



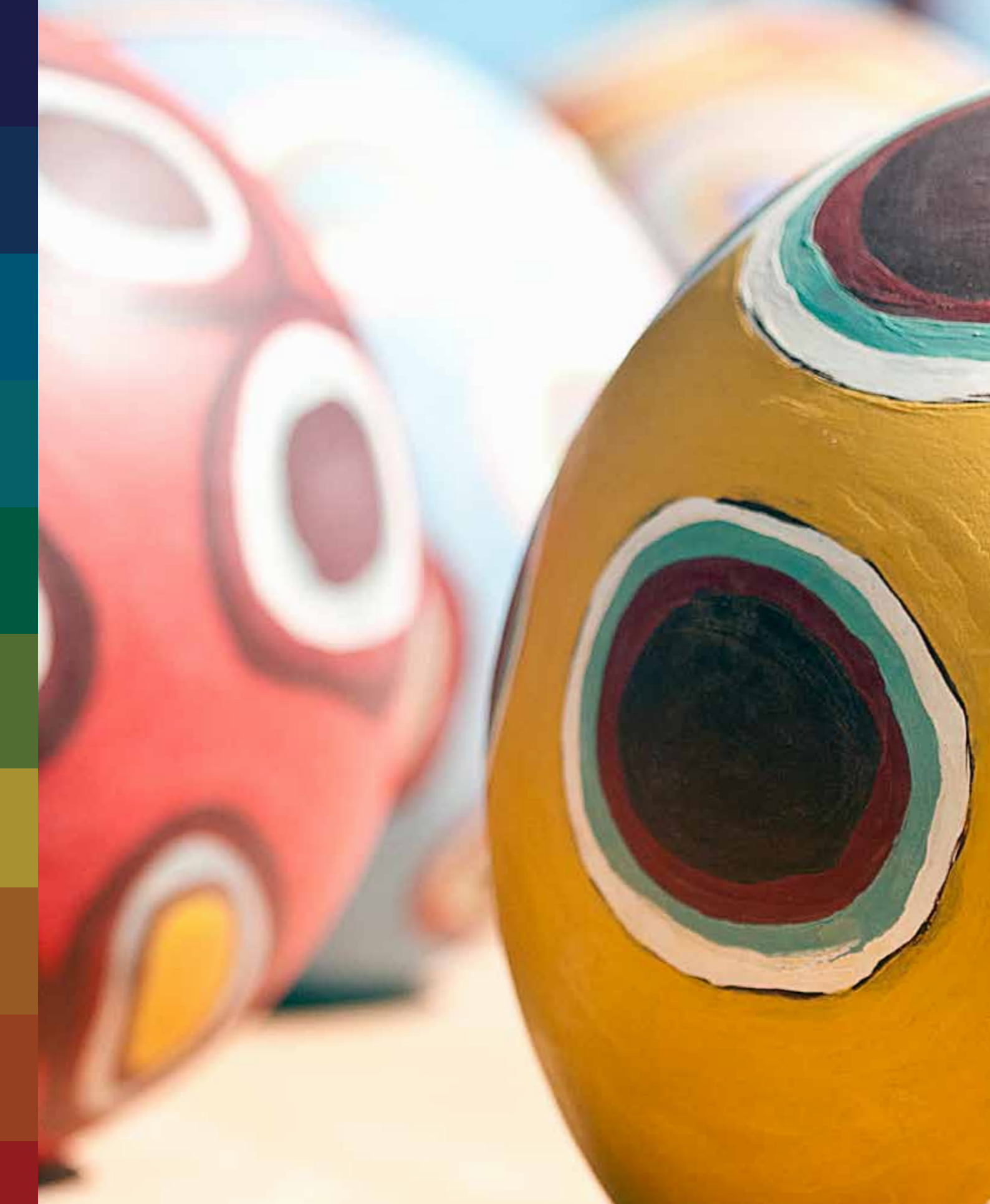
NEWMAN TOMORROW – 2030 VISION

AUGUST 2012

DOCUMENT PREPARED FOR THE
SHIRE OF EAST PILBARA BY



SHIRE OF EAST PILBARA



To obtain a full copy of the original *Newman Tomorrow* document, please download from the Shire of East Pilbara website www.eastpilbara.wa.gov.au.

This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.



CONTENTS

Foreword by Lynne Craigie, President 4

Foreword by Allen Cooper, Chief Executive Officer 5

Part 1 – Setting the scene 7

1.1 Introduction 7

1.2 Fast forward: the changing context 9

1.3 Population growth: an unrelenting force 11

1.4 Core aspirations 13

Part 2 – Becoming a sub-regional centre 15

2.1 PEOPLE of vitality 17

2.2 COMMUNITIES of substance 21

2.3 PLACES of connection 23

2.4 ECONOMIES of strength 29

2.5 ENVIRONMENTS of balance 31

Part 3 – Newman Tomorrow Strategies 2012 - 2030 33

GOAL 1 – People of vitality 34

GOAL 2 – Communities of substance 35

GOAL 3 – Places of connection 36

GOAL 4 – Economies of strength 38

GOAL 5 – Environments of balance 39





The Shire of East Pilbara is an exciting place to live and work. We are at a pivotal moment in the history of our town, with the years to 2030 providing opportunities to create a lasting legacy from which future generations will benefit.

Cr Lynne Craigie, President



FOREWORD

The Shire of East Pilbara is committed to meeting the needs of our community now and in the future. Shire-wide strategic planning is a statutory responsibility and a vital part of Council's role. Over recent years, the Shire has supplemented this with town-specific planning to ensure that each community develops to its greatest potential.

Newman has experienced rapid growth along with some growing pains. While our capacity to respond to opportunities and challenges may be constrained by a great range of factors, we can maximise our effectiveness through proactive visioning, planning and policymaking.

For this reason, the Shire has revisited *Newman Tomorrow* and developed this new generation visioning document that reflects aspirations identified in the Shire's overarching strategic plan. This document provides detail on the priorities and commitments for the next 20 years.

