

Newman Revitalisation Plan - Volume 3 Town Centre Master Plan



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Components of the Newman Revitalisation Plan

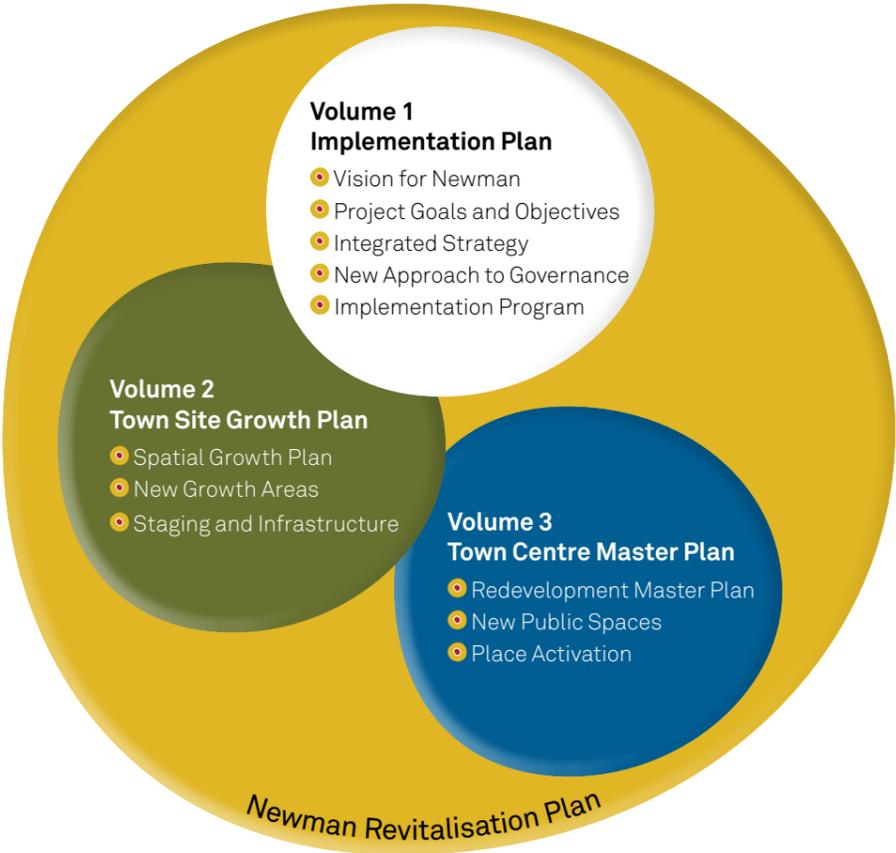
Components of the Newman Revitalisation Plan

The Newman Revitalisation Plan (NRP) has been prepared in partnership by the Western Australian State Government and the Shire of East Pilbara (SoEP). It was prepared through a consultative and multi-disciplinary approach, in response to their shared vision for Newman. As an adaptive management plan and project management tool, it will help guide the action required to deliver this vision. The NRP is made up of three volumes:

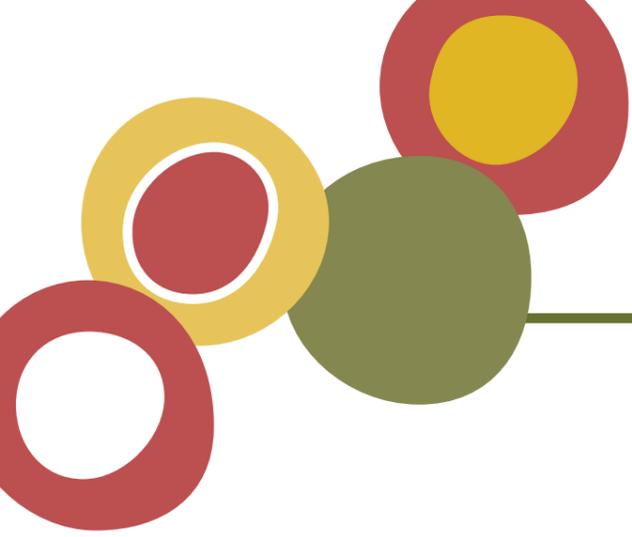
Implementation Plan (Volume 1) - provides the overarching vision and the integrated strategy to evolve Newman into a subregional service centre. This includes an implementation program that sets out the actions required to drive economic, community and infrastructure development and population growth,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

Town Site Growth Plan (Volume 2) - includes urban growth strategies and actions required to accommodate a permanent population of 15,000. This includes a spatial plan that proposes new industrial, commercial and residential growth areas for Newman, and sets out the hard and soft infrastructure requirements to enable 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 Newman. This includes a redevelopment master plan, and proposals for activating new public spaces.



Components of the Newman Revitalisation Plan



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Executive Summary

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. 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 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.

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

The Town Centre Master Plan reflects these principles across the four layers required to achieve a successful town centre¹:



Examples of residential developments

Key elements of the Town Centre Master Plan

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. 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' of the Town Centre Master Plan). It also provides room for a new town square, which will link the new main street with the Boulevard Shopping Centre (refer to '2' of the Town Centre Master Plan).
- 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' of the Town Centre Master Plan) 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 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.

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' of the Town Centre Master Plan). There are opportunities for new community facilities including a multi-use civic centre (refer to '6' of the Town Centre Master Plan) and outdoor amphitheatre/cinema (refer to '7' of the Town Centre Master Plan). 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.



Examples of town centre residential 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.

¹ Four Layers Concept developed by Creating Communities Australia Pty Ltd

Executive Summary



Precinct Plan

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 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' of the Town Centre Master Plan) and discount department store (refer to '5' of the Town Centre Master Plan), and residential and community opportunities.

Town centre precincts

The Master Plan allows for the creation of precincts, where uses with synergies would benefit from clustering together. Four precincts have been identified:

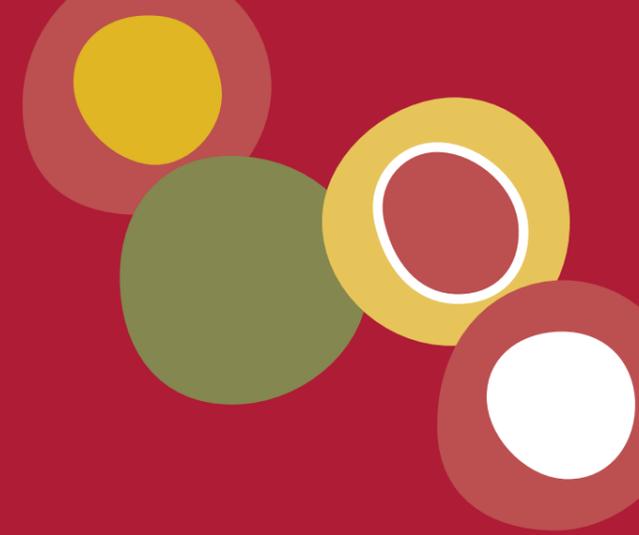
- Retail Precinct – this precinct sits at the core of the town centre and will include the new main street, town square and retail opportunities, the Boulevard Shopping Centre and other existing retail activities. Shop top apartments are also supported.
- Community/Civic Precinct – this precinct will be focused around Newman House and the new town park, 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' of the Town Centre Master Plan) and provide clubrooms (refer to '11' of the Town Centre Master Plan).

- Health Precinct – this precinct take 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 land mark buildings at the new entry statement for the town centre.



Precinct Plan

(Source: Artsource)



01. INTRODUCTION

1. Introduction

1.1 Future Town Centre

The State Government's Pilbara Cities Vision has indicated its intention to develop Newman into a subregional centre. The Pilbara Cities Vision sets the strategic direction for the development of the Pilbara Region. The "Newman Revitalisation Plan" (NRP) presents a roadmap for the realisation of a sustainable Newman community. The Shire of East Pilbara (SoEP), through the *Newman Tomorrow* vision and its Strategic Plan, has articulated the desire for Newman to continue to grow sustainably and support local economic activity.

1.1.1 Project Scope

The Town Centre Master Plan provides a framework for the redevelopment and revitalisation of the Newman town centre. The Town Centre Master Plan is one component of the overarching NRP and is underpinned by an implementation program, which is outlined in Section 6 of this report.

The Master Plan identifies a staged approach to the redevelopment of the town centre and seeks to address land tenure, infrastructure and other constraints in order to stimulate private sector investment and to establish new retail, commercial and residential development opportunities.

The Town Centre Master Plan will be used by decision makers in assessing rezoning, subdivision and development applications and with respect to the provision of infrastructure, services and community facilities.

The Master Plan has been through an iterative Sustainability Framework assessment, to ensure that the plan provides an appropriate and sustainable response to the current and future needs and requirements of the town and its residents and visitors.

This component of the report focuses on delivering a robust town centre commensurate of a subregional service hub with a population of a total population of 15,000 or more persons.



Newman Town Centre

1.1.2 Project Approach

Newman Tomorrow: Resourcing a Home for Future Generations (2008) which was produced by the SoEP, has provided the foundation for the Town Centre Master Plan.

This plan embraces the principles articulated in *Newman Tomorrow* which are:

- Developing the town centre so that it reflects Newman's status as a major regional centre and provides a focal point for the community.
- Securing improved social outcomes for the people of Newman in every age demographic, now and into the future.
- Ensuring Newman is a place that people are proud to call home, no matter how long they reside.
- Recognising Indigenous culture and establishing a foundation for greater Indigenous participation in the local economy.
- Balancing the strengths of the resource sector with promoting small business, tourism and the attractions of regional lifestyles.

The Town Centre Master Plan provides specific details on how the revitalisation of Newman should occur. The strategies articulated in this plan are to be implemented through strategically targeted interventions that address current concerns and issues, while also embracing a range of opportunities.

The NRP was prepared as part of the Newman Revitalisation Project - a State/Local Government partnership working with the local community to secure lasting improvements to Newman. It takes a holistic and long term approach to simultaneously facilitating economic prosperity whilst creating a vibrant, liveable and affordable sustainable town and local community.

1.2.3 Project Methodology

The NRP provides an overall framework for the future development of Newman. It aims to co-ordinate the work of the SoEP, State Government and other key stakeholders in a coherent plan to improve the quality of life for all the people living in the town. Preparation of the NRP has taken into account the existing social, economic and environmental conditions, challenges and the implications of these for development. The adopted methodology also recognises that Newman cannot be considered in isolation and so considers economic and social development for the Pilbara region as a whole. The approach sets out a framework for how land should be used, what infrastructure and services are needed, how community wellbeing can flourish and how the environment should be protected.

The NRP is a plan for delivering the *Newman Tomorrow* Vision. It is not a plan just for the SoEP or a singular State department. Rather, it describes an integrated approach for local, state and federal agencies, the private sector and the community to transcend conventional sectoral boundaries to think and act holistically. It is an implementation-oriented plan, which is specific in terms of responsibilities, time and costs to ensure delivery can be coordinated and monitored. The plan goes well beyond a list of projects.

1 Introduction

The NRP calls for a whole for government response involving integrated partnerships with private sector and other key stakeholders to deliver a sustainable community – a place where people choose to settle on a permanent basis, a place to bring up families with access to education, health and diverse employment and career opportunities.

The NRP has been developed as an adaptive management plan and is to be continually reviewed in the light of progress, and updated accordingly.

1.2 Sustainability Framework

Sustainability is defined in Western Australia as meeting the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

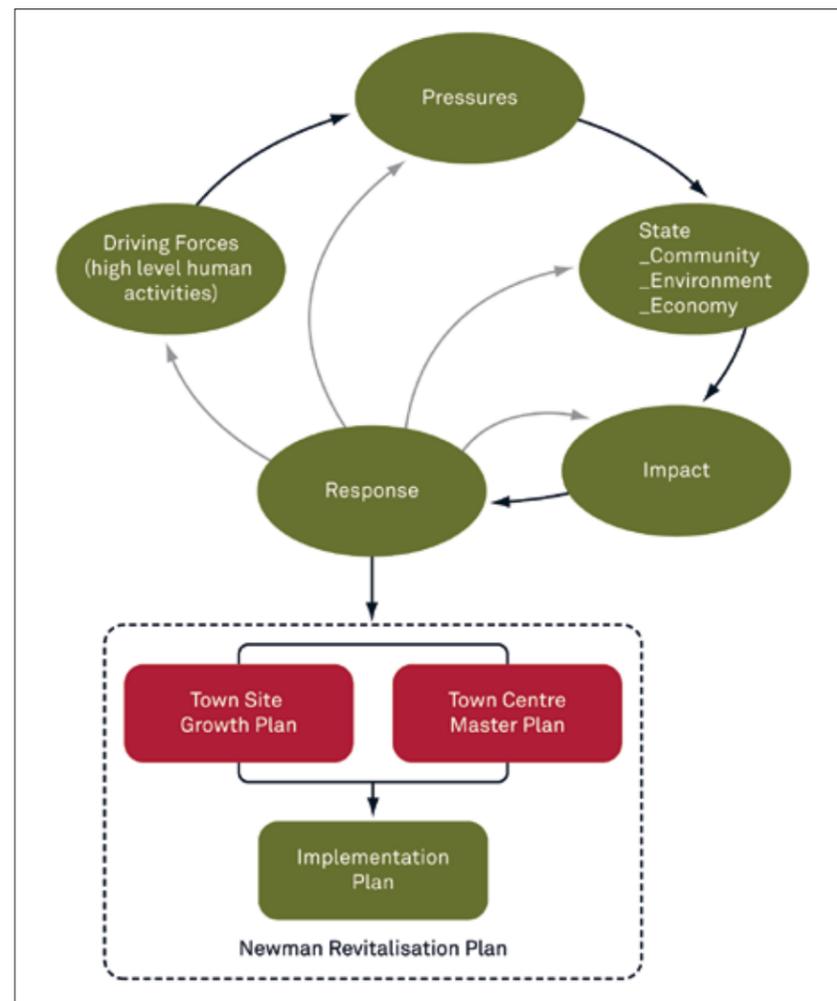


Figure 1: Sustainability Framework Approach

In applying this definition to development it is useful to consider human settlements as complex, adaptive systems. Managing settlements is about managing a “place” as a socio-ecological system. The system has sub-domains that are purely social (e.g. inclusion, equity, affordability), purely environmental (e.g. unmodified natural habitat), and most importantly, the intersection between them where human activity is intimately connected to ecosystems (e.g. physical footprint of settlements, abstraction of water from the environment). This thinking has informed the methodology used in developing the NRP.

This analysis of Newman and the development 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. Social and economic development (driving forces) exerts pressure on all the domains of interest, and as a consequence, their state changes. This change has implications (impacts) for humans and ecosystems. To be effective the Response must feedback on all the other elements (Figure 1).

The following approach was taken in applying this framework to the project.

1. Firstly Aspirational Goals were developed which describe the long term desired characteristics of a sustainable Newman.

Table 1: Aspirational Goals

Domain	Aspirational Goal
Economy	A robust, diversified local economy that effectively services the needs of local and regional industry and population.
Community	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.
Environment	Local, regional and global eco-systems in which landform, habitat and biodiversity are retained and that provide natural provisioning, regulating and cultural services.
Infrastructure and Resources	Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport.
Built Environment	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.

