road route through existing residential areas north of the town centre to carry additional traffic movements to the town centre from new residential growth areas on the northern edge of town.
- Construction of a new bypass road from Great Northern Highway around the southern side of Newman to Welsh Drive to provide a direct link between new and existing industrial areas and reduce heavy vehicle movements through the town site.
- Review the potential to reduce the speed limit on Newman Drive from 60km/h to 50km/h between Mindarra Drive and Fortescue Drive to enhance safety for all road users.
- Plan for upgrades required at intersections that will carry additional traffic in future, such as the intersections of Kalgan Drive, Market Place and Fortescue Drive along Newman Drive.
- Adopt the WAPC Liveable Neighbourhoods guidelines for the planning of new residential development areas in Newman.

#### Proposed Highway Industrial Area

The proposed Highway Industrial Area is well separated from the remainder of the town site. Serving this industrial site from the existing potable water supply network would be difficult and expensive, possibly requiring transfer pumping stations, tanks and approximately 2 to 3kms of distribution main.

To overcome this challenge it is proposed to serve the Highway Industrial Area with its own dedicated reverse osmosis treatment plant. Alternatively, proposed lots could be served by their own individual reverse osmosis treatment plants, which would be a developer borne cost. Customers who install their own plant systems would need to comply with all government connection requirements, including those set by the Department of Health, SoEP and the Water Corporation.

Water supply is possible from the BHP Billiton owned "K Line". A non-standard connection agreement would be required for the Water Corporation to act as the service supplier to this site.

## 6.0 The Newman Town Site Growth Plan

- Continue to provide a comprehensive network of pedestrian and cyclist routes in new areas in accordance with Liveable Neighbourhoods and complete the few missing links within the existing town site network.

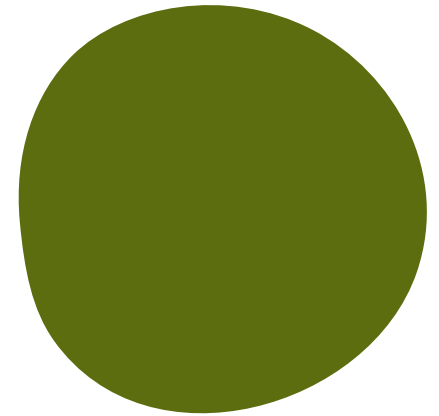
### Public Transport

Newman currently does not have a public transport system apart from the private buses that transport employees to and from the mines, airport, etc.

With the potential growth envisaged, the outer areas will become beyond reasonable walking distance from the town centre, suggesting the potential for a bus service. The Public Transport Authority has advised that a town of 15,000 people would require a fleet of seven buses and a 4ha bus depot site.

East Newman is already beyond a reasonable (10 minute) walking distance from the town centre. In the short to medium term it may be appropriate for the SoEP to introduce a community shuttle bus service between outer areas and key locations such as the town centre, hospital, recreation centre and high school. An Integrated Transport Plan is required, which should examine the future provision of a community bus service as the size and population of Newman town site grows.





# 7.0 Newman Town Centre Master Plan



Figure 15 Town Centre Master Plan

## 7.0 Newman Town Centre Master Plan

### 7.1 Long Term Role and Function

At the heart of Newman is the town centre. Revitalisation of the town centre is a priority as it currently falls short of the community's expectations. The Town Centre Master Plan (Volume 3 of the NRP) responds to the long term role of Newman and the need to provide a vibrant, attractive and functional town centre (refer to Figure 15). This includes physical redevelopment as well as the social and economic activation required to fulfil the town centre's potential. The allocation of \$20m through Royalties for Regions provides the opportunity to deliver key components of the Master Plan.

The Town Site Growth Plan confirms the town centre will remain the primary retail and office location for Newman, and key focal point for the community. It will need to accommodate additional retail, office and community activities as Newman grows to a permanent population of 15,000.