Allen Cooper, Chief Executive Officer



Newman Tomorrow noted that astronomical growth over an extended period had consequently placed immense pressure on decades-old infrastructure and amenities.

PART 1 | SETTING THE SCENE

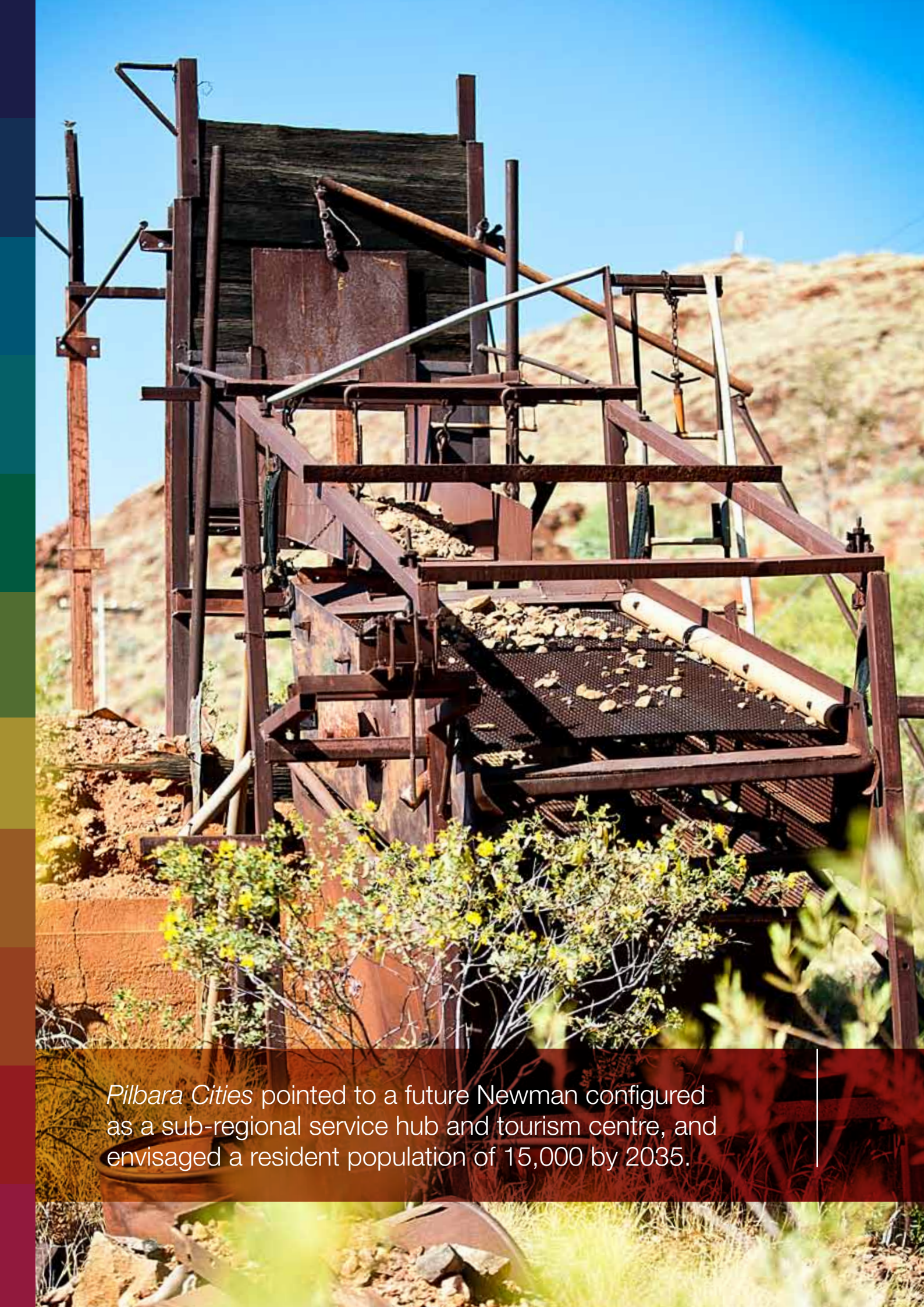
1.1 INTRODUCTION

In *Newman Tomorrow: Resourcing a Home for Generations* (2008) the Shire of East Pilbara engaged in aspirational planning with the aim of managing rapid 21st century growth and change. Newman commenced its life as a mining encampment with little expectation of becoming a home to families across generations, and town development was therefore underpinned by a ‘here today, gone tomorrow’ approach. *Newman Tomorrow* noted that astronomical growth over an extended period had consequently placed immense pressure on decades-old infrastructure and amenities. The Shire recognised the need for both long-term vision and urgent action.

The objectives of strategies enumerated in *Newman Tomorrow* were:

1. Developing town centre vibrancy
2. Striving to achieve sustainable servicing through infrastructure development
3. Supporting learning and personal development
4. Working with government agencies to develop a broad spectrum of health services
5. Increasing opportunities for active and passive recreation
6. Enhancing community pride and developing social capital
7. Encouraging artistic and cultural involvement across the whole community
8. Achieving a more diverse economy
9. Pursuing strategies to increase the availability of land, housing and short stay accommodation
10. Maximising the potential of the town’s green spaces
11. Demonstrating exemplary Shire stewardship through constructive dialogues with stakeholders

Since 2008, considerable progress has been made in these areas. Guided by *Newman Tomorrow*, the Shire has worked with industry, the State Government and not-for-profit organisations to undertake projects and launch initiatives that benefit the community both short and long term. This work continues.



Pilbara Cities pointed to a future Newman configured as a sub-regional service hub and tourism centre, and envisaged a resident population of 15,000 by 2035.

1.2 FAST FORWARD: THE CHANGING CONTEXT

Contexts change – it's a fact of life for any community. It's also true that few contexts anywhere, in any period of history, have changed as dramatically and as irrevocably as that of the Pilbara region over the past decade. The impact on the town of Newman, and implications for its future, are profound.