2. Each domain (i.e. economy, etc) was then analysed using the DPSIR approach. The existing “state” or condition of each was determined in respect of the aspirational goals and population targets for Newman. The drivers and pressures giving rise to the existing conditions were identified, together with the implications (impacts) for supporting or constraining progress towards the aspirational goals.

3. Based on this analysis, project objectives were developed which (if met) will transition Newman from its present state towards achievement of the aspirational goals.
4. Broad strategies were then developed which when taken together will represent an intervention that will meet the project objectives and hence guide Newman forward. These strategies represent the Response element of the DPSIR framework. The objectives were also used to evaluate the various alternative solutions that were considered. This was done by evaluating how effectively each solution would meet the objectives at the Town Site Growth Plan and Town Centre Master Plan levels, and to select the chosen strategies.
5. The Implementation Plan aims to articulate the steps needed to implement the chosen strategies (projects, initiatives and actions) both within and beyond the present project. This includes actions, key and contributing responsibilities and a framework to undertake monitoring and evaluation.
6. Accordingly the Framework has actively guided the development of the NRP towards the effective implementation of solutions that will contribute to optimising immediate and longer term social, economic and environmental outcomes.
7. The structure of this report is based on the methodology described above.

1.2.1 Applying Best Practice

A review of best practice suggests that to be successful, revitalisation projects need the following characteristics.

1. Clear and shared agreements need to be in place for the management, resourcing and implementation of the project.
2. A strategy for implementation is required.
3. It is important to work closely with the private sector to establish what these market conditions might be with plans and actions that are practical and achievable.
4. Interventions need to be targeted to tackle identified deficiencies, gaps or inefficiencies in the place.
5. Physical development alone will not be enough, it will require a sustainable approach (economic health, community development and environmental health hand-in-hand) with an action plan for implementation.
6. A visioning process with cross cultural involvement is essential.
7. A community engagement and communication strategy is an essential part of any revitalisation project based on community capacity building.
8. The establishment of partnerships (across government, between the public and private sector, and with the voluntary sector) is required to deliver the desired outcomes for a particular place.
9. Plans for the town centre, town site and the role of the town within the region need to be robust and aligned.
10. The necessary skills and expertise need to be assembled, with criteria in place to evaluate plans and measure success.

The State Government and the SoEP have embraced these principles as they move to position the Newman town centre for sustainable growth and a diversified economy commensurate of a subregional centre with a future permanent population of 15,000 or more people.

1.3 Project Approach

The approach to the revitalisation of Newman and other Pilbara towns as part of the Pilbara Cities initiative is not unique. It is widely recognised around the world that some places require interventions, without which they are unlikely to reach their potential. The more important these places are, the more urgent the need will be to identify exactly what is required to be most effective.

Newman as part of the resource driven boom will be under increasing pressure to respond to not only the needs of the private sector but also to elevate the level and quality of services for the existing community. Further, places like Newman have over the years made serious attempts to develop partnerships, facilitate redevelopment and to develop strategies and policies that will cause or seek to cause change where required or needed.

Accordingly this process was commenced on a principle of building upon past work. This was also important from the community's perspective, as there is anecdotal evidence that the community was feeling over consulted. Similarly the project delivery timeframe, of which was mostly over the Christmas 2009/10 period was condensed to enable the outcomes of this project to be utilised to seek appropriate funding, at the state, federal and private sector levels.

The development of the Master Plan is a key element of the overall NRP that represents a holistic and cohesive approach to community and economic development based on a shared vision for how we can create a vibrant and liveable Pilbara subregional centre.

Our approach is based on the creation of a shared future vision fostered through community engagement and empowerment and the building of partnerships with key stakeholders. This approach will be implemented through strategically targeted interventions that address current concerns and issues, while also realising untapped opportunities.

With specific reference to the process used to develop the Master Plan, the following key steps were taken to achieve this plan:

1. Drawing from past work to develop the project Vision and Goals;
2. Aligning with a Sustainability Framework;
3. Understanding context (particularly testing the validity of the role of the Newman in relation to the region and the relationship between the broader town site and the existing town centre);
4. Undertaking analysis of the centre in relation to structure, land use, public realm etc;
5. Developing key planning and urban design principles to guide scenario development;
6. Developing various town growth scenarios for consideration by stakeholders;
7. Testing town growth scenarios with key stakeholders, including landowners to inform town growth/development plans;
8. Conducting design sessions with key stakeholders and the broader community to inform and refine the town growth plan; and
9. Further refining the Master Plan to reflect consultative feedback received
10. Advertising the plan to seek broad community comment.

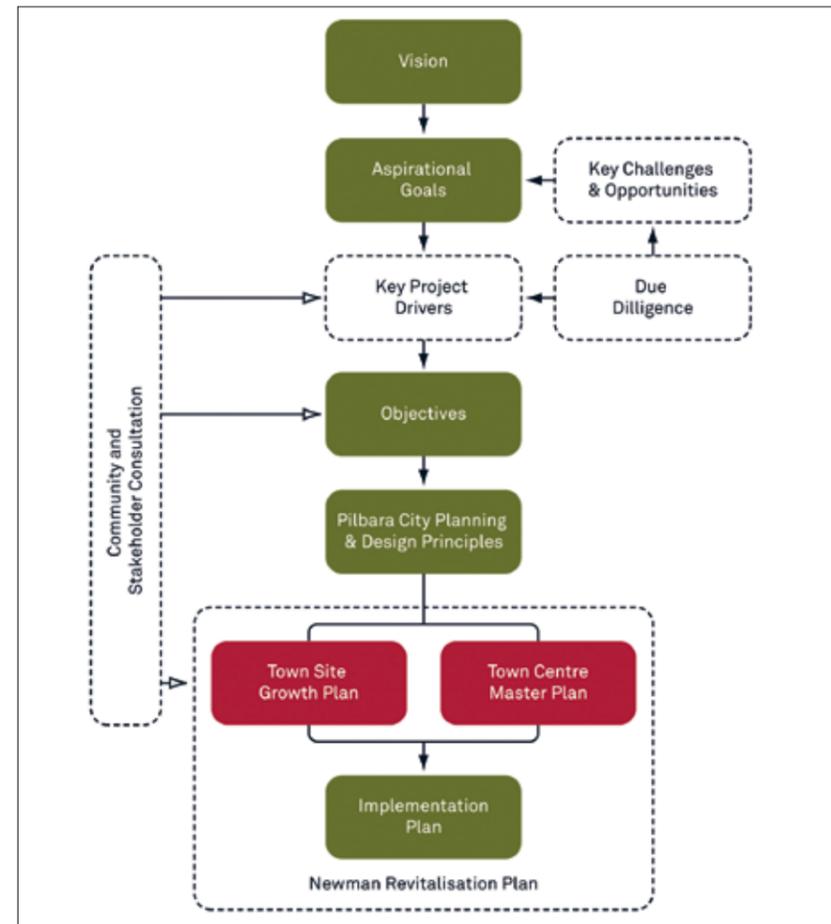


Figure 2: This diagram represents the framework in which the Town Centre Master Plan has been developed and how this process has adopted an inclusive and holistic approach that is based upon ensuring the projects aspirational goals are weaved through the process as well as is embedded into its outcomes.

1.3.1 Project Management and Decision Making

Teams of substance with clear purpose and well-defined relationships are a prerequisite for the success of any major development or revitalisation project. The SoEP and LandCorp established a partnership to to prepare the Town Centre Master Plan as part of the NRP.

The SoEP and LandCorp assembled a multidisciplinary team to prepare the NRP. The team comprised consultants in the disciplines of Town Planning; Urban design; Civil infrastructure engineering; Transport engineering; Landscape architecture / irrigation design; Environmental advice; Property development; Community development/engagement and Economic analysis/development.

A project decision-making structure was put in place, to oversee the project as it evolved, refer to Volume 1, Section 5 for the details on the structure, roles and functions.

1.3.2 Consultation and Engagement Process

There has been a considerable amount of consultation with stakeholders and the Newman community over the past five years regarding the development of the town centre, which has informed many aspects of the current revitalisation planning.

A comprehensive consultation process has also been undertaken throughout the development of the NRP with the original concept plans and newly proposed Town Centre Master Plan and Town Site Growth Plan being extensively tested with stakeholders and local community members.

The objectives for the community and stakeholder engagement processes undertaken during the development of the NRP were to:

- Identify actions that will enable inclusive and effective stakeholder engagement, as well as clear communication with the project team.
- Determine stakeholder opinions and areas of interest in order to provide accurate feedback to inform the planning process.
- Discover synergies and potential for networks between participants.
- Build stakeholder ownership.

A comprehensive list of stakeholders was developed with over 150 members from local residents, community organizations, Aboriginal groups, business and industry organisations, and government agencies (local and central).

1 Introduction

In summary the key techniques employed were:-

- Interactive Design Forum – involving a range of invited stakeholders from across government, business, community and industry. This forum included the review of initial town site and town centre spatial planning concepts. Concept plans were reviewed in reference to sustainability objectives.
- Project Design Forum - A presentation of the proposed town site and town centre designs (with associated background information on the social, economic and environmental issues), were presented by the consultant team to an expert panel.
- Council Briefings - Ongoing town site briefings were conducted to inform Councillors of progress being made in the development of town site growth plans and town centre plans.
- Youth Consultation and Visioning - Sessions held with classes from two schools to discuss the development of the town centre and what could be provided to make it a more attractive and vibrant place for young people.
- Community Dialogue Café - A large workshop was held with community members and stakeholders to seek input and feedback on the revised draft town site and town centre plans.
- Focus Group Meetings - Group meetings were held with stakeholders to discuss and inform the project planning process. The groups were Community and Social Development ;(Community Groups); Arts and Cultural; Affordable Housing and Living; Indigenous Community and Business and Economic Development.
- Director Generals and Senior Government Executives Briefing – Senior Government agency representatives attended a briefing workshop on the proposed plans for Newman. The briefing was established for the purpose of identifying implications for each agency of the proposed town growth and to seek input and commitment to taking collaborative action in addressing the current and future needs.
- Advertising of Draft Plans to the Community - The SoEP released the draft Newman Revitalisation Project Town Site Growth Plan and Town Centre Master Plans on 11 March 2010 for public comment.

A detailed description of the overall process and summary of findings is contained within Appendix A.

1.4 Structure of this Document

The Town Site Growth Plan (Volume 2), the Town Centre Master Plan (Volume 3) together with the Implementation Plan (Volume 1) form the implementation framework guiding the revitalisation of Newman.

Together, these plans collectively will guide the development of future housing, open spaces, commercial activities, tourist accommodation, entertainment and retail areas, as well as service infrastructure, transport, education and community facilities.

This document delivers one part of the NRP, being, Volume 3 – Newman Town Centre Master Plan. This plan will guide the future spatial and non-spatial development requirements determining the need for land supply, housing diversity, open spaces, identification of commercial nodes, tourist accommodation, entertainment and retail areas, as well as service infrastructure, transport, education and community facilities.

This report has been structured to follow the sustainability framework and the three key domains of Economy; Community and Environment. Infrastructure and Resources and Built Environment have been singled out within this specific framework as key drivers for this project, acknowledging that in real terms these are typically the delivery aspects of the three key sustainability elements.

Broadly the document is structured as follows:

Table 2

Section	Overview
01. Introduction	An overview of the project is presented including the process and methodology for developing the Master Plan, the development of the sustainability framework and project Aspirational Goals, the approach to consultation, and project management.
02. Context Analysis	This section reviews background documents and current planning as well as identify the existing state of Newman across each of the five sustainability areas. Gaps between the existing situation and the desired state expressed in the Aspirational Goals are identified as well as the implications these have on the future growth of Newman.
03. Project Goals and Objectives	Key objectives for each of the project goals are presented based on the outcomes of the context analysis. The objectives were used to frame and guide development of the strategy. Additionally key principles of good city design are presented which were used to guide the preparation of the spatial plan.
04. An Integrated Strategy for Newman	This section presents what needs to be done to realise the project objectives, identifying both spatial and non-spatial responses goals for each of the five sustainability areas.
05. A New Approach to Governance	This section identifies governance arrangements required to support implementation including public-private partnerships.
06. Making it Happen - Implementing the Strategy	This section details the key implementation steps for the strategies, and identifies the actions and projects, key stakeholders, and timing for implementation of the Town Centre Master Plan.





02. CONTEXT AND ANALYSIS

2. Context and Analysis

2.1 Background

An important aspect of the approach adopted by the Sustainability Framework was to identify the existing state of Newman across each of the Aspirational goals, identify the gaps between the existing situation and the desired state expressed in the Aspirational Goals and the key impacts (both positive and negative) that they may pose for the Town Centre Master Plan.

There are a number of key plans and policies that have had a role in defining the strategic development of the Newman town centre. The direction and aspirations for the future growth of Newman have been articulated in an array of strategic documents prepared over the last decade by both the SoEP and the State Government such as *Newman Tomorrow* (2008).

These documents identify a range of visions, strategies and actions which together seek to modernise and transform Newman to support long term economic activity in the region, improve the quality of life for existing residents and attract and retain new residents. The control of land use and development is governed by the SoEP Town Planning Scheme No. 4 (the 'Scheme'). This section reviews existing documents and current planning in order to describe the current situation, key drivers, pressures and implications facing the future growth of Newman as a regional centre of 15,000 people for each of the Sustainability Framework elements of Economy; Community; Environment Infrastructure & Resources; and Built Environment and Public Realm, and what this means for the future growth of the town centre.