### 7.2 Approach to activating the town centre

A place management approach is proposed to activate the town centre. This would be coordinated through a steering committee and an economic development officer or place manager appointed by the SoEP. Activity would also be directed by a local economic development strategy which aims to encourage new enterprise and business growth in the town centre. Key principles to be pursued to activate the town centre include:

- Maximise investment and economic return, which will help business flourish and fund additional town centre functions and activities
- Well managed and maintained community assets, supported by strong commitment from stakeholders to retain a high standard
- Integrated town centre activities and spaces, which provide venues for activities that invite people of all ages, genders and cultures to use the town centre
- Foster community identity, by reflecting the character and aspirations of the community, and celebrating Indigenous heritage and more recent resources sector based heritage
- A partnership approach, that involves stakeholders across all sectors to achieve a common vision for the town centre.
- Access and legibility through an improved movement network
- A safe and secure environment, which reflects designing out crime principles and street activation
- Governance and management to allow for the effective management and marketing of the town centre
- Marketing and branding, which should be proactive and create awareness of the town centre's transformation and what it has to offer
- Activation to ensure the town centre is a diverse, active, vibrant and lively place that exudes vitality and atmosphere
- Business development which stimulates grass-roots business and enterprise development

# 7.0 Newman Town Centre Master Plan

The Town Centre Master Plan reflects these principles across the four layers required to achieve a successful town centre<sup>1</sup>:

## First Layer: Venue

The first layer is achieved by providing the physical components of a place, such as streets, footpaths, parks, town squares and cultural facilities and reflects a “build it and they will come” approach. These urban design principles have guided this layer:

- Built form to be adaptable, and provide for a greater mix of uses such as shop-top housing
- Provision of main street retail to provide a more activated and viable environment for pedestrians and businesses
- Designing for climate, by
  - Use of building materials with a lower heat loading
  - Orientation of buildings to make the most of cooling breezes
  - Promoting building height and more intimate spaces to provide shade
  - Promote substantial planing to provide shade
  - Bring water into the town centre
- Safer and more attractive streetscapes for pedestrians
- More legible network of entry points, streets, pathways and public spaces



01 Use of horizontal louvers to screen buildings from afternoon sun



02 Capitalise on fine weather available for 9 months of the year and the fact that taller buildings provide welcome shade



03 Boulevard planting to provide shade along key pedestrian routes



04 Courtyards and taller housing provides shaded and vegetated areas creating its own microclimate

Examples of design solutions that help to address the climate.

## Second Layer: Managed Venue

A second layer is achieved by setting up planning mechanisms and place management models which ensure the physical place is well maintained to increase its appeal. A local economic development strategy will support enterprise in the town centre.

## Third Layer: Activated Space

A third layer adds sophistication to the management of the place so that full activation occurs through organised public events, activities and programs.

## Fourth Layer: Sense of Place – A Connected Place

The essential elements of the fourth layer are that it is a place where people are connected to each other and to the place. There is a sense of belonging and acceptance which is translated in ownership and a desire to contribute.

<sup>1</sup> Four Layers Concept developed by Creating Communities Australia Pty Ltd

## 7.0 Newman Town Centre Master Plan

### 7.3 Key elements of the Town Centre Master Plan

The Town Centre Master Plan is provided at Figure 15. The key elements of the plan are included below.

#### An improved movement network

The town centre will feature an enhanced movement network with improved pedestrian, cycle and vehicle permeability into and through the town centre. The network will better link residents and visitors with the core activity areas of the town centre, and channel traffic past shop fronts to improve their profile. This improved movement network will include:

- Extension of Iron Ore Parade past Boomerang Oval to a new intersection with Newman and Kalgan Drive (refer to '9' on Figure 15). This new entry statement will provide a strong sense of arrival, and make it much easier for visitors to find their way into the town centre.
- A new main street will be created by shifting Market Place further west which will free up opportunities to redevelop the BHP Billiton Mess Hall site and provide smaller retail tenancies long the new main street (refer to '1' on Figure 15). It also provides room for a new town square, which will link the new main street with the Boulevard Shopping Centre (refer to '2' on Figure 15).