Changes have taken place at State Government level since the publication of *Newman Tomorrow*. Following a change of government in September 2008, the Royalties for Regions (R4R) program was ushered in. Underpinned by the recognition that vigorous regional development and prosperity is essential if the State is to fully realise its potential, R4R's guiding principle is that 25% of the State's royalties from mineral and petroleum resources are to be reinvested in regional areas. The program has six interlinked policy objectives:

- Building capacity in regional communities
- Retaining benefits in regional communities
- Improving services to regional communities
- Attaining sustainability
- Expanding opportunity
- Growing prosperity

During the twelve months following the adoption of the R4R program and its policies, the State Government developed a *Pilbara Cities* vision. Released in November 2009, *Pilbara Cities* outlined future R4R initiatives across the Pilbara region involving health, energy, water, housing, infrastructure upgrades and community development. It supported the development of a more balanced economy, Aboriginal participation and cultural enhancement. *Pilbara Cities* pointed to a future Newman configured as a sub-regional service hub and tourism centre, and envisaged a resident population of 15,000 by 2035.

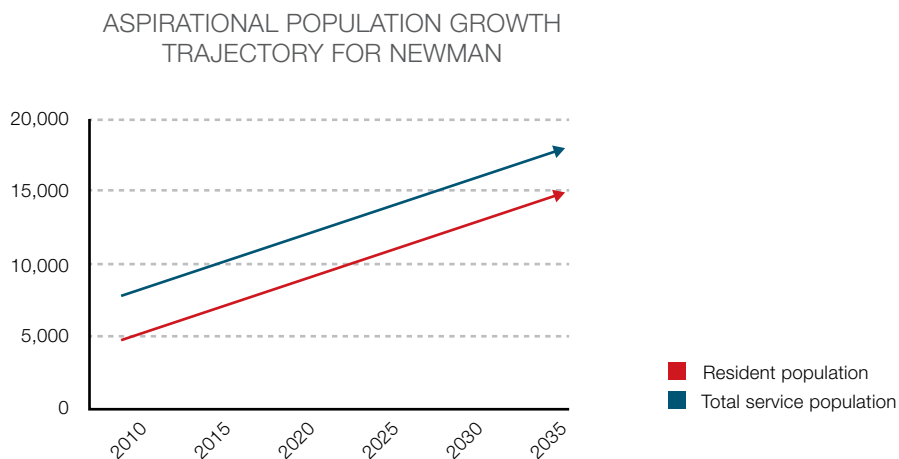
The Shire of East Pilbara supports the *Pilbara Cities* vision but observes that, just two years after publication, its projections look highly conservative. As the hefty ore train of progress rolls inexorably on, gathering momentum 'on the ground' through resources industry growth and the implementation of development strategies, the Shire and its partners continue to experience a sense of 'playing catch up'. This is particularly so in the areas of affordable housing and land, critical infrastructure, transport and labour force participation. Overall, it can safely be said that the pressures that made *Newman Tomorrow* a critical action plan and advocacy document for the Shire have intensified.

In a context that will continue to change rapidly, the Shire is committed to review processes that re-orient goals and secure lasting improvements for the town through a long term approach to the creation of a vibrant, liveable, and sustainable community.



1.3 POPULATION GROW: AN UNRELENTING FORCE

Newman's population growth is of such magnitude that any last count is dwarfed by current estimates, while projections require constant revision.



Source: *Pilbara Cities*, 2010 and Regional Department of Lands, 2012

The Shire of East Pilbara estimates Newman's 2012 population to be 8,000, an increase of more than 50% since 2006 (ABS). With continuing exponential growth, the Shire considers that the *Pilbara Cities* vision of Newman as a sub-regional service hub that is home to 15,000 permanent residents (excluding FIFO workers) will be realised much sooner than 2035. Current Shire projections suggest that this figure may be achieved by 2020.

It is helpful to consider these projections in the broader Western Australian context. According to *Western Australia Tomorrow* forecasts from Planning WA, the State can expect an average annual growth of up to 2% in the years to 2026. Newman projections suggest average incremental growth of 3.7%, dwarfing State projections. Moreover, population growth exerting extreme pressure on Newman's infrastructure, amenities and services will be exacerbated by equivalent growth in the number of FIFO and temporary workers.

Resourcing Newman for tomorrow will require partnerships between government, industry and the community to prepare the town for the possibility of a 100% increase in population within 10 years, and to position Newman for longer term sustainability.



1.4 CORE ASPIRATIONS

Since the preparation of *Newman Tomorrow: Resourcing a Home for Generations* (2008) and the monitoring document *Newman Tomorrow Implementation Strategy Review* (2009), the Shire of East Pilbara has undertaken a number of Shire-wide and town-specific planning exercises. In a big picture sense, the most significant of these has been the strategic planning process resulting in Shire of East Pilbara Strategic Community Plan.

The Strategic Community Plan is the overarching plan and embraces four core aspirations. It commits the Shire to developing and implementing strategies to support social, environmental, economic and civic leadership.

This *Newman Tomorrow: Vision 2030* commits the Shire of East Pilbara to town specific initiatives and addresses the following goals:

1. **PEOPLE** of vitality. The diversity and quality of education and skills development options; employment options; health services; and access to recreational, leisure and creative activities.
2. **COMMUNITIES** of substance. The fostering of harmonious communities acknowledging a shared heritage; strong community groups, networks and governance; relevant and affordable community services; and the provision of equitable and well-managed community infrastructure.
3. **PLACES** of connection. Shire-wide planning and a quality regional road network; the quality and supply of housing and land for industry and commerce; the provision of safe places and spaces; and accessible, amenable towns.
4. **ECONOMIES** of strength. Infrastructure supporting economic development, partnerships with industry and tourism.
5. **ENVIRONMENTS** of balance. The maintenance and environmental management of iconic Pilbara landscapes for generations to come; reduced ecological footprints; and the development of clean, green towns.

This document brings the strategic objectives first articulated in *Newman Tomorrow* within the ambit of these core areas and demonstrates how they will continue to be implemented within the new framework.

¹ *Economic Development and Tourism Strategy* 2012 – 2015.

² Population forecasts for Western Australia 2006 to 2026, Planning WA - *Western Australia Tomorrow* is a set of forecasts based on trends since the 1980s.