Figure 3 identifies the relationship of the various agencies responsible for the preparation of the various plans and strategies:

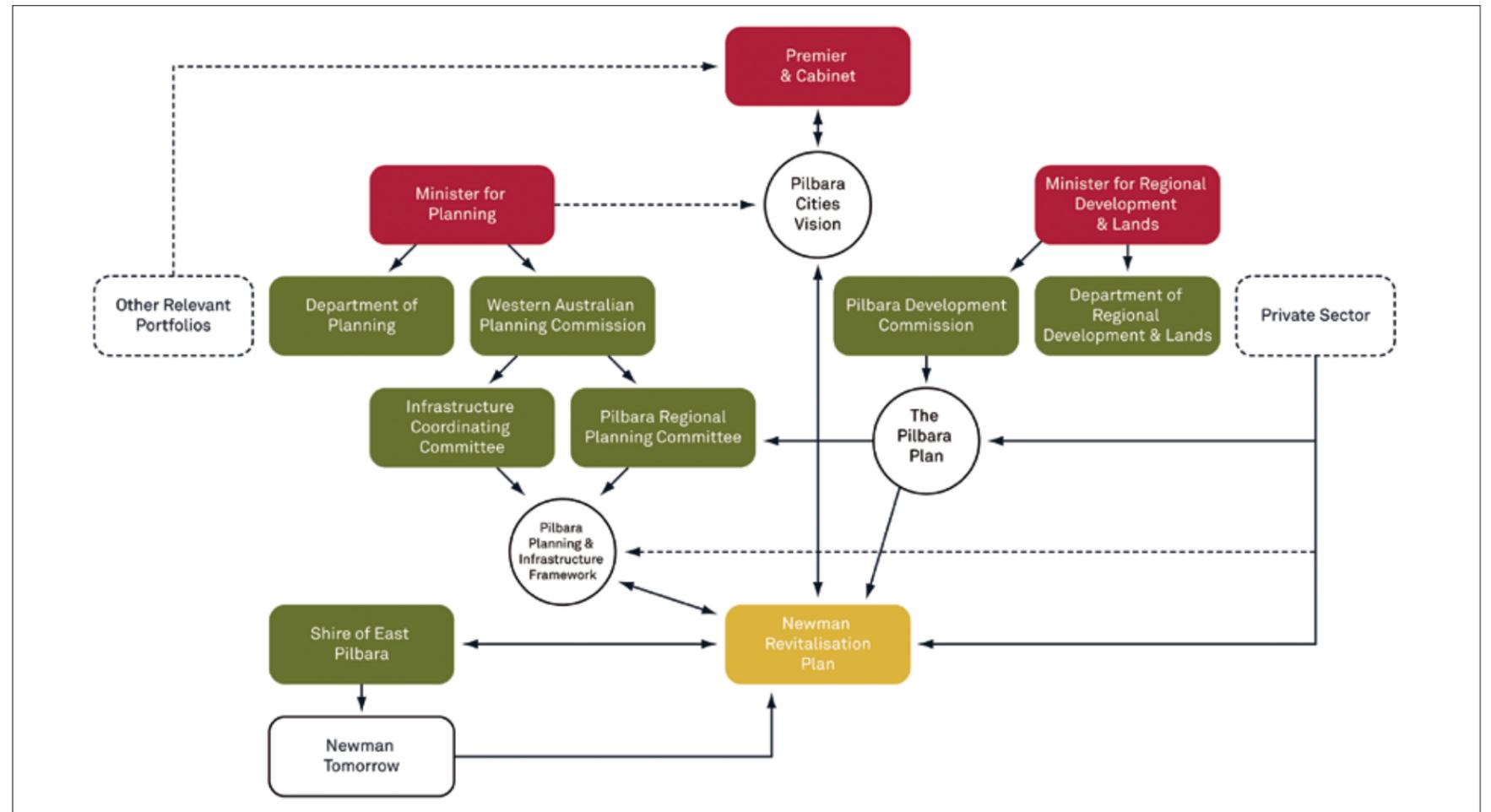


Figure 3: Existing strategic planning framework

2 Context and Analysis

2.2 Planning Context

There are a number of key plans and policies that have an implication for the future strategic planning of the Newman town centre. These are:

2.2.1 Strategic Policy Framework

The higher level strategic policies governing Newman are discussed in detail at 2.1.1 of Volume 2, the Town Site Growth Plan. The planning context in relation to the town centre is primarily guided through an existing concept plan prepared by the SoEP

2.2.2 Local Planning Policy No. 3 – Town Centre Concept Plan

In 2009, the SoEP adopted Local Planning Policy No. 3, which provides a strategy for redevelopment of the town centre. The associated concept plan:

- Sets out the overall manner in which the Newman town centre may be redeveloped by the provision of new roads, parks, retail and housing opportunities;
- Identifies the possible closure of some roads and parks;
- Provides some direction with respect to future required zonings for the town centre; and
- Is intended to guide the Council in the exercise of discretion in its decision making on planning and other related applications.

Whilst the concept plan does go some way to proposing change within the town centre, including additional retail and commercial opportunities, better access into the centre, a new town park and collocation building and bringing residential apartments into the centre, there are acknowledged shortcomings, including:

- An active Main Street is not created due to the need to accommodate car parking
- Pedestrian accessibility and legibility is not improved
- The plan still lacks a clear hub or meeting place
- Car parking generally dominates the public realm

Through the preparation of the Town Centre Master Plan, this concept plan has been reviewed and alternative design options have been explored for the town centre. From this process the Master Plan has built on the initial concept and addressed the shortcomings of that plan.

It is recommended that the Town Centre Master Plan be adopted as a Local Planning Policy, which will supersede Local Planning Policy No. 3.

2.2.3 Capricorn Sporting Complex Master Plan

The SoEP engaged CCS Strategic Management to prepare a master plan for the Capricorn Sporting Complex. The Capricorn Sporting Complex Master Plan was adopted by Council and seeks to address the following issues:

- Accommodation of those activities displaced by a reduction in the size of Boomerang Oval;
- Upgrade of facilities that are in need of refurbishment or replacement;
- Improved utilisation of playing fields that are currently underutilised;
- Rationalisation of facility access where there is a propensity for over use; and
- Rationalisation of facility development to minimise duplication and oversupply.

The following recommendations of the Capricorn Master Plan are particularly relevant to the Town Centre Master Plan and have been taken into account in its preparation:

- Move junior soccer from Boomerang Oval to the Hockey Fields at Capricorn;
- Construct replacement toilet changeroom storage and canteen facilities on the reduced Boomerang Oval to accommodate the needs of reserve users;
- Retain the swimming pool in its current location for the foreseeable future;
- Plan to construct a replacement Swimming Complex in the long term, adjacent to the Recreation Centre;
- Plan for a land swap with the Department of Education to enable the Swimming Complex to be built next to the Recreation Centre; and
- Support the relocation of Bowls from the Newman Club to a synthetic turf facility at the Golf Club.

2.2.4 Statutory Policy Framework

The following options are available to the SoEP to facilitate the preferred scenario for redevelopment of the town centre.

2.2.5 Local Planning Scheme

The Newman town centre, as defined by the NRP, is partly zoned as 'Town Centre' but also includes sites reserved for recreation, civic and primary school purposes, and also includes the Newman club which is zoned for 'Civic and Community' purposes.

Clause 5.8 of the Scheme states that development and uses within the Town Centre Zone "will be subject to conformity with a Town Centre Strategy adopted by Council from time to time...".

The town centre concept plan, (local Planning Policy No.3) and now this Town Centre Master Plan will provide a framework for the growth and development of the town centre. The concept plan illustrates that sites currently reserved for recreation or community purposes are flagged for development for alternative purposes i.e. residential and mixed use. The Master Plan also identifies alternative uses for the reserve land within the town centre. This is likely to generate the need to review the town planning scheme and zonings pertaining to the town centre.

With respect to car parking standards, the Scheme requires the following minimum car parking bays to be provided:

Shop: 1 bay per 12.5m² GLA

Office: 1 bay per 40m² GLA

The minimum requirement for a shop (retail) is approximately double of that required for other comparable local governments. For example, the SoEP requires one bay per 20sqm NLA. This is equivalent to approximately one bay per 24sqm GLA.

The car parking standards contained within the Scheme for retail and commercial uses are at the upper in terms of size for a town centre, which should aim to promote vibrancy, activity and walkability.

2.2.6 Vehicle Parking Standards – Local Planning Policy No.4

To address the issue the SoEP has adopted a Local Planning Policy regarding parking standards. This policy will have implications regarding the design of the Town Centre. It is worth noting that the SoEP Local Planning Policy (LPP) No. 4 states:

"Parking facilities are to be located so that they do not dominate the surroundings or development and are generally to be located and designed so they are an integral part of the development for the site".

LPP 4 provides alternative car parking standards for a shop within the town centre. LPP 4 allows for a reduction from 8 bays per 100sqm GLA to 6 bays per 100sqm GLA. However, this variation is in conflict with the Scheme. Clause 2.3.1 of the Scheme states "If a provision of a Local Planning Policy is inconsistent with the Scheme, the Scheme shall prevail".

2.2.7 Statutory Implications for the Town Centre

2.2.7.1 Local Planning Policy

- The Council can prepare a Local Planning Policy in respect of any matter related to the planning and development of the Scheme area. If Council resolves to prepare a Local Planning Policy, it must publish a notice of the proposed Policy once a week for 2 consecutive weeks in a newspaper circulating in the District, giving details of:
 - (i) Where the draft Policy may be inspected;
 - (ii) The subject and nature of the draft Policy; and
 - (iii) In what form and during what period (being not less than 21 days from the day the notice is published) submissions may be made.
- After expiry of the 21 day advertising period, the Council must consider the draft policy in light of submissions made.
- Council may then resolve to adopt the Local Planning Policy. The Local Planning Policy will come into effect on publication of notice of the Policy in a newspaper circulating in the District.
- Time frame: Approximately three months

Implications: By adopting the Town Centre Master Plan as a Local Planning Policy, the plan will be given statutory weight. However, if a provision of the Local Planning Policy defers from the Scheme, the Scheme will prevail. This will have implications if the zoning under the Scheme are not amended to reflect the Master Plan.

Further action – concurrently amend Scheme to reflect Master Plan

The Local Planning Policy does not form part of the Scheme, and does not bind the Council with respect to any application for planning approval, but the Council is to have due regard to the provisions of the policy.

2 Context and Analysis

2.2.7.2 Structure Planning

- Town Planning Scheme No. 4 does not currently contain any provision to undertake and adopt structure plans within the Scheme Area.
- An amendment to the Scheme would be required to introduce provisions that would allow the preparation and adoption of structure plans, which would take approximately 12 months to undertake.
- The amendment would also need to identify those areas flagged for redevelopment and introduce a Development Zone or similar over these areas.
- Time frame: The preparation of structure plans generally take between 3-6 months once the necessary provisions and zoning are in place.

Implications: The capacity for the SoEP to process structure plans at this stage is restricted, due to the lack of resources. However, structure planning would provide a statutory framework on which to base decisions on subdivision and development applications. A structure plan would also identify key public infrastructure works necessary to realise the plan i.e. new road linkages. A structure plan would be given statutory affect through the Scheme, providing the developer and SoEP with certainty.

2.2.7.3 Existing provisions of the Scheme

- Clause 5.8 of the Scheme states that within the Town Centre Zone “Uses permitted by the Scheme will be subject to conformity with a Town Centre Strategy adopted by Council from time to time and with other provisions of the Scheme”.
- There is no explanation regarding the process for adopting a Town Centre Strategy. It is assumed that it would be similar to the process for adopting a Local Planning Policy.

Implications:

The Town Centre Strategy deals specifically with land uses. The Scheme does not reference the ability for the Strategy to deal with other structuring elements i.e. roads, services, etc and there would also still be the issue with the excessive minimum car parking requirements under the Scheme.

Recommendation:

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 the Scheme. However, a Town Centre Strategy may be adopted concurrently with the Local Planning Policy, in order to provide Council with a land use strategy for the town centre which has statutory weight under the Scheme.

2.3 Role and Function of Newman Town Centre

The town centre is centrally located within the town site and is located along major district connecting roads, Newman and Kalgan Drive, although these roads do not bring traffic directly through the centre.

The focal point for retail activity within the town centre has shifted around over time, originally the main retail shopping centre was located off Hilditch Ave, but as the new shopping centre building was developed, focus shifted towards the new big box retail. This has resulted in the original shopping centre changing use, largely to offices, overtime.

It is also worth noting that much of the building stock within the town centre is reaching its used by date or is becoming redundant in terms of the new uses needing to establish within the centre. This creates new development opportunities for the centre, however demolition and redevelopment needs to be weighed against exorbitant construction costs.

Additionally, the centre lacks a Main Street focus for retail activity, and also lacks a diversity of retail activity, with one “big box” shopping centre being the sole focal point for retail activity.

The town centre lacks a vibrant public realm and does not have a community focal point or meeting place, such as a public square, but instead is dominated by parking areas. This has led to the situation whereby residents and visitors choose to use their vehicles as a primary means of getting to and around the town centre, which further limits the opportunity for retail activity.

Additionally, the car parking areas create a significant barrier for vehicles and pedestrians travelling through the town site to access the centre. As a result, the town centre is not well integrated with the rest of the town site.

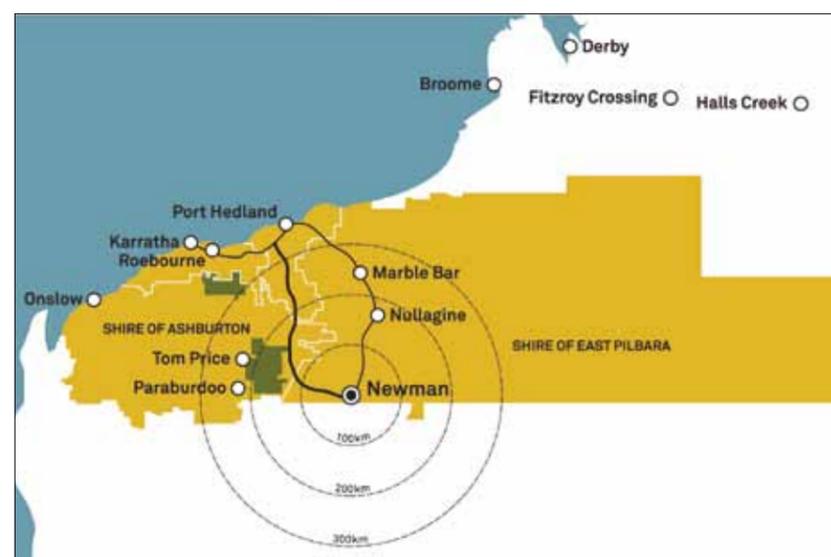


Figure 4 Newman Regional Location Plan

Lastly, there are a number of uses that would not traditionally be located within the town centre. For instance, Boomerang Oval, the Newman Club and tennis courts, the primary school site, BHP Billiton mess hall and Seasons hotel are all low intensity uses that take up a significant amount of land within the town centre. A number of the facilities, such as the tennis courts are redundant within the town centre, and should be relocated in the short to medium term to free up development opportunities. Some of the facilities on Boomerang Oval are also planned to be relocated to the Capricorn Oval and this will allow rationalisation of this space to create new development opportunities such as a new east west road through the town centre.

2.4 Economic and Commercial Context

2.4.1 Key Implications

Newman as a town with a stable resident population of 15,000 would require a resident workforce of up to 7,500. Of this workforce, almost half might be in the areas of retail and consumer services and knowledge intensive consumer services. While it is unlikely (and impractical) to suggest that such a working population might all be located within the town centre, it is reasonable to suggest that a significant percentage will, which means that the town centre must have sufficient space to cater for such a potential workforce. It should be noted that this is an aspirational target and will not be achieved without an intervention strategy, but this is the quantum of working population that Newman with a population of 15,000 might expect.