- Creation of new pedestrian linkages and shaded walkways will make it easier and more comfortable to move around the town centre.

#### A new retail focus and heart for the town centre

Establishing a new retail focus is a priority and can be achieved once the movement network is put in place. The smaller retail tenancies located along the new main street will form part of this retail focus. These tenancies could include restaurants and cafes currently lacking in the town centre, and can take advantage of the pedestrian friendly main street to provide attractive street frontages and alfresco dining. The new town square will also be fronted by retail tenancies (refer to '3' on Figure 15 and the illustration at Figure 16) and provide a focal point for meeting people and community activities such as weekend markets and music events.

The town square will provide a new heart for Newman as it becomes a gathering and activity space for the whole community. It will be well shaded pedestrian place, with creative lighting and attractive street furniture, and contain public artwork to add interest. It will also contain facilities that will support community activities. The perimeter will be activated with shop fronts, and be kept busy by people moving between the shops. It will also feature water



Figure 16 The new town square is highlighted on the Landscape Sketch Masterplan.

elements such as water bubblers and play features. These water elements will also continue through the Hilditch pedestrian arcade, and potentially elsewhere in the town centre, continuing an 'oasis' theme. Figure 17 provides some examples of possible elements of the new town square.

## 7.0 Newman Town Centre Master Plan



Figure 17 Possible elements of the new town square

### Growing the town centre

The town centre is proposed to grow to meet the needs of the community. There will be new commercial and office opportunities opened up adjacent to the new intersection of Iron Ore Drive, Kalgan Drive and Newman Drive, and opposite the hospital (refer to '10' on Figure 15). There are opportunities for new community facilities including a multi-use civic centre (refer to '6' on Figure 15) and outdoor amphitheatre/cinema (refer to '7' on Figure 15). A new mixed business estate is also proposed along Newman Drive to take advantage of the high profile location, and will accommodate bulky goods and showroom development.

### A mixed use centre

To help boost vibrancy in the town centre, mixed use development including residential development is proposed. The creation of a vertical mix of uses, including office and residential uses above retail will ensure the town centre is activated through longer periods of the day and night. Providing more residential development in and around the town centre will increase the level of activity, making it a safer place, and providing more opportunities for businesses. It will also provide a new lifestyle opportunity for Newman. Residential typologies, such as two storey townhouses, low rise walk up apartments and shoptop apartments will be well suited in the town centre. Figure 18 provides some possible examples of town centre residential development.

### Overflow car parking

The dominance of car parking in the town centre will be reduced, as the retail focus is established and the heart becomes more of a people place. Car parking will be relocated to new areas and on-street parking will also be provided. This includes overflow car parking provided to cope with peak periods of activity. The enhanced movement network will ensure comfortable and convenient access to car parking. Parking for larger vehicles such as caravans and camper vans will also be provided.

### Long term development opportunities

The Town Centre Master Plan accommodates the long term growth requirements of the town centre, and provides flexibility as existing uses relocate elsewhere in the town. It provides opportunities for a new supermarket (refer to '4' on Figure 15) and discount department store (refer to '5' on Figure 15), and residential and community opportunities.



Figure 18 Possible examples of town centre residential development



# 7.0 Newman Town Centre Master Plan



Figure 19 Precinct Plan

### Town centre precincts

The Town Centre Master Plan allows for the creation of precincts, where uses with synergies would benefit from clustering together. Four precincts have been identified (refer to Figure 19):

- Retail Precinct – this precinct sits at the core of the town centre and will include the new main street, town square and retail opportunities, the Boulevard Shopping Centre and other existing retail activities. Shop top apartments are also supported.

- Community/Civic Precinct – this precinct will be focused around Newman House and the new town park (the concept plan is illustrated at Figure 20), and include the multi-use civic centre, outdoor amphitheatre/cinema and a range of community uses. This precinct will retain a strong connection to Boomerang Oval which will continue to accommodate sport and serve as a community events space (refer to ‘8’ on Figure 15) and provide clubrooms (refer to ‘11’ on Figure 15).