PART 2 | BECOMING A SUB-REGIONAL CENTRE

OUR VISION

A cohesive community providing an economic hub for the region linked by vibrant local centres and shared spaces; a place to live and call home.

SoEP 10 Year Strategic Community Plan



Since the 2009 status review of *Newman Tomorrow*, the Shire has also continued its efforts to improve the access of Newman residents to recreational, leisure and creative activities.

GOAL 1: PEOPLE OF VITALITY

The diversity and quality of education and skills development options; employment options; health services; and access to recreational, leisure and creative activities.

KEY ACHIEVEMENTS 2008-2012

The improved liveability of our towns is a high priority for the Shire of East Pilbara, and access to high quality services and a range of employment options are among Newman's major liveability issues. Guided by *Newman Tomorrow* (2008), the Shire has continued to work hard in these areas.

While local government is not responsible for the provision of education or health services, its participation in dialogues is essential and continuous. In 2012, the Shire adopted an *Economic Development and Tourism Strategy* highlighting support and advocacy of education and health infrastructure, services and facilities as strategic priorities of economic consequence and social importance. It has continued to advocate that land be set aside for the campus of a tertiary institution.

The Shire's *Economic Development and Tourism Strategy* also clarified and defined actions required to increase employment options – particularly through the support of small business development – and to address issues associated with labour mobility.

Since the 2009 status review of *Newman Tomorrow*, the Shire has also continued its efforts to improve the access of Newman residents to recreational, leisure and creative activities. To this end, an *Arts and Culture Strategy* (2011) was adopted. The Shire also commissioned an assessment of Newman's sports and recreation facilities and open space requirements.

New interim facilities were built to support Martumilli hosted by the Shire with support from BHP Billiton Iron Ore. A smaller, though greatly appreciated, achievement was the addition of radio station Triple J to the local airwaves menu.

Following *Newman Tomorrow* a recreation facilities upgrade program was established to provide benefits to residents. The Shire acknowledged, however, that this was a stopgap measure and that guidance was required for the next phase of development. It therefore took action to commission an overview of planning requirements with recommendations for recreation facilities that would serve Newman as it continues to grow. The result was *Newman Sport, Recreation and Open Space Assessment*, published in January 2012.



KEY PRIORITIES TO 2030

The Shire of East Pilbara's commitment to infrastructure and services supporting individual and family wellbeing as well as connected, vital communities will not waver. Key priorities for the next phase of Newman's history are discussed below.

EDUCATION AND TRAINING

A community in which a resident can envisage flexibility, progression and succession through ongoing education is central to the *Newman Tomorrow* vision. High quality education provision through and beyond secondary level is essential. There is also a need at Newman to offer skills training to support the mining and resources sector, as well as local businesses.

The Shire's *Economic Development and Tourism Strategy* identifies four areas in which local government can exert an influence in this area. These are:

1. Advocate for improved post-secondary education and training opportunities;
2. Request education and training institutions to focus on local business competitive advantages, innovation and business owners/senior employees;
3. Request education and training institutions to focus on five basic goals:
 - Preparing the future workforce;
 - Sustaining the workforce;
 - Upgrading the workforce;
 - Expanding the workforce; and
 - Promoting entrepreneurship for business.
4. Work with the Western Australian Government to plan for and set aside locations of new primary and secondary schools in order to meet future needs.

The Shire of East Pilbara is committed to ongoing endeavours in all of these areas. A priority is the development of an education precinct as part of the Shire's Land Use Master Plan.

HEALTH

The support of health infrastructure and services in Newman has been adopted as a strategic direction in the Shire's *Economic Development and Tourism Strategy*. Two areas have been identified for action:

1. Development of suites for health and allied health professionals on the former tennis court site near the Newman Hospital; and
2. Strong advocacy of the renewal of Newman Hospital.

Both of these actions are supported by the Western Australian Country Health Service. In relation to Newman Hospital, the Shire considers that the health and wellbeing of residents and visitors hinges on the development of purpose-built facilities that cater to population characteristics and allow for population growth.

Beyond these identified actions the Shire stands ready to facilitate, to the limits of its capacity, any action and/or partnership that supports the objectives of the AMA's policy paper, *Bridging the Gap: Better Health Care in Regional, Rural and Remote Australia* (2007).

It is also keen to foster an advocacy partnership with industry to ensure that mental health services receive appropriate facilities and funding. Local health promotion initiatives (e.g. relating to alcohol) are another area for potential partnerships.

EMPLOYMENT

The Shire of East Pilbara's *Economic Development and Tourism Strategy* recognises the importance of employment options and supports diversity through strategies to support small business development. Strategies to be explored and developed as part of the next phase of Newman's development are discussed under Goal 4: Economies of Strength.

RECREATIONAL, LEISURE AND CREATIVE ACTIVITIES

Access to recreational, leisure and creative activities is also of high importance to the people of Newman and the quality of opportunities in these areas must not be diminished by town growth.

Newman Sport, Recreation and Open Space Assessment (2012) provides an overview of planning requirements and recommendations for recreation facilities. Implementation of this report's key recommendations will ensure that access and opportunity in a diverse range of recreational pursuits becomes a permanent part of Newman life.



The Shire has taken steps to promote the full calendar of Newman events and activities through the redevelopment of its website. It has also developed a sponsorship policy to assist recreational, creative and sporting groups.



GOAL 2: COMMUNITIES OF SUBSTANCE

The fostering of harmonious communities acknowledging a shared heritage; strong community groups, networks and governance; relevant and affordable community services; and the provision of equitable and well-managed community infrastructure.

KEY ACHIEVEMENTS 2008-2012

The provision of high quality community infrastructure is a high priority for the Shire of East Pilbara and a significant part of the *Newman Tomorrow* vision. It bears a strong relationship with the support of community groups, the fostering of harmonious communities, town liveability and economic sustainability.

The Shire of East Pilbara has continued to support, consult, monitor and promote its community, local groups and networks. The recruitment of a Recreation Services Coordinator, Youth Services Coordinator and Youth Officer is confidently expected to build capacity in these areas.