The Town Centre Master Plan has been guided by the following retail and office floor space requirements, based on the demand generated through resident population targets:

Table 3: Retail implications of population targets

Resident Population	Current	10,000	15,000
FIFO Population	Current	3,000	3,000
Total Floorspace	7,300	16,000	27,000
Supermarkets (no./m ²)	1 (2,000m ²)	1(3,500m ²)	2(5,500m ²)
Discount Department Store (no./m ²)	1(1,200m ²)	1(2,000m ²)	1(3,500m ²)
Speciality Shops (no./m ²)	40(4,000m ²)	75(10,000m ²)	130(16,500m ²)
Large Format Retail (no./m ²)	0m ²	500m ²	1,500m ²
Street Length (m)	120m	300m	500m
Land area (Ha)	2Ha	4Ha	/Ha
Potential Office Space Created (m ²)	4,000m ²	10,000m ²	18,000m ²
Office Based Employment (no.)	250	650	1,200

2 Context and Analysis

2.4.2 Goals and Objectives

Through assessment of the key economic implications for Newman, a set of Objectives have been arrived at which are detailed below:

Table 4: Economic Goals and Objectives

Goal	Objectives
Economy A robust, diversified local economy that effectively services the needs of local and regional industry and population	<ul style="list-style-type: none"> Improved local business capability to service established industry sectors
	<ul style="list-style-type: none"> Optimised local employment distribution to meet the requirements of industry and population
	<ul style="list-style-type: none"> Increased local business, industry and employment diversity
	<ul style="list-style-type: none"> Enhanced local business investment and entrepreneurial activity
	<ul style="list-style-type: none"> Activated and accessible retail and commercial destinations

2.5 Community

2.5.1 Current Situation

History

Like the SoEP itself – which came into being when the former shires of Marble Bar and Nullagine merged in 1972 – Newman is relatively young. Established in 1968 by the Mt Newman Mining Company as an accommodation centre for employees at the nearby iron ore mine, it remained a company-run town until 1981, when a handover of company responsibility to local government began.

Staged development characterised Newman's early years, and its status as a 'dormitory town' accommodating short-term residents and fly-in, fly-out (FIFO) workers did not encourage long-term vision, which resulted in a lack of planning – particularly in the area of community development. Initially, the town comprised a cluster of residences and facilities to the north of the main road, Newman Drive. The construction of a second residential cluster commenced during 1971-72 and became known as South Newman. In 1980, houses were built along the western side of another major thoroughfare, Forrest Avenue, and a further town extension occurred east of the Capricorn Oval recreation area in 1981.

Newman's town centre, commercial area and other significant community facilities are today located in the oldest part of the town, North Newman.

The problems facing Newman in the 21st Century have their roots in the pre-1981 period, and basic infrastructure built in the 1960s and 1970s is today in need of restoration or replacement. Across four decades, iron ore mining has been Newman's lifeblood. The town has ridden a boom-bust cycle, and was shackled in its formative years by a lack of local government leadership. In the 21st Century, however, Newman has been propelled into a new era. Its future has been secured, not only by long-term export contracts in the resources sector but by a growing recognition that Newman occupies a pivotal place in a region blessed with a pleasant climate and abundant business and tourism opportunities.

Social Context

Newman is the second largest inland town in Western Australia, with a population estimated to be around 5,000 permanent residents. The town's population grew by 20% between 2001 and 2006, averaging 140 new residents per year, while the population of the SoEP increased by 62.9% over the same period. These increases far exceeded population forecasts by the Western Australian Planning Commission.

Significantly Newman is a young community, with census data indicating that almost 20% of its population is under the age of 10. Newman has a higher proportion of young people (aged under 20) than the SoEP as a whole and the Pilbara statistical division.

Conversely, Newman has a lower proportion of people aged 40 plus. The median age is approximately 30. A feature of population data for Newman, with important social implications, is that the town is attracting young families into the area. Family households account for 77% of Newman's dwellings.

The proportion of Indigenous residents in the SoEP is 21.8%, significantly higher than the Pilbara statistical division at 13.7%. The Newman Suburb however has a lower percentage of Indigenous residents (12.4%) while the Newman Urban Centre has fewer still (6.7%).

Approximately 80% of Newman's population is Australian-born. Of those who were not born in Australia the top countries of birth are: New Zealand and England.

Anticipated population growth and the town's high proportion of young families have combined to exert increasing pressure on ageing community infrastructure and amenities. This pressure is likely to mount over the next decade, highlighting the need to plan facilities and community development initiatives appropriate to the evolving demographic profile.

Other demographic findings of Newman include:

- Newman has a lower proportion of one parent family households compared to the SoEP and Pilbara statistical division.
- The average household size in Newman Urban Centre (Newman town site) is 2.8 persons, in Newman Suburb (Newman Town boundary) it is 3.0 people per household.
- 76% of all dwellings are separate houses, 12% are flats, units or apartments, 5% are semi-detached/row/terrace houses and 7% are other dwellings. In comparison to the Pilbara and Perth Metropolitan Area, the Newman urban centre exhibits the following:-
- The vast majority of residences are rented.
- Between the June and September quarters in 2009 the average rental cost of three bedroom properties has increased by approximately \$67 per week from \$1200 per week to \$1267 per week.
- The average purchase price for a 3 bedroom house was \$588,000 and \$617,000 in September 2009.
- Since 2004 the number of house sales has more than halved, while costs have of purchase have risen significantly by nearly 600%, indicating a lack of supply in the market.

FIFO Workforce

Newman has a significant Fly-In/Fly-Out (FIFO) population. Estimates of the FIFO population vary, however current estimates suggest the population is approximately 3,000 workers. Traditionally, FIFO employment arrangements were confined to the offshore oil and gas industry; however, since the 1980's, a combination of social, political and economic factors has resulted in FIFO being introduced to land based mining in Western Australia and can have a significant impact on small communities.

Previous Town Centre Planning

The development of the plans and strategies for the revitalisation of the Newman town centre were informed by previous town centre planning initiatives which have been undertaken since 2000. Elements of these initiatives are reflected in the Master Plan.

Previous planning that were undertaken and informed the Town Centre Master Plan include:

Newman Town Centre Revitalisation Project (NCRP)

In 2003 the SoEP launched the Newman Town Centre Revitalisation Project (NCRP) with the aim of identifying high priority projects for the town centre and allocating funds toward these works over a nominal period of ten years. The Hames Sharley Inception Report of April 2003 outlined three broad planning concepts and took into account the following of the Shire's general considerations; stakeholder expectations; existing conditions and opportunities on the ground. The plans were shelved by the Council as they were viewed as being too difficult to implement.

East Pilbara Sustainability Partnership (EPSP)

As part of the Newman Town Centre Revitalisation Project (NCRP) the SoEP and BHP Billiton entered into the East Pilbara Sustainability Partnership (EPSP), and the NCRP became an EPSP program. This partnership focused on BHP Billiton's contributions to the development of Newman and in particular the town centre.

Cultural Precinct Draft Concept Plan

In 2007 Hames Sharley were commissioned to produce a Cultural Precinct Draft Concept Plan for the SoEP. This plan recommended the creation of a new community cultural precinct in the town centre to act as a focal point for residents and visitors, and to provide facilities for a wide range of uses.

2 Context and Analysis

Town Centre Revitalisation Concept Plans - 2008/2009

In November 2008 town planning and development consultants 'Planning Enterprises' (now named Urban and Rural Planning Perspectives Pty Ltd) were engaged by the SoEP, to redesign the town centre concept plans. The concept plans developed by Hames Sharley were shelved and the new plans from Urban and Rural Planning Perspectives Pty Ltd (URP) were adopted under Local Planning Policy No.3.

The key priorities of the plan were:

- Town centre design and articulation.
- Town centre access roads (e.g. Kalgan Drive).
- Redesign Boomerang Oval and reduce the allocated space to enable residential, commercial development and a more intimate community space.
- Improved 'permeability'.
- Improve the land use mix.

URP produced three drafts of a Newman Town Centre Redevelopment Concept Plan for SoEP. The final version of the Draft Concept Design was provided in March 2009 and was then adopted by the SoEP Council.

Town Centre Community Facilities (Current Status)

The predominant use of the town centre is for shopping, with the existing indoor shopping centre dominating the town centre area. There are other retail, commercial and government services that residents access in the town centre including – a bank, restaurant, post office, bottle shop, government and non government offices. There is a proliferation of office uses in the town centre in premises that were originally for retail purposes.

Many of Newman's town centre facilities fall short in regards to contemporary design and struggle to meet current community needs.

The current spatial design of the town centre is dysfunctional with a distinct lack of planned retail space, a lack of linkages to existing public open spaces and the limited provision of community facilities. This leads to people driving in and driving out of the current town centre for single purposes such as shopping, rather than visiting the town centre for more of a social experience.

Results from two stakeholder surveys conducted by BHP Billiton in 2008 found that the community stakeholders suggested the following improvements to existing community facilities in Newman:

- Upgrade and maintain the facilities.
- Clean/improve the parks and provide BBQs and toilets.
- More facilities needed.
- More /cleaner toilets needed.
- Clean up generally/graffiti.

The lowest rated facilities in the surveys were arts and cultural facilities. The highest rated were sport and recreation facilities.

The most frequently requested community facilities were:

- Entertainment/recreation complex
- Arts and culture centre
- Theatre/Cinema
- More public toilets

The following table (Table 5) provides a review of community facilities that exist within the town centre.

Table 5: Existing community facilities

Facilities	Details	Comments
Playing field	• Boomerang Oval	<ul style="list-style-type: none"> • All areas in good condition • Sport master plan recommends junior soccer and other activities relocate from Boomerang Oval to Capricorn Oval.
Aquatic Centre	• Newman Aquatic Centre with pool and recreational aquatic facilities	<ul style="list-style-type: none"> • Recently upgraded in 2008. • Ongoing maintenance issues and concerns with services running under the pool. • Proposed in sporting masterplan to be relocated to the Capricorn Sporting Complex.
Youth Facility (currently closed)	• YMCA/Newman Youth Centre (Currently closed)	<ul style="list-style-type: none"> • Located in the town centre precinct in Hilditch Avenue. • No access to open space. • In poor condition and in need of refurbishment if to be maintained in this location. (Recent Federal funding received for upgrade). • Recommend in future to move closer to the community cultural precinct near Boomerang Oval.
Recreation club	• Newman Club	<ul style="list-style-type: none"> • Newman Club is the main "social" club. Facilities are very old and in need of maintenance. It is in a prime location near the town centre. Could be moved to new premises, potentially to the Bowling Club as part of a new Country Club development.
Community buildings	<ul style="list-style-type: none"> • Newman Community Centre (Beach) • Collocation Centre (Newman House) 	<ul style="list-style-type: none"> • Newman Community Centre was the old town hall/meeting hall that became run down and has been converted to a play centre for young children, which is operated by Newman Mainstreet Inc. • The Newman Collocation Centre opened in April 2010 and provides a modern and attractive facility within the heart of the town centre enabling non government organisations (NGOs), community groups and government agencies to access appropriate office and meeting rooms. The development of the centre was identified due to the lack of appropriate venues for these essential service organisations within the town. • The newly built centre offers office suites with shared areas such as: <ul style="list-style-type: none"> - Video conference area. - Meeting conference room. - Kitchen.
Primary schools	• Newman Primary School	<ul style="list-style-type: none"> • Newman Primary School is the original school in town and in need of an upgrade. • Could be relocated to a new site in future years to provide a new larger school site that caters for town growth and avoids high traffic volumes in the town centre.
Emergency Services	• Newman Police Station	<ul style="list-style-type: none"> • Station adequate for current needs.
Childcare	<ul style="list-style-type: none"> • Newman Day Care Centre • YMCA Early Learning Centre 	<ul style="list-style-type: none"> • Well catered for with both centres in the town centre. • Consultation undertaken by BHP Billiton Iron Ore in 2005 as part of their Social Impact Assessment study indicated that one of the highest needs for community facilities was the provision of a childcare centre, as places were not available due to the existing centre's long waiting list. As a result BHP Billiton Iron Ore allocated \$5.4million to the construction of a new childcare centre in the heart of the town centre. The new facility which was developed in consultation with the SoEP provides 120 child care places. This centre was completed in 2009, with YMCA being appointed to operate the facility and to manage the service. • Future opportunity to move the Newman Day Care Centre out of town to better realise a land asset and to provide a child care centre closer to growing residential areas.

2 Context and Analysis

Community Groups and Services (Current Status)

There are a range of service providers in Newman. However main offices for Government agencies are generally located in Port Hedland or Karratha, with satellite services offered in Newman.

Newman acts as a hub for service provision to outlying remote communities.

The key service agency in the town is the SoEP. It provides services in four key areas:

- Corporate services
- Technical services
- Development and regulatory services
- Community engagement

The government agencies with service provision and office space in Newman are:-

- Department of Child Protection
- Department of Corrective Services
- WA Country Health Service
- Pilbara Development Commission
- Disabilities Services Commission
- Pilbara TAFE (Newman site)
- Newman Police

Other agencies and organisations that provide services in Newman include:-

- Home and Community Care
- Newman Women's Shelter
- Community Health Service
- Commonwealth Respite and Carelink Services
- Baptist Church
- Martu Christian Fellowship
- Muslim Congregation Mosque
- St Josephs Catholic Church
- St Stephens Anglican Church
- Uniting Church
- Newman Congregation of Jehovah's Witnesses
- Alcohol Anonymous Pilbara Community Legal Service
- Newman Art Council
- Martu Milli Artists
- Newman Main Street Program
- Kids Matter – Family Day-Care Program
- Newman Women's Shelter
- Pilbara Community and Aged Care Services
- St John Ambulance
- Aboriginal Legal Service
- Newman Lions Club

Community Events

Newman has some key events that are conducted throughout the year. These include:

- Bloody Slow Cup
- Annual Christmas light competition
- Fortescue Festival which includes the Newman Outback Drags and Fortescue Festival Ball (August)
- Newman Clean-up Day (May)
- Newman Lions Club Festival Ball (August)
- Arty Farty Festival
- Newman Outback Drags
- Newman Horse Races

2.5.2 Current Planning

Shire of East Pilbara

The SoEP's community vision plan, *Newman Tomorrow* has identified a range of community facilities, projects and initiatives to be implemented over the next 20 years, some of which will be located in the town centre.

Newman Tomorrow focuses heavily on the need to develop the town centre, with specific strategies identified for this priority area.

The following section provides an overview of the key project areas from *Newman Tomorrow* that relate to the town centre. Underneath each area is the progress achieved to the end of 2010.

Town Centre Vibrancy

- Town centre revitalisation.
 - Royalties for Regions \$20million received for town centre revitalisation and land release
- Community collocation centre.
 - Practical Completion 18 Jan 2010
 - Site/Road works completed Feb/March
 - Opened April 2010
- Public art program.
 - Public Art Policy Under development
 - First project due for completion April 2010 (on new open space site)
- Public amenities upgrades.
 - One public toilet installed in the town centre
 - Other amenities to be planned as part of the Revitalisation Project
- Pedestrian access project.
 - Council has adopted footpath upgrade replacement plan
- Town centre management strategy
 - Mixed use development, retail and commercial revitalisation strategy.
 - To be considered as part of the town centre revitalisation.

- BHP Billiton mess conversion.
 - Initial concept plans developed by BHP Billiton, being considered as part of the Master Plan.
- SoEP civic centre development.
 - To be considered as part of town centre revitalisation.

Sustainable Servicing

- Community safety and crime prevention strategy.
 - Strategy Adopted by Council in May 2009.
 - Purchase on monitoring equipment awaiting installation.
- Public lighting upgrades.
 - No action yet.
- Town access enhancement project.
 - Costs being sought for the completion of bike path plan.