- Health Precinct – this precinct takes advantage of the location of the hospital, and will provide much needed opportunities for consulting rooms and accommodation for visiting, consulting and locum doctors, nurses and other medical professionals.

- Office Precinct – this precinct will provide opportunities to meet the demand for new offices as the town grows. This precinct takes advantage of the profile provided by the new intersection created between Iron Ore Parade and Newman and Kalgan Drives. It also creates the potential for landmark buildings at the new entry statement for the town centre.



(Source: Artsource)

Figure 20 A concept for the new town park

# 7.0 Newman Town Centre Master Plan



Figure 21 Newman Town Centre Master Plan staging plan

## 7.0 Newman Town Centre Master Plan

### 7.4 Newman Town Centre Staging Plan

Redevelopment of the town centre has been set out in stages, however depending on priority, a number of the stages can progress simultaneously. Figure 21 illustrates these stage areas.

At this point, key priorities include:

- Create the new entry statement and boulevard that will provide a direct link from Newman Drive/Kalgan Drive via Boomerang Oval to the town centre
- Relocation of a portion of the existing town centre car park to the vacant site located between the child care centre and Boulevard Shopping Centre to allow for the realignment of Market Place and to free up space for retail expansion and a new town square
- Realignment of Market Place to allow for redevelopment of the BHP Billiton Mess Hall site for retail, commercial and residential uses
- Establish the new mixed business area on Newman Drive

#### Stage 1

Development of Stage 1 has already substantially commenced with the completion of the new collocation centre and the imminent start on works for the new town park. Further development to complete Stage 1 includes:

- Construction of car park between the child care centre and Boulevard Shopping Centre.
- Create a new link over the Seasons Hotel site to establish a link between the new car park and Newman Drive.
- Relocate Boomerang Oval Pavilion to the north western side of the Oval and relocate relevant sporting facilities to Capricorn Oval.

#### Stage 2

This stage facilitates the redevelopment of the BHP Billiton Mess Hall site for a mix of retail, office and residential uses, and the realignment of Market Place to the west to create a new main street. Stage 2 development includes:

- Establish a temporary reserve in the new mixed business area to relocate the hardware store to a new site
- Acquire the old hardware store site and demolish building

- Amend lot boundaries to create a new entrance road to Market Place
- Demolish existing buildings and encourage new buildings to be built inside the new cadastral parcels
- Build entrance road off Newman Drive, town square, shape up carpark on the northern side of the Boulevard Shopping Centre and improve the connection road to Hilditch Ave through the existing park
- Construction of Green Spines

#### Stage 3

- Amend land boundaries to town pool site to create new retail lot

#### Stage 4

- Build new road through Boomerang Oval to Newman Drive
- Relocate tennis courts to Capricorn Oval

#### Stage 5

- Continuation of 'Green Spines'
- Normalisation of road widths along Hilditch Ave and Mindarra Drive

#### Stage 6

- Construct Mixed Business Area

#### Stage 7

- Create multi-use civic building lot
- Create medical suites lot on Mindarra Drive

#### Stage 8

This stage is envisaged to be long term and will come on stream in the event that growth and demand within Newman requires it.

# 8.0 Making it Happen

## 8.1 Implementing the NRP

This section summarises the short-term (0-5 years) actions and projects necessary to implement the strategies set out in the NRP. More detail is presented in Section 6 of the Implementation Plan (Volume 1 of the NRP), which also sets out the timeframes and costs for medium and longer-term actions and projects.

It should be noted that costs are in most cases estimates only and have been developed by the consultant team in consultation with various stakeholders. They are provided in order to give guidance to the order of costs involved and further work will be required to establish sufficient accuracy for budgeting purposes.

## 8.2 Strategic projects at a Regional Level (Federal/State funding required)

These actions and projects are considered essential elements of the NRP which have implications beyond Newman and will require resources and funding at the state and / or federal level.