Resulting from a BHP Billiton Iron Ore initiative, a childcare centre has been completed at Newman as part of the *Newman Tomorrow* vision.

Over the past few years a number of community activities, events and initiatives have begun to flourish at Newman. These include:

- The historical archiving of Nyiyaparli and Martu heritage;
- The Mulla Mulla market;
- The Outback Fusion Festival;
- “A Night of Multiculture, Music & Colour”; and
- School holiday programs for children.

The Shire has taken steps to promote the full calendar of Newman events and activities through the redevelopment of its website. It has also developed a sponsorship policy to assist recreational, creative and sporting groups.



KEY PRIORITIES TO 2030

In adopting its *Economic Development and Tourism Strategy*, the Shire of East Pilbara has recognised the desirability of:

1. Working toward the establishment of a major annual arts event in Newman;
2. Investigating a sound shell for outdoor entertainment;
3. Developing a range of infrastructure and services geared toward families and children;
4. Planning the inclusion of 'youth space' in the central business area; and
5. Implementing Newman Sport, Recreation and Open Space Assessment Report (2012).

In relation to the last of these proposed actions, the Shire notes that Capricorn Oval is now fully utilised. It recognises the need for the development of a Greater Newman Sports Master Plan and the creation of a new recreation precinct reflecting the needs of regional centre with a population of 15,000.

Other priorities are:

- Planning and constructing a new Civic Centre;
- Planning and constructing a purpose-built youth centre;
- Development of a Martu art gallery and cultural centre; and
- Building an outdoor amphitheatre.

The Shire of East Pilbara is committed to stewardship of the *Newman Tomorrow* vision, and views good governance as a process in which review and evaluation is critical. It also embraces collaborative partnerships as powerful tools to deliver benefits to all stakeholders. The Council will continue to collaborate with and support State and Federal government initiatives in our region, and to partner with the resources industry and other stakeholders to capture opportunities and achieve community goals.

The strategic directions and specific actions that form part of this vision for Newman call for a sustained commitment from a broad range of stakeholders. The Shire of East Pilbara will demonstrate leadership in community consultation and in establishing formal opportunities for input and evaluation from industry partners and stakeholders across other sectors.

GOAL 3: PLACES OF CONNECTION

Shire-wide planning and a quality regional road network; the quality and supply of housing and land for industry and commerce; the provision of safe places and spaces; and accessible, amenable towns.

KEY ACHIEVEMENTS 2008-2012

Since the publication of *Newman Tomorrow* in 2008, the Shire of East Pilbara engaged in a range of exhaustive planning exercises, both Shire-wide and town-specific. The State Government now requires all local government authorities to develop a strategy and planning document that reflects community and local government aspirations and priorities over a period of 10+ years. To this end, the Shire has engaged in strategic planning resulting in *The Shire of East Pilbara Strategic Community Plan*.

Assisted by Royalties for Regions, considerable progress has also been made toward implementation of the Newman's Town Centre Revitalisation Scheme, with results that are now becoming visible.

The Shire of East Pilbara has also continued to liaise with State and Federal governments on issues relating to access to Newman by road and air. In relation to the latter, a new airport terminal building was commissioned in 2009. In both of these areas, however, much remains to be done.



The Shire of East Pilbara manages one of the busiest regional airports in Australia. Growth in the resources industries has exerted unprecedented pressure on Newman Airport and there is an urgent need for increased capacity.



KEY PRIORITIES TO 2030

Newman's status as a rapidly growing regional centre makes it imperative that all tiers of government work together, and through partnerships, to ensure far-sighted planning for infrastructure supporting access and town amenity. Key priorities are discussed below.

DEVELOPMENT OF NEWMAN AS A TRANSPORT AND LOGISTICS CENTRE

The Shire of East Pilbara's *Economic Development and Tourism Strategy* emphasises Newman's strategic position in the Pilbara and its capacity to service other major towns in the Pilbara and beyond. It identifies the need for a transport and logistics master plan, to consider major links (including the vital Newman to Marble Bar upgrade envisaged by the *Pilbara Planning and Infrastructure Framework*); transport infrastructure interfaces; strengthen freight corridors; and maximise opportunities for integrated growth.


The Shire of East Pilbara will seek support for the development of an integrated transport and logistics plan, with a view to Newman developing as an effective service centre for road freight in the Pilbara and gaining associated benefits.

NEWMAN AIRPORT REDEVELOPMENT

The Shire of East Pilbara manages one of the busiest regional airports in Australia. Growth in the resources industries has exerted unprecedented pressure on Newman Airport and there is an urgent need for increased capacity.

Within months of the opening of a new air terminal in 2009, it had become too small to cope efficiently with incoming and outgoing passenger numbers. Built for an inflow/outflow of 200 people at one time, the terminal is now dealing with three times that amount, and passenger numbers continue to increase at approximately 30% per annum. Moreover, the existing runway is not suitable for larger aircraft arriving from interstate, with flights from the east due to commence in 2012.

Such issues have serious implications in the area of compliance. With the airline industry heavily regulated, it is an inescapable fact that Newman Airport needs very significant investment from its stakeholders if it is to continue to meet compliance standards set by the Civil Aviation Safety Authority (CASA) and the Office of Transport Security.



These costs are substantial, but the cost of inaction causing shutdown or traffic stoppages is certain to be considerably more. Put simply, Newman Airport requires a level of investment from governments and industry that is commensurate with its importance as an intrastate and interstate hub, feeding workforce, contractors, consultants and ancillary services into an economically critical industry for Western Australia and the nation.

While achieving the necessary upgrade of airport infrastructure is an urgent priority, the Shire of East Pilbara views it as part of a comprehensive land redevelopment project. In respect of this project, Council has established three immediate priorities:

- Working with government and industry to fast track action on compliance issues at Newman Airport;
- Working to gain the transfer of Newman Airport's Crown Land to freehold ownership by Shire of East Pilbara; and
- Commissioning a Land Use Master Plan for the airport, to include provision for traffic, servicing, enterprise development, short-stay accommodation and housing.