Recreation Lifestyle

- Recreation Services and Facilities Master Plan.
 - Capricorn Master Plan completed (includes recommendations about Boomerang Oval).
- Parks improvement project.
 - Park improvement program/schedule and implementation – ongoing development continuing including Town Centre Park development.
 - New play equipment installed in Forrest/Ethel Ck/Wilara playgrounds.
- 'Walk It Newman' project.
 - Combined bike and walking plan to be developed.



2 Context and Analysis

Community Pride

- Community collocation centre.
 - Practical Completion 18 Jan 2010.
 - Site/Road works completed Feb/March.
 - Opened April 2010.
- Youth centre project.
 - Federal funding applied for and allocation for refurbishment of centre in March 2010.
- Town centre revitalisation.
 - See Area 1 above.
- Community cultural engagement program.
 - BHP Billiton partnership Arts WA/developing town park within SoEP.
- Community pride of place project.
 - No action.
- 'Newman is Home' project.
 - Work to develop a resident induction, support and welcoming project commenced by other organisations such as Leading Impressions Pty Ltd and the Neighbourhood Centre.
- Diverse community project.
 - Planning currently being undertaken by the SoEP to establish whole community events to celebrate diversity.

Arts and Cultural Hub

- Cultural heritage project.
 - No action yet
- Cultural vibrancy project.
 - Ongoing/new building for Martu Mill completed Feb 2010
 - Ongoing support for Kaninyinpa Jukurppa
- 'Newman Arts Alive' project.
 - Planning commenced Dec 09 for the Fortesque Arts Awards.
 - Urban Art project undertaken Aug 09.
 - Mainstreet (Local organisation) instigated "Arty Farty" Festival Aug 09.
 - Public art project completed as part of town park development.
- Indigenous arts and cultural centre.
 - No action, to be reviewed as part of town centre revitalisation planning.
- Newman cultural precinct.
 - No action, to be reviewed as part of town centre revitalisation planning.

Green Spaces

- Newman Streetscape Masterplan
 - No action yet.
- Streetscape Development Projects
 - Landscaping Newman Drive completed.
 - Landscaping Kalgan Drive completed.
 - Landscaping Welsh Drive – no action.

- Some planting has occurred in the town centre.
- Greening Newman Projects
 - BHP Billiton completed Community Garden on the corner of Newman and Fortescue Drives.
- Community Tree planting day – no action.

Shire Stewardship

- Shire links strategy.
 - SoEP reps allocated to various Community groups to strengthen ongoing relationships between the shire and key community contributors.
 - Continued attendance at regional meetings of groups such as PDC, PIC and PRC
 - Annual Review of Shire's Organisational Structure in early 2010. Employ staff to drive development.
- Civic engagement project.
 - Community Survey undertaken – November 2009.
- Shire communications project.
 - Ongoing development of SoEP Newsletter and Website.
- Annual review strategy.
 - 2009 undertaken internally.

Community Facilities – Current Projects and Planning

The SoEP and its partners have recently achieved some positive outcomes in relation to the development of community facilities with a number of key projects underway or recently completed. These include:

Newman Collocation Centre (Newman House)

The Newman Collocation Centre (Newman House) opened in April 2010 and provides a modern and attractive facility within the heart of the town centre enabling non government organisations (NGOs), community groups and government agencies to access appropriate office and meeting rooms. The development of a 'collocation' centre was identified due to the lack of appropriate venues for these essential service organisations within the town.

The site for the Collocation Centre was allocated through a land grant from BHP Billiton Iron Ore, and the facility fronts the new connecting roads of Rogers Place and Calcott Crescent; the future east connection road to Kalgan Drive; and the southern connection road to Newman Drive.

Funding and contributions for the development of the centre have been received from a number of organisations including:

- SoEP.
- Australian Government - Department of Infrastructure, Transport, Regional Development and Local Government.
- WA Government – Royalties for Regions.
- Department of Regional Development and Lands.
- WA Government – Pilbara Development Commission.
- WA Government – Department of Sport and Recreation.
- Lotterywest.
- BHP Billiton.

The centre offers office suites with shared areas such as:

- Video conference area.
- Meeting conference room.
- Kitchen.
- Reception.

Newman Town Centre Park Development and Public Art Program

The SoEP is managing the development of a new town centre park and the implementation of an associated Public Art Program. The park is being developed on land that was donated by BHP Billiton in 2009 and is located across the road from the Collocation Centre.

BHP Billiton also engaged 'Artsource'; 'Country Arts WA' and 'Curious Works' to work with the community in planning a public art program as part of the park development, with the aim of recognising Indigenous culture and to provide a focal point for the community.

The park will be completed by mid to late 2010.

Newman Youth Centre

The Newman Youth Centre closed operations in 2009 due to a lack of funding. The existing building in Hilditch Avenue is also in a poor state of repair. A grant was recently received from the Federal Government for repair to this building.



2 Context and Analysis

2.5.3 Key Drivers and Pressures

Newman can be described as a “tight knit” and welcoming community for non indigenous residents. It has beautiful natural attractions including close proximity to the Karijini National Park.

There is however a level of frustration in the community that successive plans and reports have failed to deliver on a promise of improved town planning, in particular the development of a better town centre.

There is a perception in the local community that community needs in core areas such as health, education, utilities, infrastructure and community amenities still need to be addressed.

The issues and concerns relating to the Newman town centre have their genesis in the initial developmental years of the town, when the town was established without a view of permanence and sustainability. It appears that over time the planning of facilities, roads and services have been ad-hoc and based more on expediency to meet a current need, rather than proper planning that takes into consideration the need to cater for future town growth.

The current design of the town centre is dysfunctional. The layout of facilities, roads, parking and other amenities provides an uninviting and hot environment where there is a distinct lack of legibility to accessing the town centre. All areas of the town centre are dominated by vehicular traffic, have little or no landscaping or open space, with many of the older buildings being unsightly and in a poor state. As a result the current town centre design actively works against positive community interaction and socialisation.

The most significant barrier to economic and social growth in Newman is to address the high cost of living that impacts on the attraction and retention of workers and their families. More affordable housing, improved community facilities, enhanced community services and a higher standard of living are all crucial to attracting and retaining skilled workers and their families. The current town centre does little to address these issues, with very few attractions other than a limited choice of shopping; a lack of residential accommodation within the town centre; and a lack of retail and commercial diversity.

Recently however there has been a new wave of enthusiasm in Newman through the SoEP’s development of the community vision plan, *Newman Tomorrow*, which has provided the catalyst for the development of key community projects by the SoEP and BHP Billiton. An initial \$20 million in funding has also been received from the State Government’s Royalties for Regions program, which has facilitated the development of this Newman Revitalisation Plan. These positive steps have sent a clear message to the Newman community that the Government sees a real long term future for the town.

2.5.4 Key Fundings and Implications

The original planning of the town (or lack of) in the early years provides difficult foundations for the town centre’s development and integrated planning of community facilities. The lack of structured town planning in the development of Newman as a mining town (before being hand over to local government) and the lack of historical planning records provide significant challenges for the successful revitalisation of the town centre.

A key challenge facing the revitalisation of the Newman town centre is the perception held by some members of the community that they have been “over-consulted and under-delivered” in relation to the development of the town centre.

This has resulted from a lack of outcomes achieved from the development of previous planning that has occurred in the town centre. This needs to be addressed through action to address the development of the town centre.

Key challenges related to spatial, visual and facility characteristics of the current town centre include:

- 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 accommodation in the town centre, particularly for higher density housing, which impacts on the diversity of housing, house pricing and a lack of vibrancy in the town centre.
- Unsafe town centre design, with the current town layout not reflecting “designing out crime” principles. This is evident in poor lighting, lack of passive surveillance, poor sight lines, pedestrian unfriendly road and path designs and a lack of town centre activation through activities and events.
- Lack of integration between existing facilities in the town centre including Newman Primary School, Boomerang Oval, Newman Aquatic Centre, Newman skate park and the “Beach” indoor play 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.
- Poor signage and directions to the town centre.

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

- Lack of places for socialising such as town squares, community facilities, cafes and restaurants.
- High cost of living, predominantly due to housing and accommodation pressure, combined with the cost of goods which have to be transported from larger centres.
- Lack of facilities or amenities within the town centre to cater for tourists. This includes no parking for larger vehicles and a lack of retail and hospitality services.
- 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.
- The current influx of people from outlying “dry communities” coming to the Newman town centre to access alcohol at the bottle shop, which results in

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.
- Lack of active youth spaces and activities.

The following are potential strategies to address the above challenges which will be explored further in Chapter 4:

- Establishment of a Newman Town Centre Redevelopment Steering Group
- The development of a new community/ civic/ arts/cultural precinct in the town centre as a shared community space at the junction of the new entry road at Boomerang Oval.
- Engagement of community in town centre projects
- Develop and Activate town centre spaces
- Cross sector partnerships
- Better integration of the Indigenous community in the town centre
- Better integration of FIFO workers
- Actively promote private sector and retail employment across WA and interstate
- Respond to Newman’s attributes as tourist location:
- Incentives for business owners to improve their facilities and surrounds
- Affordable Living



New residential housing below ‘look out’

2 Context and Analysis

2.5.5 Goals and Objectives

In response to the communities implications specified above, the following community objectives have been developed.

Table 6: Community Goals and Objectives

Goal	Objectives
Community 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

2.6 Environment

2.6.1 Current Situation

Physical Environment

Topography and Geology

The Newman town centre is relatively flat at an elevation of approximately 550 m AHD. The geology of the Newman town centre is comprised predominately of alluvium unconsolidated silts, sand and gravel.

Acid Sulphate Soils

Acid Sulphate Soils are soils containing naturally-occurring, fine-grained metal sulfides typically pyrite (FeS₂), formed under saturated, anoxic/reducing conditions. They generally occur in Quaternary (1.8 Ma – Present) marine or estuarine sediments, predominantly confined to coastal lowlands (elevations generally below 5 m AHD). Within these sediments, the majority of soils that present an environmental risk are generally confined to Holocene aged material (<10 000 years). Where these materials have oxidised, they commonly have a mottled appearance (orange and yellow discolouration) due to the presence of oxidised iron minerals. Although soils described represent typical conditions where Acid Sulphate Soils occurs, in Western Australia these materials have been identified in other soil types such as leached sands and silts.

Acid Sulphate Soil mapping compiled by the Department of Environment and Conservation indicates that the Newman town centre has not been mapped for Acid Sulphate Soils. It is therefore uncertain if Acid Sulphate Soils are present or have the potential to be present within the Newman town centre.

Contaminated Land

There are two sites within the Newman town site that have been registered on the Department of Environment and Conservation's Contaminated Sites Register. Neither of these sites are within Newman town centre.

Ecological Terrestrial Environment

Newman is situated in the Pilbara bioregion of Western Australia, specifically within the Pilbara 3 – Hamersley subregion, which is described as:

Mulga low woodland over bunch grasses on fine textured soils in valley floors, and Eucalyptus leucophloia over Triodia brizoides on skeletal soils of the ranges.

Whilst the native low woodland mulga, hummock grasslands and snappy gums are well represented beyond the Newman town site boundary, there is little to no representation within the town centre.

According to the WA Department of Environment and Conservation's Rare Flora and Threatened Ecological Communities databases there are no Declared Rare Flora, Threatened or Priority Ecological Communities in the town centre.

A number of protected bird and mammal species have been identified as potentially occurring within the Newman area, including the Great Egret, Cattle Egret, Australian Bustard, Fork-tailed Swift, Rainbow Bee-eater, Northern Quoll, Pilbara Leaf-nosed bat and the Western Pebble-mound Mouse. It is uncertain if these species are present within the town centre.

Climate Change Impacts

Along the Pilbara coast increased cyclonic activity, extreme storm surge events and sea level rise may cause significant impacts to coastal settlements and infrastructure. Inland settlements are likely to be affected by increased cyclonic activity of increasing intensity.

The potential impact of climate change on Newman's town centre of inundation from local flooding due to increased cyclonic activity is significant.

2.6.2 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 the Pilbara generally and Newman specifically.

These drivers exert direct pressures on the environment, which can be divided into three main types: (i) excessive use of environmental resources, (ii) changes in land use, and (iii) emissions (of chemicals, waste, radiation, noise) to air, water and soil.

2.6.3 Key Findings and Implications

The key environmental challenges for the Newman 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.
- 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

2.6.4 Goals and Objectives

In consideration of the implications on the environment, the following environmental objectives have been developed in response:

Table 7: Environment Goals and Objectives

Goal	Objectives
Environment 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

2 Context and Analysis

2.7 Built Form and Public Realm

2.7.1 Current Situation

2.7.1.1 Background

The town centre is centrally located within the town site and is located along major district connecting roads, Newman and Kalgan Drive, although these roads do not bring traffic directly through the centre.

The focal point for retail activity within the town centre has shifted around over time, originally the main retail shopping was located off Hilditch Ave, but as the new shopping centre building was developed, focussed shifted towards the new big box retail. This has resulted in the original shopping centre changing use, largely to office, over time.

It is also worth noting that much of the building stock within the town centre is reaching its used by date or is becoming redundant in terms of the new uses needing to establish within the centre. This creates new development opportunities for the centre, however demolition and redevelopment needs to be weighed against exorbitant construction costs.

The town centre is currently dominated by car parking (as can be seen from the photos below) which creates a significant barrier for vehicles and pedestrians travelling through the town site to access the centre. As a result, the town centre is not well integrated with the rest of the town site.

There are a number of uses that would not traditionally be located within the town centre. For instance, Boomerang Oval, the Newman Club and tennis courts, the primary school site, BHP mess hall and Seasons hotel are all low intensity uses that take up a significant amount of land within the town centre. A number of the facilities, such as the tennis courts are redundant within the town centre, and should be relocated in the short to medium term to free up development opportunities. Some of the facilities on the Boomerang Oval are also planned to be relocated to the Capricorn Oval and this will allow rationalisation of this space to create new development opportunities such as a new east west road through the town centre.



Vehicles have priority over pedestrians



The central car park and retail hub

2.7.1.2 Urban Form and Structure

The current urban form and structure of the town centre is dispersed and essentially lacks structure and amenity. While the town centre is the key retail provider for the town site, it does not serve as an adequate social meeting place or heart of the town.

Key issues that contribute to this are:

Lack of legibility for pedestrians. The centre is lacking clearly defined and accessible pathways, making it difficult for pedestrians to navigate through the centre. The built form is also not very legible, with the entry to the main shopping centre not clearly defined.