Strategy	Action / Activity / Project	Driver	Timeframe	Cost (\$m)	Funding Source
<b>Studies / Planning / Design</b>					
Regional Governance	Establish Office of the Pilbara	Cabinet	Yr 2-3	Ops budget	DTF
	Establish Pilbara Partnerships Board as the peak body for implementation of the Pilbara cities vision	PCO	Yr 2-3	Ops budget	PCO
Diversifying the Economy – Shire Level	Develop and implement Pilbara Region Economic Development Strategy	PCO	Yr 2-3	2.25	PCO
Energy and Greenhouse Management Strategy	Governance and regulation of local power supply: Obtain in principle agreements for change and funding	BHPB and Horizon Power	Yr 1-2	0.2	BHPB and Horizon Power
	NWIS governance: Establish governance arrangements for the NWIS	PCO	Yr 1-2	1	R4R
	Solar flagship project: Prepare proposal for federal funding under the solar flagships program	Horizon Power	Yr 1-2	0.4	Horizon Power
	GNH industrial Site Power Supply Study: Formulate power supply strategy	BHPB / Horizon Power	Yr 1	0.1	Horizon Power
	Newman Power Generation Study: Formulate power generation strategy	Alinta Energy	Yr 1	0.1	Alinta Energy
	Gas Supply Study: Formulate Gas Supply for power generation strategy	Goldfield Gas Trans Pipeline company	Yr 1	0.1	Goldfield Gas Transmission Pipeline company
Integrated Water Management Strategy	DWMS: Prepare a District Water Management Strategy for Newman	SoEP	Yr 2-3	0.1	SoEP
<b>TOTAL</b>				<b>4.25</b>	
<b>Capital Works</b>					
Energy and Greenhouse Management Strategy	NWIS upgrade projects: Complete upgrade of NWIS	Horizon Power	Yr 2-5	600	Horizon Power

## 8.0 Making it Happen

### 8.3 Strategic projects at a Town Site /Town Centre level

These actions and projects are considered essential elements of the NRP at the Newman level and will require resources and funding at the state level.

Strategy	Action / Activity / Project	Driver	Timeframe	Cost (\$m)	Funding Source
<b>Studies / Planning / Design</b>					
A Compact and Diverse Town	Resolve Mining Act issues for future development	LandCorp/ SoEP/ DMP	Yr 1-5	Ops budget	SoEP
	Native Title and Indigenous Land Use Agreement	LandCorp / SoEP / Native Title Claimant	Yr 1-5	Ops budget	SoEP
	Resolve aboriginal heritage issues for site adjacent the public swimming pool	LandCorp/ SoEP	Yr 1-5	0.055	SoEP
Energy and Greenhouse Management Strategy	Lot scale solar PV: Solar PV feasibility and cost-benefit study	Horizon Power	Yr 1	0.15	Horizon Power
Integrated Water Management Strategy	Water: Governance and water servicing strategy	Water Corporation and BHPB	Yr 1	0.3	Water Corp / BHPB
	Drainage analysis: Development of drainage model for Newman	SoEP	Yr 1	0.25	SoEP
Townsite Expansion	Telstra upgrades: Telstra planning Study	Telstra	Yr 1	0.1	Telstra
			<b>TOTAL</b>	<b>0.855</b>	