HOUSING SUPPLY AND LAND AVAILABILITY

Newman's dearth of housing supply and land availability has been of particular concern to the Shire of East Pilbara.

Strategy 3 in *Economic Development and Tourism Strategy* is Shire participation in the development of long term and short term accommodation options. This document articulates circumstances identical to those which prevailed in 2008, when the first *Newman Tomorrow* document was released:

The current circumstances relating to land release through LandCorp simply does not match that speed and is inhibiting the opportunity for residential growth, particularly in Newman... It is necessary to establish new arrangements with LandCorp that will allow the speed of development to match the growth in the minerals mining sector. [p.50]

This is a matter of urgency for Newman, with the *Pilbara Planning and Infrastructure Framework* projecting that Newman will require 2790 dwellings by 2015 (up from 1610 dwellings in 2010) and 3350 dwellings by 2020.

Implementation of actions suggested by the *Economic Development and Tourism Strategy* will be vigorously pursued over the coming years. These include:

1. Council accepting the role of being a facilitator and developer in a range of housing and accommodation related projects. Initial focus areas will be:
 - The development of a short term caravan park where Council initiates the development of the caravan park and leases the caravan park;
 - The development of housing for Council and government agency staff; and
 - The development of partnerships that result in options for affordable housing.
2. Encouragement for innovation in housing development, with such strategies as upstairs accommodation in retail, commercial and industrial developments, and lot diversity in land releases to support lifestyle choices and new small business opportunities.
3. Facilitate the development of a hotel in the Newman town centre, to include restaurant, meeting and conference facilities.

Other key priorities

- Continuing the Newman Town Centre Revitalisation
- Newman land use master planning
- Streetscape development and town beautification
- Redeveloping Lions' Park
- Creating more green spaces in Newman
- Commissioning major public art



The Economic Development and Tourism Strategy recognises the importance of employment options and supports diversity through strategies to support small business development.



NEWMAN RECREATION CENTRE

GOAL 4: ECONOMIES OF STRENGTH

Infrastructure supporting economic development, partnerships with industry and tourism.

KEY ACHIEVEMENTS 2008-2012

Although the most powerful forces shaping our local economy come from industry and government, the Shire of East Pilbara has responded to calls from local business and the community to take a leadership role through planning, infrastructure provision, the exercise of regulatory powers and advocacy.

To this end, the Shire commissioned the development of a wide-ranging *Economic Development and Tourism Strategy*, adopted by Council in 2012.

KEY PRIORITIES TO 2030

The *Economic Development and Tourism Strategy* recognises the importance of employment options and supports diversity through strategies to support small business development.

It provides directions for the long-term development of the local economy, identifying strategic directions and an associated series of actions. Council's priorities are discussed below.

DEVELOPMENT OF AN ENTERPRISE ZONE AT THE AIRPORT

Associated with the redevelopment of Newman Airport, it will be necessary to commission a Land Use Master Plan. The Shire of East Pilbara has identified an opportunity to develop an enterprise zone on airport land, and considers this a key to Newman's economic future.

The *Economic Development and Tourism Strategy* examines this opportunity as one of the 14 key strategic directions. The steps proposed are:

1. Gain approval for Shire to take ownership of the airport land in order to ensure that land is released and provided to encourage businesses to establish in Newman;
2. Develop a concept plan based on a staged development; and
3. Undertake feasibility planning to maximise future revenue for the Shire of East Pilbara from the development.



DEVELOPMENT OF TOURISM

Appendix E to *Economic Development and Tourism Strategy* is a comprehensive review of tourism in the Shire of East Pilbara, identifying weaknesses, strengths, opportunities and actions. It states:

Tourism is immature in the Pilbara region and in desperate need of a concerted effort to grow it. Many tourism stakeholders are quick to point out that the mining monopoly has stifled growth and the lack of short stay accommodation ensures the Pilbara remains an uncompetitive tourism destination.

Council understands the potential importance of tourism to our region and believes Newman will benefit from a concerted effort to capture opportunities. A priority will be the development of a long-term vision and plan for sustainable tourism, to include a marketing plan, a tourist accommodation strategy, and consideration of possibilities for links with resource development and mining history.

DEVELOPMENT OF SMALL BUSINESS

The Shire of East Pilbara is committed to developing the capacity and resilience of small business and supporting retail/office space development and public/community facilities within the central business area. Goals include:

1. The development of commercial land on Newman Drive, to include the redevelopment of BHP Billiton Iron Ore's former mess and examination of potential uses for land redevelopment adjacent to the Shire of East Pilbara offices;
2. The encouragement of home-based businesses;
3. Supporting the development of an incubator for small businesses in Newman and exploring funding opportunities for the appointment of a full-time business development officer; and
4. Improving information technology and innovation to stimulate business development and economic activity.
5. Release of land in a mixed business area.

GOAL 5: ENVIRONMENTS OF BALANCE

The maintenance and environmental management of iconic Pilbara landscapes for generations to come; reduced ecological footprints; and the development of clean, green towns.

KEY ACHIEVEMENTS 2008-2012

The Shire of East Pilbara supports the view articulated by the *Pilbara Planning and Infrastructure Framework* that environmental values contribute to liveability, health, lifestyle and economy (p.113). According with *Newman Tomorrow*, the Shire has:

- Commenced preparation of an environmental management plan for Newman;
- Developed a water management plan, currently being implemented;
- Developed a drainage infrastructure priority plan;
- Commenced implementation of a groundwater and grey water reuse plan;
- Facilitated the commencement of a gas turbine power generation project;
- Expanded and upgraded reuse and recycling capacity;
- Commenced an upgrade of the town's sewerage plant; and
- Upgraded and extended walkways and bike paths.

KEY PRIORITIES TO 2030

Council will continue to work to reduce the ecological footprint of its towns, and is keen to partner with government and the resources sector to ensure that Newman becomes an exemplar in the areas of environmental management and sustainability.

The above list of projects commenced since 2008 contains a great deal of unfinished business for the Shire, and all will be pursued so that urban and industrial development proceeds with minimal impact on the natural environment.