Pedestrian access often conflicts with vehicle access and is not legible

2 Context and Analysis

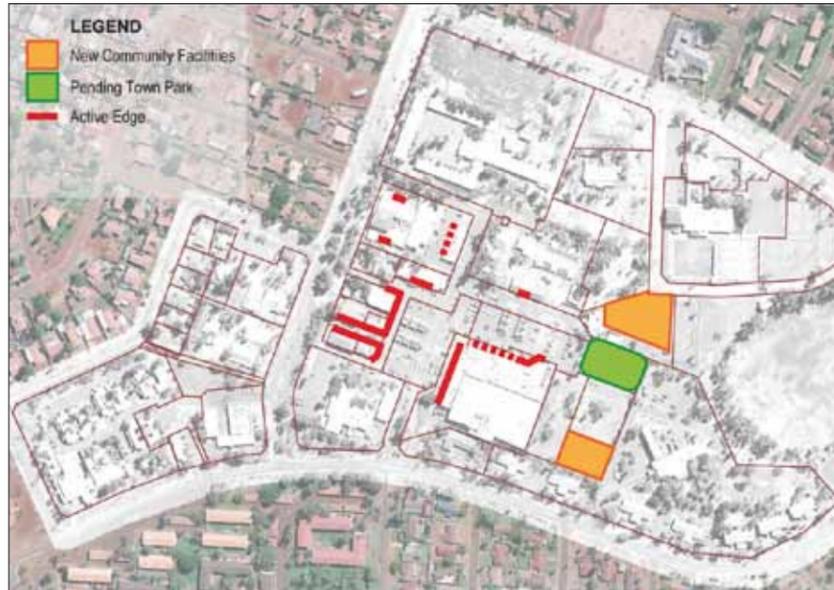


Figure 5: Extent of active edges

Inactive edges. Most edges to the built form do not actively engage with the public realm. Meaning that there is a significant extent of blank walls without windows and entries to the street. This contributes to the public realm being inactive, uninteresting and contributes to reduced feelings of safety.



Lack of activity on street frontages



Another example of inactive edge within the centre

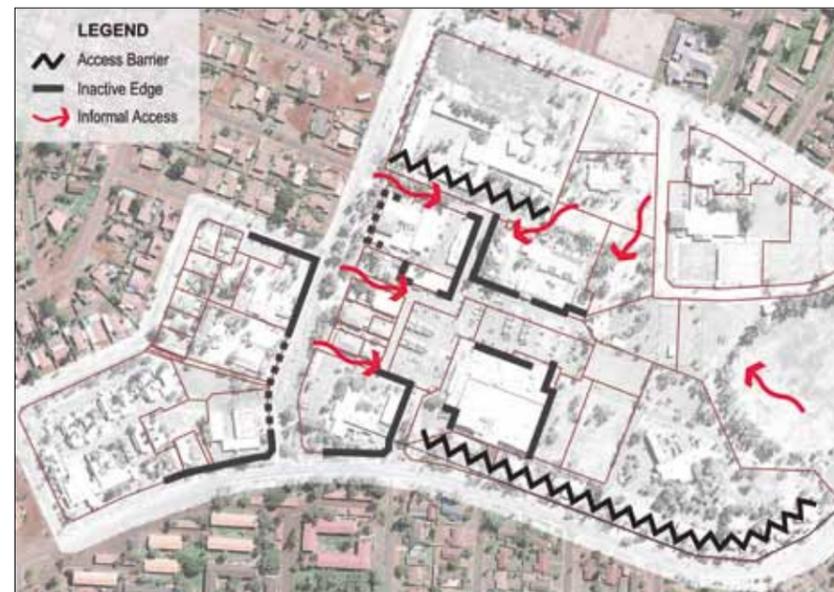


Figure 6: Barriers to access

Barriers to access. There are a number of barriers that prevent direct vehicle and pedestrian access to the centre. These being the Seasons Hotel and primary school, which prevent direct access to the centre from parts of the northern and southern extents.

Disused spaces. There are a number of dysfunctional spaces within the town centre that are left over spaces between the built form, which are not formalised.



Above: Disused spaces are inefficient, are unsightly and create opportunities for antisocial behaviour

2 Context and Analysis

Informal access paths (path of least resistance). Currently there are a number of shortcuts that people can take through the built form to access the shops. These are not formalised access ways, and as such, are not paved, or provided with lighting and do not have adequate surveillance.



Pedestrian access through and beyond the centre is often informal and non direct, choosing the path of least resistance.

Excessive car parking. The shopping centre layout is essentially 'inside-out' with the car parking surrounding the shopping centre building, rather than retail sleeving the car parking. This creates a barrier for pedestrians to access the shopping facilities and provides a physical separation between the shop and the customer.



The town centre is dominated by public car parking which negatively impacts on the public realm and amenity

Lack of a Centre. The town centre lacks a clear meeting place or 'heart'. The town centre does not have a main street retail aspect and does not contain a town square or other similar public realm component.

2.7.1.3 Sense of Place

The town centre of Newman currently conveys no consideration of its 'sense of place' nor understanding of its connection to its greater environment. Presently the town centre consists predominantly of a hot, dry, vast hardscape of asphalt and concrete, dominated by vehicles and generally lacking essential pedestrian amenity (shade, aesthetics, and connectivity). Sparsely planted eucalyptus trees, red dust, and glimpses of the surrounding topography across the asphalt are the only uniquely Newman indicators available. Some areas of the town centre have established shade trees although the majority of the town centre generally lacks continuous, shade amenity.



Figure 7: Existing conditions in the Newman town centre

The transitory nature of a large sector of the Newman population dilutes the connection that many people have to the town. As a result, the 'sense of place' that exists in Newman is limited and this filters through to the unsatisfying experience that residents have visiting the town centre. At present, local residents define the heart of the town as the main entry area adjacent to the Boulevard shopping complex.

Previously there was a revitalisation effort that was undertaken in 1975 where over 60,000 trees were planted through the town site in an attempt to restore the landscape. However, to initiate an inviting environment in the town centre specifically, much more attention is required to provide the necessary ecological and amenity elements to this site.

2 Context and Analysis

2.7.1.4 Movement Networks

Vehicle Access

At present the current street access network essentially bypasses the town centre. The main road that leads to the town centre from the Great Northern Highway to the east diverts around the core of the town centre on the perimeter toward the Mt. Whaleback mine site to the west. There is not a clear or well defined entry statement into the town centre to direct vehicles.



Above: The town centre is not well defined from external vantage points and is not legible for vehicles

Pedestrian Access

Footpaths lead to specific destinations within the town, yet few go further to provide amenity or interaction along the routes. Pedestrian footpaths are often fragmented and not prioritised over vehicles access. Limited shade or weather protection is provided, leaving pedestrians exposed to the harsh environment.



Above and right: Designated pedestrian access through the centre exists but is fragmented and not clearly delineated



2 Context and Analysis

2.7.1.5 Open Space Systems

The Newman town site as a whole provides adequate community amenity in terms of open space, however, many of the current facilities are underutilised. The town centre specifically contains Boomerang Park as its primary source of open space fulfilment.

There is a need to provide a more diverse system of recreational spaces of different scales, both passive and active, linked into the overall system and to upgrade existing park spaces with improved facilities, basic amenity and connectivity and, address social issues such as graffiti and anti-social behaviour to ensure the activation of the town centre.



Open space contributes to the amenity of the centre but is underutilised and is not activated through the built form.

2.7.1.6 Soft Infrastructure

The climate experienced in Newman makes it necessary to provide shade through vegetation use. Currently, however, a majority of the town centre generally lacks continuous, shade amenity.

From a visual aesthetic, this lack of continuity contributes to a sense of lack of ownership or permanence in the town centre.



Existing Street Trees along Newman Drive

2.7.2 Current Planning

The SoEP's Local Planning Policy No.3 – Town Centre Concept Plan provides the current planning way forward for Newman's town centre. As stated at 2.1.2, key elements of the SoEP's Concept Plan are:

- Provision of a strategy for the redevelopment through the provision of new roads, parks, retail and housing opportunities
- Identification of possible closure of some roads and establishment of a new town park
- Provides direction with respect to future required zonings for the town centre
- Provides a guide for the Council to exercise discretion in its decision making on planning.

The Town Centre Concept Plan does go some way to propose change within the town centre, including additional retail and commercial opportunities, better access into the centre, greater amenity with a new town park and collocation building and bringing residential apartments into the centre.

The collocation centre, town park and some road modifications are already being constructed as a result of the SoEP current Concept Plan.



The collocation building is a current project which will add a significant community focal point for the town centre



Figure 8: SoEP Current Concept Plan



Figure 9: A concept for the new town park

(Source: Artsource)

2.7.3 Key Drivers and Pressures

2.7.3.1 Population growth

The Key Driver relating to Newman is the proposed population increase, with the associated industrial growth, increases in transport, energy and water use exerting direct pressure on how the town site could potentially grow to accommodate up to 15,000 people. The challenge is to address the issues outlined at 2.6.1 above and turn them into opportunities that work to address the pressure of more than doubling the size of the town.

2.7.3.2 Retail monopoly

The situation of having one big box shop as being the sole attractor within the shopping centre has been a key driver in shaping how the town centre appears today. This retail monopoly has somewhat limited further potential to grow and diversify the centre.

2.7.3.3 Scheme parking scheme requirements

The current planning scheme requirements in relation to parking are excessive and create the situation whereby twice as much land is taken up by car parking in order to service the retail component. This leads to a suffocation of the ultimate potential of the centre and the creation of a public realm that is dominated by car parking and therefore unattractive and unappealing to pedestrians and visitors.

2.7.3.4 Low intensity land uses

The presence of low intensity land uses within the town centre, such as the Newman Club, Mess Hall and Seasons Hotel, all take up significant land and do not contribute directly to the growth of the centre or its ability to service the retail and commercial needs of a growing population.

2.7.4 Key Implications

2.7.4.1 Built form

Newman has a unique opportunity through a relatively tight landholding to effect change to accommodate growth and the desired revitalisation of the centre. Through partnership arrangements and good negotiation there are many opportunities for 'win win' solutions for both the local businesses and community. Two other areas key areas are housing and public realm and amenity.

Housing affordability and diversity

Affordability and diversity in housing choice is a key implication relating to the need to cater to a target population of 15,000 people. Housing affordability and diversity in dwelling types will have a direct influence over built form outcomes for future development. Previously, single residential houses on large lots was the predominant residential type, however future residential development will include duplex development, grouped dwellings, walk up apartment buildings and 'shop top' apartments, to provide affordable accommodation for small business owners/operators.

A vibrant mix of uses

Increased population growth requires greater retail opportunity and choice. Newman has to plan for the future of its centre and enable existing business to flourish and new businesses to establish within the town. The town centre will need to provide a variety of retail activities, to create diversity and competition, as well as providing a mix of uses to ensure the centre is activated for a majority of the day and into the night. Office space will also be an essential ingredient to facilitate new employment opportunities into the future. The retail requirements for a town of up to 10,000 and 15,000 are set out at 2.4 Economic and Commercial Context.

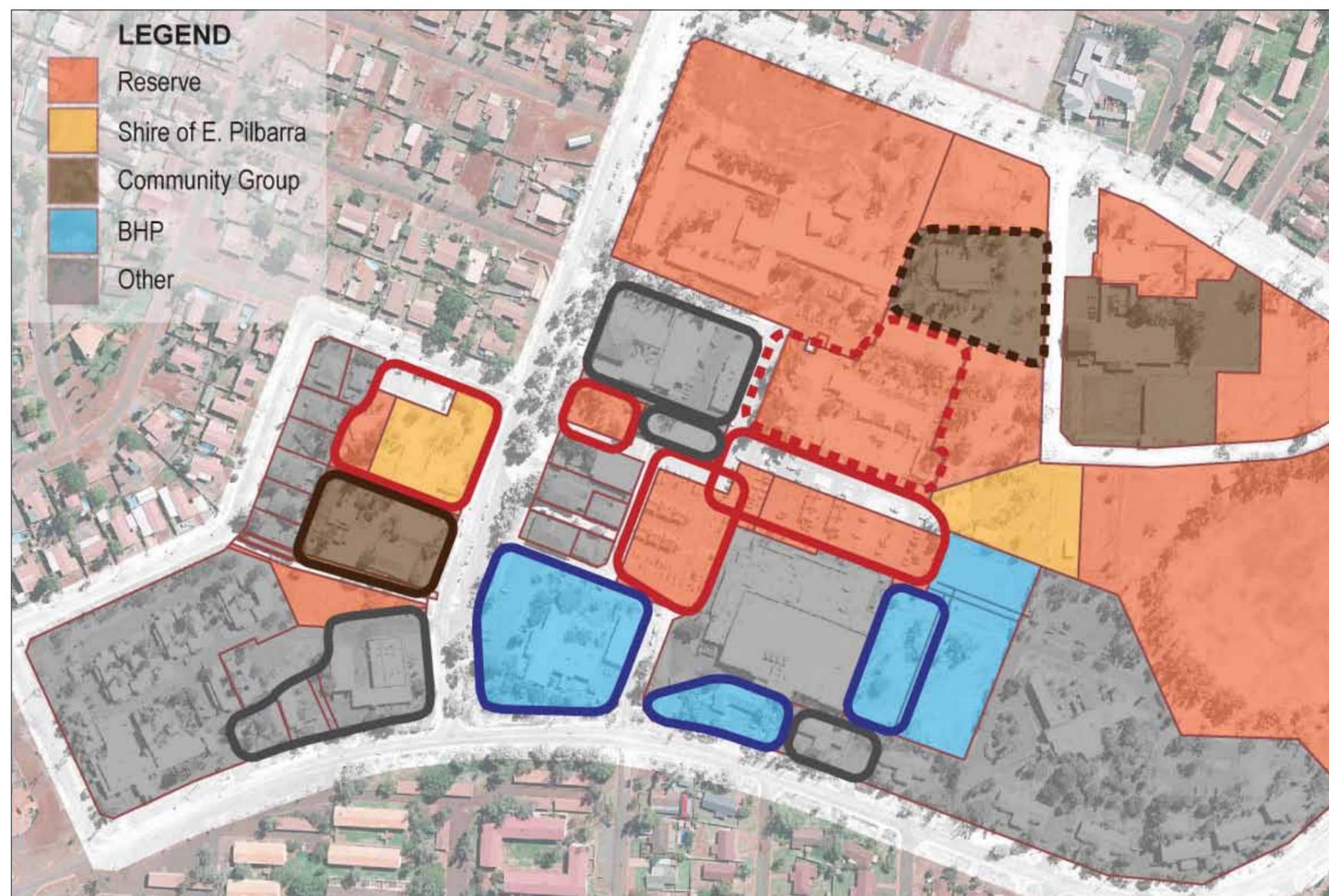


Figure 10: Tenure and development opportunities

Main Street

Creation of a Main Street to provide pedestrian based retail opportunities will be a key ingredient in creating a town centre that successfully meets the diverse retail and commercial needs of a population of up to 15,000 people.

Town Heart

A public meeting place that is legible, has a strong sense of place, responds to climate and is activated and well used will be a vital component to the future functioning of the town centre.

2 Context and Analysis

2.7.4.2 Public Realm

Newman suffers a significant lack of high quality public realm, in part as a result of the mining past and a rather utilitarian approach to what public amenity the town requires.