## 8.0 Making it Happen

Capital Works					
Community Facilities	Town Square, Youth Centre, Martu Milli and Aboriginal Artists facilities, Multiuse community spaces/ facilities, Medical Facilities, Caravan/RV Visitor/ Truck Parking, Boomerang Oval Development, Additional Caravan Park	SoEP	Yr 1-5	29	SoR, State Agencies, Private Sector
Energy and Greenhouse Management Strategy	New South Newman Zone sub station: Planning, design and construction	BHPB / Horizon Power	Yr 2	35	Horizon Power
	Built form: Climate responsive, energy / materials efficient demonstration projects	Landcorp	Yr 2-5	10	Landcorp
Integrated Water Management Strategy	New water treatment plant : planning, design and construction and upgrades	BHPB / Water Corporation	Yr 2	10	Water Corp
	Immediate sewerage needs	SoEP / Water Corporation	Yr 2-5	6.6	SoEP / Water Corporation
	Immediate water supply and service provision needs	Water Corporation	Yr 1-2	2	Water Corp
	GNH Industrial Site Water Supply: Planning, design and construction	Water Corporation	Yr 1-2	1	Water Corp
	GNH industrial site waste water: Planning, design and construction	Water Corporation	Yr 1 - 2	1	Water Corp
	Wastewater recycling system: Design and construction	SoEP	Yr 1-5	1	SoEP
	Upgrade waste water treatment plant: Planning, design and construction	SoEP	Yr 4-5	0.8	SoEP
Public Realm	Landscape Development of Newman Town Park, Market Place and Town Square	LandCorp/ SoEP	Yr 1-2	5.0	SoEP
Town Centre Revitalisation	Town Centre stage 1-8 revitalisation: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 1	25	Landowners
Townsite Expansion	Town site stage 1, 2, 3, 4, 5, 6 expansion: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 1-4	74	Landowners
<b>TOTAL</b>				<b>200.4</b>	

## 8.0 Making it Happen

### 8.4 Strategic projects (SoEP / State / Private Sector funding)

These actions and projects are considered essential elements of the NRP for the SoEP and which will require resources and funding from state or private sector sources.

Strategy	Action / Activity / Project	Driver	Timeframe	Cost (\$m)	Funding Source
<b>Studies / Planning / Design</b>					
A Compact and Diverse Town	Prepare and adopt updated LPS, scheme amendment, policies	SoEP/ WAPC	Yr 1-4	0.21	SoEP
	Local Housing Strategy,	SoEP	Yr 1-2	0.1	SoEP
	Revise Priority 1 and Priority 3 public drinking water boundaries	SoEP/ LandCorp	Yr 1-5	0.04	SoEP
	Establish a strategy to stage future growth and implement public realm initiatives	SoEP	Yr 1-5	Ops budget	SoEP
Community Development	Develop Newman Community Pride and Engagement and Pride Strategy and other community development strategies	SoEP	Yr 1-5	0.35	SoEP / R4R / State agencies
Diversifying the Economy – Shire Level	Establish Economic Development capability in SoEP	SoEP	Yr 1	Ops budget	SoEP
	Formulate SoEP economic development strategy	SoEP	Yr 2-3	0.1	R4R
Local Governance	Establish a responsibility within SoEP to promote local economic development	SoEP	Yr 3-4	Ops budget	SoEP
Natural Resource Management Strategy	Terrestrial studies: preliminary acid sulfate soils, flora and vegetation surveys, fauna surveys	Landcorp, other landowners	Yr 2-3	0.25	Landowners
	Establish an integrated holistic NRM framework that considers current, planned and additional strategies and activities across the full range of natural resources	SoEP	Yr 4-5	0.2	SoEP
Waste Management Strategy	Prepare a Waste Management Strategy for Newman	SoEP	Yr 3-4	0.25	SoEP
<b>TOTAL</b>				<b>1.49</b>	

### 8.5 Projects (Private Sector funding)

These actions and projects will require resources and funding from private sector sources.

Strategy	Action / Activity / Project	Driver	Timeframe	Cost (\$m)	Funding Source
<b>Studies / Planning / Design</b>					
A Compact and Diverse Town	Prepare and lodge Structure Plans and DAPs	Land owners	Yr 1-5	Developer cost	Landowners



# PILBARA CITIES

DEVELOPING THE FUTURE

## MORE INFORMATION

We look forward to community, public and private sectors; Federal and Liberal/National Governments joining the Newman Revitalisation Project.

To find out more information on the Revitalisation Plan or get involved, you are invited to contact:

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The Newman Revitalisation Plan is a call to action for the public and private sector and the community to play their part in the revitalisation and growth of Newman. It is a roadmap for the transformation of the town and the town centre to achieve a permanent residential population of 15,000. This new approach unifies a range of strategies, projects and actions which if delivered together, will realise the shared "Pilbara Cities" vision for Newman.