PART 3 | NEWMAN TOMORROW STRATEGIES TO 2030

People of vitality. Communities of substance.
Places of connection. Economies of strength.
Environments of balance.

GOAL 1 - PEOPLE OF VITALITY

The diversity and quality of education and skills development options; employment options; health services; and access to recreational, leisure and creative activities.

STRATEGIES	Potential Partners	Project Initiation			Status	Indicative Cost
		Current 1-2 years	3-6 years	7-20 years		
1.1 Encourage high quality education and diverse skills development options						
1. As part of Newman Land Use Masterplan: a. Review and allocate land for schools in alignment with projected population growth b. Plan for the development of a Newman education precinct	SoEP / Landcorp	•	•			\$500,000
2. Convene a working group with local principals and other educationalists to develop a quality education strategy. Enhancing actual and perceived education quality.	Education Department Representatives	•				Operational Funding
3. Advocate for establishment of a university campus or other tertiary institution	SoEP, Local Industry	•	•	•		Operational Funding
1.2 Promote variety and choice in local employment						
1. Facilitate school to work transition programs	Newman SHS, Local Industry	•				Operational Funding
2. Support and promote local employment opportunities for young people in Newman e.g. traineeships and apprenticeships	Newman SHS, Local Industry	•				Operational Funding
1.3 Support individual and community health						
1. Planning and implementation of Newman Health Campus and Service Provision Master Plan – stakeholder engagement to consider community health development in formulating a whole of community master plan.	SoEP, State Government, Newman Hospital, relevant Government agencies, Community Participation.	•				\$300,000
1.4 Foster artistic and creative expression						
1. Implement the Arts and Culture Plan	SoEP	•	•	•		\$1.0 million
2. Develop Newman Arts Alive project a. Pilbara Prize Awards b. Urban art project c. Public art projects d. Art and Cultural Festival	SoEP, Local Industry, Arts groups	•				\$2.9 million
3. Develop an Indigenous Art and Cultural Centre for Martumilli	SoEP, Martumilli, BHP Billiton, State Government		•			\$9 million
1.5 Provide a range of well-resourced recreation and leisure options						
1. Finalise implementation of Capricorn Sporting complex master plan	SoEP	•				\$100,000
2. Extend Recreation Infrastructure • Establish a green space at the Newman's Lions park • Develop a Greater Newman Sports Master Plan	SoEP, Local Industry	•	•			\$1.5 million
3. Develop a walking trail map for Newman	SoEP, State Government		•			\$20,000

GOAL 2 - COMMUNITIES OF SUBSTANCE

The fostering of harmonious communities acknowledging a shared heritage; strong community groups, networks, governance and stewardship; relevant and affordable community services; and the provision of equitable and well-managed community infrastructure.

STRATEGIES	Potential Partners	Project Initiation			Status	Indicative Cost
		Current 1-2 years	3-6 years	7-20 years		
2.1 Promote diverse, harmonious and caring communities						
1. Support a resident and FIFO induction, support and welcoming project	SoEP, Local Industry, Visitors Centre	•				Operational Funding
2. Identify and advocate permanent representation of community organisations	SoEP, PDC	•	•	•		Operational Funding
3. Investigate and celebrate pastoral and mining history	SoEP, Visitors Centre, Local Industry, pastoralists		•			\$125,000
2.2 Build strong community groups, networks and governance						
1. Develop stronger links between community groups and SoEP	SoEP					
2. Assist community organisations with training opportunities	SoEP, Industry, Govt					
3. Encourage high rates of participation in community activities and events	SoEP					
2.3 Provide relevant and affordable community services						
1. Commence planning for a new purpose-built youth centre for co-location of youth services	SoEP	•				\$100,000
2. Implement plan for new purpose-build youth centre	SoEP, Industry, Govt		•			\$15,000,000
2.4 Ensure well-managed and equitable provision of community infrastructure						
1. Implement asset management plan	SoEP	•	•	•		\$2 million
2. Implement staged street lighting upgrades	SoEP, BHP Billiton	•	•	•		\$5.0 million

GOAL 3 – PLACES OF CONNECTION

Shire-wide planning and a quality regional road network and infrastructure; the quality and supply of housing and land for industry and commerce; the provision of safe places and spaces; and accessible, amenable towns.

STRATEGIES	Potential Partners	Project Initiation			Status	Indicative Cost
		Current 1-2 years	3-6 years	7-20 years		
3.1 Plan well for the future						
1. Review Town Planning Scheme	SoEP / State government	•				\$150,000 (including Local Planning Strategy Review)
2. Review Local Planning Strategy	SoEP / State government	•				\$150,000 (including Town Planning Scheme Review)
3. Continue implementation of Town Centre Revitalisation Plan	SoEP, State Government, Local Industry	•				\$35 million
4. Develop and implement Newman retail and commercial strategy	SoEP, State Government	•				\$50,000
5. Continue implementation of Newman streetscape plan	SoEP, Local Industry, State Government	•				\$50,000
6. Plan and develop new recreation precinct including: a. Recreation centre as part of active recreation reserve b. New aquatic centre	SoEP	•				\$45 million
7. Plan and develop new parks/playgrounds	SoEP	•	•	•		(\$10 million) (\$6 million) \$3 million
3.2 Ensure adequate release of housing, industrial and commercial land						
1. Enhance and update Newman Land Use Master Plan	SoEP, Landcorp	•				\$500,000
2. Develop and implement sustainable land and housing strategy for Newman a. Lobby for Newman land release development authority/corporation b. Develop affordable housing strategy and examine alternative building options c. Examine options for key worker housing d. Examine options for short-stay accommodation	SoEP, Local Industry, State Government, CCI	•	•			\$290,000
3. Continue community housing project	SoEP, Resource Companies, Martumili, State Government	•				\$5 million
4. Implement industrial precinct development strategy a. Progress light industrial area expansion project b. Develop plan for other industrial uses	SoEP, Local Industry, State Government		•			\$10.3 million
5. Develop a SoEP Staff Housing Strategy	SoEP	•				Operating Funding