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
- Entry to the town centre, including Main Street and Town Square
- Movement network of the pedestrian/cycle systems

The development of a successful town centre and public realm environment in Newman requires a fundamental departure from the current development of public areas. The challenge is to create external places with energy and vibrancy that are able to engage the community, promote social interaction, and provide amenity to all ages.

Identifying the following will raise the town centre's appeal and create a place which forms a 'heart' for Newman:

- Appropriate locations for social meeting gathering.
- Recognition of 'place'.
- Active/passive recreation opportunities.
- Links to other areas of the town and a coordinated strategy for incorporating multi cultural and art expressions.

The future of the Newman public realm will also rely heavily on its ability to withstand the test of time through robust design, appropriate material selection, construction, and consistent ongoing maintenance.

The principles of sustainable design in public realm development will not only target the sustainable use of materials and best practises, but also the sustainable creation of community and social dynamics, economic investment, appropriate response to climate, and the empowerment of the community. Respect for the environment in which the community exists, conservation of resources, and the embracing of sustainable practices are also key components to the success of these design fundamentals.

2.7.5 Goals and Objectives

In consideration of the key implications above, the following objectives have been formulated to address the built form issues:

Table 8: Built Environment Goals and Objectives

Goal	Objectives
Built Environment and Public Realm 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	Increased net development density
	A place based response that reflects the climate, context and site
	Management strategies for climate change and natural disasters
	An integration of uses that achieves functionality, efficiency and compatibility
	Connectivity at local, district and regional scale
	A network and hierarchy of streets and public spaces that provides permeability and legibility
	A integrated movement network that ensures the safe movement of pedestrians, cyclists and vehicles
	A diverse mix of uses, buildings and housing types
	High quality well designed buildings that reflect the site context
	A variety of well defined open spaces
An accessible and legible town centre destination	



Public Realm Example

2.8 Infrastructure

2.8.1 Current Situation

Existing town centre road network

The road network of Newman town centre is bounded by Newman Drive on the southern side, Mindarra Drive to the north and Hilditch Avenue on the western side. All are two-lane, single carriageway urban roads.

The main access road into the town centre is Market Place, which provides the only direct road link from Newman Drive into the shopping centre car park. The main north south circulation road through the shopping centre car park is constructed as an extension of Market Place and connects to Rogers Way and Rogers Place within the town centre.

Rogers Way operates as a one-way loop road and provides the secondary access to the shopping centre car park from the western side. Traffic enters from Hilditch Avenue between the ANZ bank and hardware store and exits back to Hilditch Avenue beside the southern boundary of Newman Primary School.

Calcott Crescent is a two-way loop road from Mindarra Drive and provides access to the Newman Recreation Club, Boomerang Park and a day-care centre.

Rogers Place provides access from Rogers Way to the swimming pool, shopping centre car park and the early learning centre but at the time of writing this report Rogers Place is being extended through to Calcott Crescent in conjunction with construction of the collocation centre building. This will mean that the heart of the town centre will now be accessible from the northeast via Calcott Crescent as well as from the south (Market Place) and the west (Rogers Way).

Existing traffic speeds within the town centre are low, partly due to speed humps constructed on each of the town centre streets except Calcott Crescent.

The external intersections around the town centre are all simple T-junctions except for the Newman Drive / Market Place / Mackay Street intersection. The actual road reserve for Market Place lines up with Mackay Street, which is on the southern side of Newman Drive, but Market Place has been reconstructed about 20m to the east to remove this four-way intersection. There is no entry to Mackay Street from this intersection and Mackay Street traffic can only turn left onto Newman Drive. The Market Place approach flares out to two lanes to accommodate separate left and right turn lanes at this intersection and the Newman Drive carriageway has been widened to provide a short right turn pocket for traffic turning into Market Place. This is a relatively busy intersection but currently operates satisfactorily without excessive queues or delays.

An evening peak hour traffic count at this intersection in February 2010 indicated total traffic flows of approximately 410 vehicles per hour (vph) on Market Place, 420 vph on Newman Drive west of the intersection and 550 vph on Newman Drive east of the intersection. This one-hour period typically represents about 10% of total daily traffic flows on a normal weekday.

The main loading dock for the shopping centre is accessed from Market Place approximately 40m north of the Newman Drive intersection. Delivery vehicles including semi-trailers reverse into this loading dock from Market Place, blocking Market Place for a short period while manoeuvring into the loading dock.

2 Context and Analysis

Existing town centre parking

There is currently enough parking for over 1200 cars in and around the town centre but this includes peripheral areas such as the hospital and medical precinct northeast of Mindarra Drive and the video store and take-away food outlet on the western side of Hilditch Avenue.

In terms of parking the core of the Newman town centre is focussed around the car parks north and west of the shopping centre. This core area has a total of 327 spaces plus disabled and loading zones.

A parking survey was undertaken for this study on Friday 27 November and Saturday 28 November 2009.

These parking surveys showed that the highest overall parking occupancy across the whole town centre was 26% on Friday (10am-11am) and 25% on Saturday (11am-12).

The main shopping centre car parks (327 spaces plus disabled and loading zones) are up to 71% full on Saturday and up to 54% full on Friday.

There is a large amount of spare parking capacity in the surrounding parts of the town centre at all times. Most of this spare parking currently has poor accessibility from the heart of the town centre, although the extension of Rogers Place to Calcott Crescent will significantly improve access to a lot of this spare parking capacity.

Current parking usage is strongly dominated by the tendency to park in the car park closest to the destination. Very few people were observed walking to multiple destinations or from more distant car parks to the shopping centre. This is probably because drivers can always anticipate that empty bays will be available in their car park of choice. Future improved accessibility to spare parking capacity is unlikely to change this trend, so the more distant spare capacity is only likely to be used during periods of exceptionally high demand.

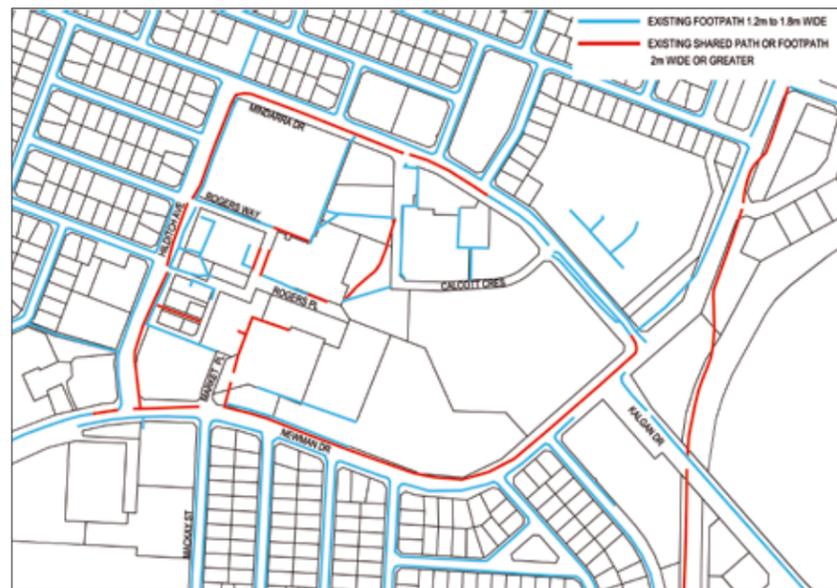


Figure 11. Existing town centre path network (2009)

Existing pedestrian and cyclist facilities

Pedestrian access to the town centre and around the periphery of the town centre is currently well served by the existing path network. However, the existing pedestrian network within the town centre has numerous gaps and missing links, as shown in Figure 9 above.

Bicycle parking racks are provided at several locations including the northern and western sides of the shopping centre, at the swimming pool and at Newman Primary School. On the Friday of the parking survey there were 21 bicycles and 7 scooters (the non-motorised type) in the bicycle racks at the primary school and the highest number observed at the shopping centre was 5 bicycles and 5 scooters on the Saturday morning.

Sewer

The town centre is currently serviced by gravity sewer. Existing sewer assets are currently on non standard alignments within the town centre area.

Solid Waste Management

The town's landfill site is located approximately 2km south of the light industrial area.

The landfill site is not constrained by space and has an estimated 50 to 100 years of airspace for landfill operations at present population. Newman landfill does have a modern liquid waste facility and would be able to accommodate some industrial liquid waste if required.

Water Supply

The town centre is currently serviced, however water supply for the town is of capacity. Existing water alignments are currently on non standard alignments.

Water Corporation has advised that they have undertaken minimal planning of the existing reticulation network with regard to expansion.

Drainage

Many of the drainage channels found in Newman are located to the north and south of the town centre and don't directly impact its urban layout. Resulting from this is the obvious lack of natural element within the town centre. It is expected that the drainage corridors being developed within the Town Site Growth Plan will adequately handle the surface flow during extreme weather events and will not impact the town centre directly.

The dominant surface flow of water near the Newman town centre traverses to the west and heads in a southerly direction along Giles Avenue and heads east to the Fortescue River along Fortescue Avenue and Kalgan Drive. The current location of these drainage corridors bisects the town and separates development enclaves leaving the town centre and its surrounding lands as an island in the middle of Newman.

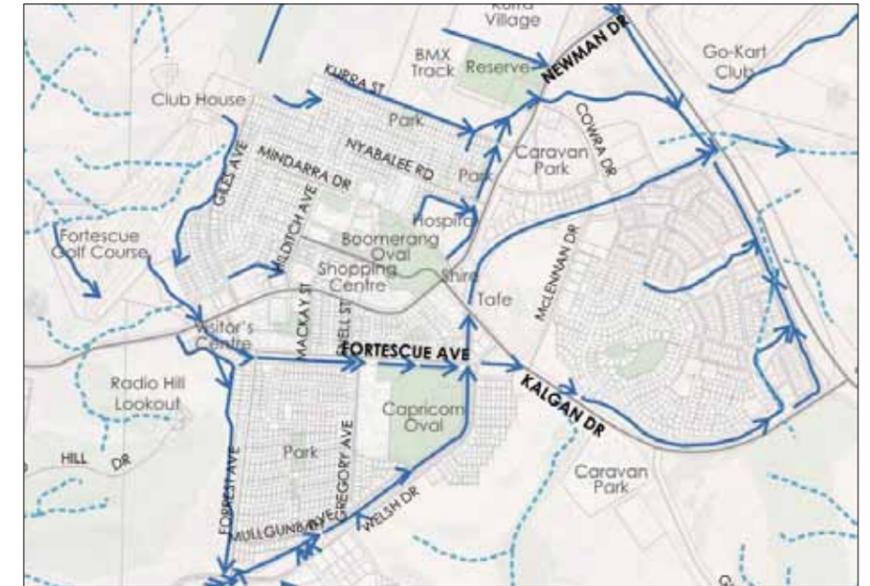


Figure 10: Existing town centre drainage



Existing Drainage Swale to the west of town centre

2 Context and Analysis

Power Supply

The town centre is currently serviced. Existing electrical assets are currently on non standard alignments. As staged works progress in the town centre electrical cable alignments and service points can be normalised. Planning for this work can only proceed once land uses and land planning has been completed.

Gas Supply

Alinta Gas has advised that there is no gas network available for Newman.

Telecommunications

Newman is primarily serviced by fibre optic cable in the Great Northern Highway road reservation and mobile service. The town site is reticulated with both fibre optic and cable.

Telstra have an Exchange building in Giles Avenue which services the entire town.

A large amount of the towns' communications assets have been inherited from the original owners BHP Billiton.

Roads

Roads are owned and maintained by the SoEP. Great Northern Highway is a Main Roads WA asset.

Drainage

The town centre can be separated into four catchments. These catchments are not obvious and are divided by existing structures and minor level changes. The town centre falls east to west at an approximate grade of 1 in 100. Stormwater is directed into an existing sub standard piped drainage network and overland flood routes. The stormwater flows generated from these catchments ultimately discharge into an existing open drain at the northern corner of the Newman Drive and Mindarra Drive intersection.

Isolated flooding occurs in the town centre at the south side of the Rogers Place shopping centre and the swimming pool site. Stormwater Flows generated upstream to the west of the town centre are currently directed down Hilditch Avenue, Mindarra Drive and Burrows Street.

2.8.2 Current Planning

Road network

As noted in the preceding section Rogers Place is being extended through to Calcott Crescent in conjunction with construction of the collocation centre building in the middle of the town centre. This will significantly improve vehicle access to and through the heart of the town centre. This project also includes construction of new footpaths along this new road link and reconfiguration of existing parking bays along Rogers Place.

This link was shown on the SoEP's draft Newman Town Centre Redevelopment Concept Plan (March 2009). That concept plan also proposed other road network changes including an east west road link from Newman Drive / Kalgan Drive intersection through the southern side of Boomerang Park to connect to Rogers Place then through to Hilditch Avenue on the western side of the town centre. The concept plan also proposed a north south road link from Calcott Crescent to Newman Drive along an existing driveway within the Seasons Hotel site.

Some elements of the SoEP's concept plan are now incorporated in the Town Centre Master Plan.

Sewer

The Water Corporation has provided planning advice into the SoEP's original concept plan.

The SoEP has planned and is currently incorporating allowances for the use of treated water generated by the town's waste water treatment plant.

Water Supply

The Water Corporation has provided planning advice into the SoEP's original town centre concept plan.

Water Use

The growing demand for water and the highly variable water resources in the Pilbara has provoked the Western Australian Government to develop the Draft Pilbara Regional Water Plan, which outlines a strategic approach with a planning view to 2030 and implementation actions over the next five years.

The Newman Water Reserve Drinking Water Source Protection Plan has been developed in response to one of the actions from the Draft Pilbara Regional Water Plan and recommends the following strategies to protect water quality within the Newman Water Reserve:

- All Crown land outside the gazetted Newman town site should be managed for Priority 1 source protection and the Newman town site (including town centre) managed for Priority 3 source protection;
- The boundaries of the water reserve should be amended to reflect the physical boundaries of the surface water catchments of Whaleback and Homestead creeks which recharge the superficial aquifer from which the bores draw water; and
- All activities that pose a high contamination risk to water quality, which are within wellhead protection zones, should be relocated outside of these zones.

Priority 3 source protection, which is recommended over the town site and town centre, places limitations on the land use activities that can be supported in the area and limits the potential for use of recycled wastewater within the town.

Power Supply

As part of the investigation processes for the construction of the SoEP's Collocation works package and the Newman Revitalisation Plan, BHP Billiton have been made aware of the town centre's future growth plans. Planning advice from BHP Billiton has been incorporated into these investigations.

Telecommunications

As part of the investigation processes for the construction of the SoEP's Collocation works package and the NRP, Telstra have been made aware of the town site and town centre's future growth plans.

Telstra has completed a desktop network planning study based on future requirements. Results from this study may differ from actual field data but is the best information available for Telstra's network upgrades.

2.8.3 Key Drivers and Pressures

Road network

With the growth of Newman town site in the future it is anticipated that a significant proportion of the additional traffic to the town centre will approach via Kalgan Drive and the eastern section of Newman Drive. The new road link from the Kalgan Drive / Newman Drive intersection around Boomerang Park that is proposed by the Shire's concept plan would provide a direct and convenient access route into the town centre for this additional traffic. A four-way intersection at this location would be an appropriate location for a roundabout, which would ensure adequate intersection capacity in future.