3.3 Create vibrant civic spaces of intersection and interaction						
1. Design and construct new civic/cultural centre	SoEP	•	•			\$35 million
2. Implement streetscape development projects a. Landscaping Newman Drive b. Landscaping Kalgan Drive c. Landscaping Welsh Drive d. Landscaping town centre	SoEP, Local Industry, State Government	•	•			\$2 million
3. Continue implementation of park improvement program	SoEP, Local Industry	•	•	•		\$2 million
4. Continue implementation of master plan for town landscaping a. Beautification of Calcott/Newman Drive	SoEP, Local Industry, State Government	•	•			\$8 million (\$400,000)
5. Continue to develop the Shire's public art policy	SoEP	•				Operating Funding
6. As part of the Town Centre Revitalisation Plan create public art features	SoEP, State Government, Local Industry	•	•			\$2 million
3.4 Ensure safe spaces and places						
1. Continue implementation of strategies for community safety and crime prevention	SoEP, Police, Local Industry	•				\$500,000
2. Continue implementation of public lighting upgrade program	SoEP	•				\$2 million
3.5 Build connected and accessible towns						
1. Continue to remediate road network	SoEP	•				\$8 million
2. Continue to upgrade and extend walkways and bike paths	SoEP	•	•			\$900,000
3. Develop bike path plan	SoEP		•		Commenced	\$50,000
4. Undertake Newman Airport land use master planning, including: a. New runway b. Construction of a second terminal c. Expansion of apron taxi way d. Car parking e. Short stay accommodation f. Staff housing g. Commercial development h. Access planning	SoEP	•	•	•		\$300,000 (land use planning) \$160 million (implementation)

GOAL 4 - ECONOMIES OF STRENGTH

Infrastructure supporting economic development, partnerships with industry and tourism.

STRATEGIES	Potential Partners	Project Initiation			Status	Indicative Cost
		Current 1-2 years	3-6 years	7-20 years		
4.1 Provide infrastructure to support economic development						
1. Implement Economic and Tourism Strategy	SoEP	•				Operating Funding
2. Develop and implement a strategy to provide a greater range of short-stay accommodation	SoEP, State Government, Local Industry, Developers	•	•			\$27.5 million
3. Attract builders to Newman projects	SoEP, Local Industry	•	•	•		Operating Funding
4. As part of the Newman Town Centre Revitalisation, plan for a mixed business development and professional suites.	SoEP, State Government, Local Industry	•	•			\$10 million (mixed business) \$10 million (professional suites)
4.2 Build a thriving and diverse economy						
1. Liaise with and support business representative organisations	SoEP, Business associations	•	•	•		Operating Funding
2. Develop investment incentives program for business	SoEP, Local Industry, State Government		•			\$75,000
3. Conduct feasibility study for market garden project (as part of the SoEP Economic and Tourism Strategy)	SoEP, State Government	•				\$100,000
4. Develop strategies to reduce the cost of starting a small business in Newman	SoEP, State Government, Local Industry, Small Business Development Commission	•	•			\$100,00
4.3 Development strong partnerships with industry						
1. Support BHP Billiton Iron Ore to redevelop the old BHP Billiton Iron Ore mess site	SoEP, BHP Billiton Iron Ore	•				\$30 million
2. Work with Local Industry to implement a 'Local Suppliers Program' to support industry requirement, where possible	SoEP, Local Industry, CCI, Business Association	•	•			Operational Funding
4.4 Manage the tourism asset						
1. As part of 4.1.2; review and develop short stay tourist accommodation.	SoEP, Accommodation Providers, State Government, Local Industry		•			\$10 million
2. Upgrade information and directional signage	SoEP	•	•	•		\$600,000

GOAL 5 - ENVIRONMENTS OF BALANCE

The maintenance and environmental management of iconic Pilbara landscapes for generations to come; reduced ecological footprints; and the development of clean, green towns.

STRATEGIES	Potential Partners	Project Initiation			Status	Indicative Cost
		Current 1-2 years	3-6 years	7-20 years		
5.1 Reduce the ecological footprint of towns						
1. Support alternative sustainable power generation systems	SoEP		•			\$200,000
2. Expand and upgrade recycling/reuse program	SoEP, State Government, Local Industry, Developers	•	•			\$300,000
5.2 Cultivate a clean, green town						
1. Continue implementation of water management plan	SoEP, Business associations	•	•			\$1.6 million
2. Continue implementation of drainage infrastructure priority plan	SoEP, Local Industry, State Government	•	•			\$1 million
3. Continue implementation of groundwater and grey water reuse program	SoEP, State Government	•	•			\$300,000
4. Upgrade Newman Sewage Plant	SoEP, Community	•	•			\$5 million
5. Continue community tree planting days	SoEP, Community	•				\$50,000
6. Participate in national and state greening projects	SoEP	•	•			\$250,000

Copyright. The work is copyrighted. The Copyright Act 1968 permits fair dealing for study, research, news reporting, criticism or review. Selected passages, tables or diagrams may be reproduced for such purposes, provided acknowledgment of the source is included. Permission of any more extensive reproduction must be obtained from Creating Communities Australia Pty Ltd on (08) 9284 0910.

Disclaimer. The professional analysis and advice in this report has been prepared by Creating Communities for the exclusive use of the client for the purposes specified in it. This report is supplied in good faith and

reflects the knowledge, expertise and experience of the consultants involved. The report must not be published, quoted or disseminated to any other party without Creating Communities' prior written consent. Creating Communities accepts no responsibility whatsoever for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the addressee.

In conducting the analysis in this report Creating Communities has endeavoured to use what it considers is the best information available at the date of publication, including information supplied by the addressee. Unless

stated otherwise, Creating Communities does not warrant the accuracy of any forecast or prediction in the report. Although Creating Communities exercises reasonable care when making forecasts or predictions, factors in the process, such as future market behaviour, are inherently uncertain and cannot be forecast or predicted reliably.

Creating Communities shall not be liable in respect of any claim arising out of the failure of a client investment to perform to the advantage of the client or to the advantage of the client to the degree suggested or assumed in any advice or forecast given by Creating Communities.