The shopping 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. Generally there are no paths within the car parks and the paths around the edges of the car parks have sections missing. A path does lead west from the main entrance of the shopping centre and crosses the north south circulation road but then terminates before reaching the pedestrian mall and specialty shops on the western side of the car park.

Pedestrian and cyclist routes through the town centre need to be clearly defined and missing links completed. One example is the pedestrian route for students from Newman Primary School via Rogers Way and Market Place, which currently has footpaths only along about half of this route. Another example is the current lack of clearly defined pedestrian access into the town centre from Newman Drive between Mindarra Drive and Market Place, although informal access will be possible through Boomerang Park when the Rogers Place link is completed.

The town centre also lacks a main street that is immediately recognisable as the focus of retail and commercial activity. This would not need to be a very long street and should not have to carry high volumes of traffic. Providing direct access to large parking areas should not be a major function of this road. It should primarily serve pedestrian movements between the abutting retail and commercial activities and therefore should be a low speed traffic environment.

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. This link would follow an existing access road within the Seasons Hotel site. If this link does not proceed it would still be beneficial to create a link southward from Rogers Place to access the hotel, town park and early learning centre car park from this side. This should ideally include at least a pedestrian link between the hotel and the town centre, which is currently missing.

Parking

The November 2009 parking surveys demonstrated that current parking supply in the town centre is higher than the normal weekly peak demand. With peak demand in the town centre core at approximately 71% on Saturday morning this suggests that parking supply ratios could be reduced by around 25% or 30% without compromising the operation of the town centre. Under this approach to parking supply it would be appropriate to make provision for suitable overflow parking facilities nearby for those rare days when peak parking demand is higher than normal.

During the workshop sessions held in Newman for this study the need to accommodate a wide variety of vehicle sizes and types was noted. This includes vehicles towing trailers or caravans, motor homes, tourist coaches, trucks and large four-wheel drive vehicles.

Public transport

Newman currently does not have a public transport system apart from the private buses that transport employees to and from the mine, airport, etc. If Newman town site expands significantly the outer areas will be beyond reasonable walking distance from the town centre. East Newman should probably already be considered beyond a reasonable (10 minute) walking distance from the town centre. In future it may therefore 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. This would be particularly important for those without access to car travel, which are mainly the very young, the elderly and those with disabilities.

Power

The town centre has a number of transformer sites and HV feeds that will need to be relocated under the current town centre planning. Due to the age of these assets this process will be difficult and expensive.

Drainage

Overland flood paths currently exist through existing properties. Maintaining these flood routes will be difficult where in private property.

2.8.4 Key Implications

Traffic Flows

Multiple entry and exit routes in and out of the town centre are desirable to help disperse traffic flows at peak times and avoid the potential for congestion as town centre activities increase with the future growth of the town. The Rogers Place connection through to Calcott Crescent is already a move in this direction.

Future growth of the town site will mainly increase traffic flows to the town centre from the north, northeast, east and southeast. The proposed new east west link road from the Newman Drive / Kalgan Drive intersection through Boomerang Park to Rogers Place will serve this and would provide the main access to parking areas within the town centre. It would also take traffic pressure off the existing Market Place entrance from Newman Drive and allow it to be redeveloped as a town centre main street.

Car Parking

Existing parking supply ratios currently result in oversupply and underutilisation of parking in the town centre. A 25% to 30% reduction in parking supply ratios could be allowed in the town centre. It should be recognised that drivers will first try to find parking in the most conveniently located parking areas close to major destinations, such as the shopping centre and the main street. Therefore, there must be a logical route from these inner parking areas to outer parking areas that will serve the additional parking demand at peak times. These outer 'overflow' parking areas should also accommodate larger than average sized vehicles on a regular basis.

Services and Drainage

Newman currently has adequate infrastructure service provisions for power, water, wastewater, telecommunications and stormwater drainage although water supply is at capacity. Although the delivery of services is more variable in comparison to Perth and other major regional areas, they have been generally tolerated as a part of life when living in Newman. 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.

As the staged revitalisation of the town centre progresses opportunities to normalise existing service provisions should be implemented.

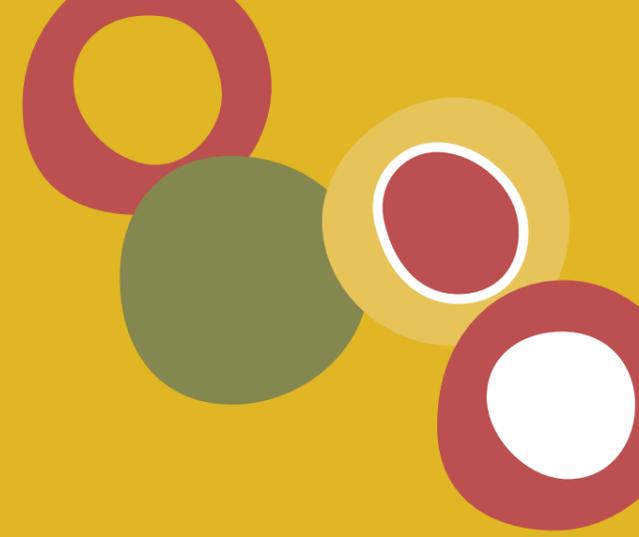
Where altering overland flood paths to preferred locations is not possible i.e. open drains and road reserves, easements should be allocated in the favour of the SoEP to ensure blockages and flood risks are minimized.

2.8.5 Goals and Objectives

In consideration of the key implications above, the following objectives have been formulated to address the infrastructure issues:

Table 9: Infrastructure and Resources Goals and Objectives

Goal	Objectives
Infrastructure & Resources	Best practice per capita water consumption
	Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport
	Energy efficient built form
	Energy efficient lighting, equipment and appliances
	Best practice materials efficiency
	Effective and well utilised public transport



03. PROJECT GOALS AND OBJECTIVES

3 Project Goals and Objectives

3. Project Goals and Objectives

3.7 Future Newman Town Centre – Goals and Objectives

As noted in Section 1.2, Aspirational Goals were developed that describe the desired characteristics of a sustainable Newman. These Goals represent a higher-order aim to which the project is intended to contribute – they are statements of longer-term intent. More specific Project Objectives have been devised to guide the development of effective strategies for the evolution of Newman into a sub-regional centre, ultimately with the characteristics described in the Goals. The objectives derive from the context analysis outlined in the previous section, and aim to be a description of an overall desired achievement involving a process of change from the present to the desired. While mainly reflecting each of the Goal domains of Economy, Community, Environment, Built Environment & Public Realm and Infrastructure, many of the objectives apply to more than one domain.

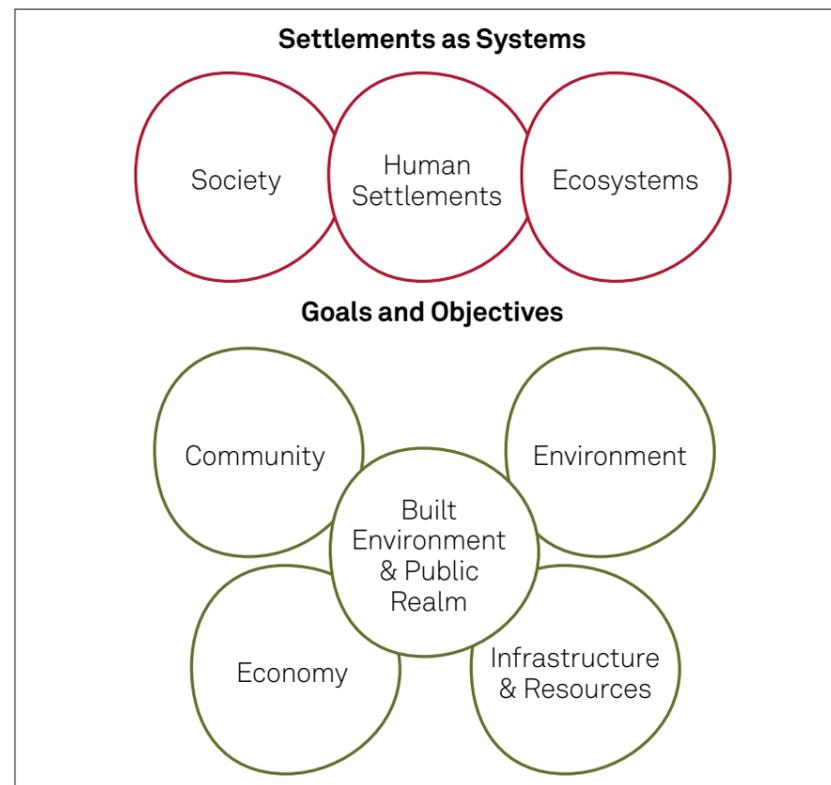


Table 10: Goals and objectives

Aspirational Goal	Project Objectives
Economy 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
Community 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.	Activated and accessible retail and commercial destinations
	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
Environment 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
Infrastructure and Resources Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport	Best practice per capita water consumption
	Energy efficient built form
	Energy efficient lighting, equipment and appliances
	Best practice materials efficiency
	Effective and well utilised public transport
Built Environment and Public Realm 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	Increased net development density
	A place based response that reflects the climate, context and site
	Management strategies for climate change and natural disasters
	An integration of uses that achieves functionality, efficiency and compatibility
	Connectivity at local, district and regional scale
	A network and hierarchy of streets and public spaces that provides permeability and legibility
	A integrated movement network that ensures the safe movement of pedestrians, cyclists and vehicles
	A diverse mix of uses, buildings and housing types
	High quality well designed buildings that reflect the site context
	A variety of well defined open spaces
	An accessible and legible town centre destination

3 Project Goals and Objectives

3.2 Planning Principles for a Vibrant Town Centre

3.2.1 Built Form

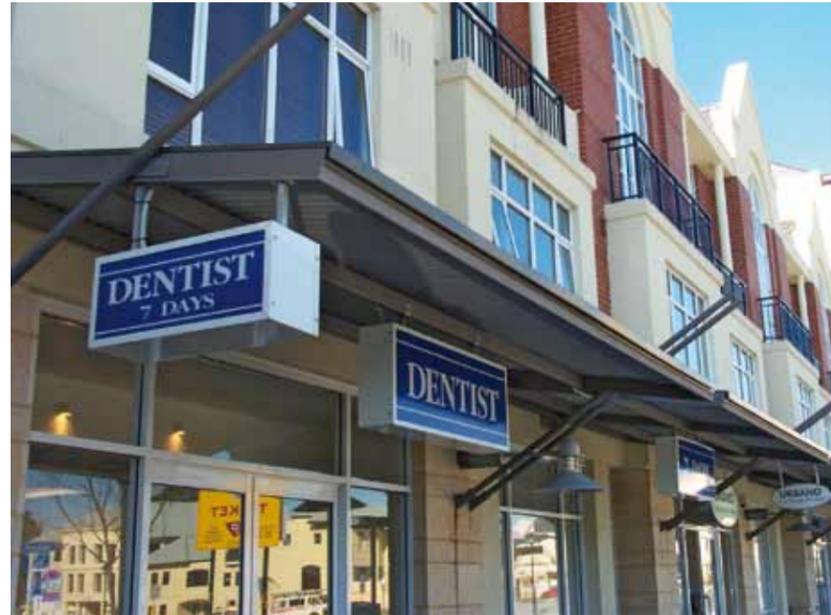
The nature of the construction typology and cost of construction within Newman will inform the type of built form that will occur. Traditionally a modular prefabricated and transportable building methodology has been used within Newman and this is likely to inform built form within the town centre. In terms of materials, concrete and steel are readily available materials to Newman. With respect to the construction methodology and materials available, it is likely that an industrial aesthetic unique to Newman is likely to evolve over time. Those involved with the redevelopment and revitalisation of the town centre will need to work with these materials and building forms in order to produce something unique and appropriate that contributes in a positive way to the local aesthetic and sense of place of Newman.

Additional considerations for the built form include:

- The built form within the town centre needs to be climatically responsive and appropriate and should not replicate built form in Perth, for example. The built form elements should be arranged in a way that integrates with the public realm and provides microclimatic benefits through providing shade, shelter, use of materials that don't hold and reflect excessive heat and through orientation to maximise benefits from prevailing breezes.
- Buildings need to be inherent flexibility in design and should be adaptable to accommodate a change in uses over time. In this regard buildings should generally have large floor plates, generous floor to floor heights and minimise the use of internal structural/supporting walls.
- The built form should also accommodate mixed use development, including a vertical mix of uses through additional building height (3-4 storeys and possibly above).



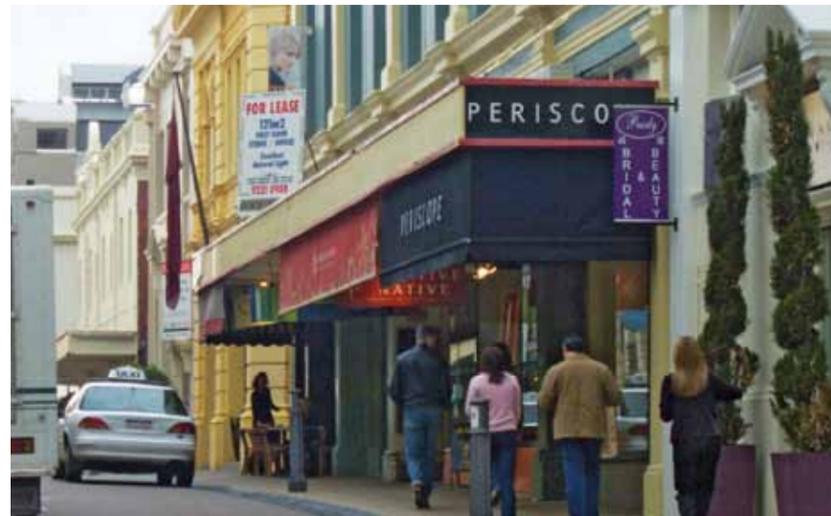
Medium density to mid-rise residential within the centre is encouraged



Example of mix-use development with commercial at ground level and residential above

3.2.2 Main Street Retail

A main retail street is an essential element of the town centre in order to facilitate a shift from a car based retail centre to a more activated and pedestrian based centre. Ideally for Newman, the main street environment would comprise of a compact four way intersection that would have retail distributed along both its north-south and east-west street axis. The main street intersection would be sleeved by pedestrian based retail at each corner, with potential mixed uses above. In addition to this, a town square could also be located here to provide a communal meeting place that would provide a forecourt to and be activated by the retail uses.



Active retail frontages at ground level along Main Street



Example of activated Main Street

3.2.3 Mixed Use Development

Land uses within the town centre will generally be arranged within specific precincts, at least at ground level. However, a vertical mix of uses is encouraged throughout the centre, in particular residential uses, which are currently lacking. Both free standing residential and residential above shops is encouraged in order to facilitate activation of the centre. Shop top apartments could also provide affordable accommodation for small business owners/tenants, as housing affordability and living costs are substantial obstacles for small business being able to establish in Newman.

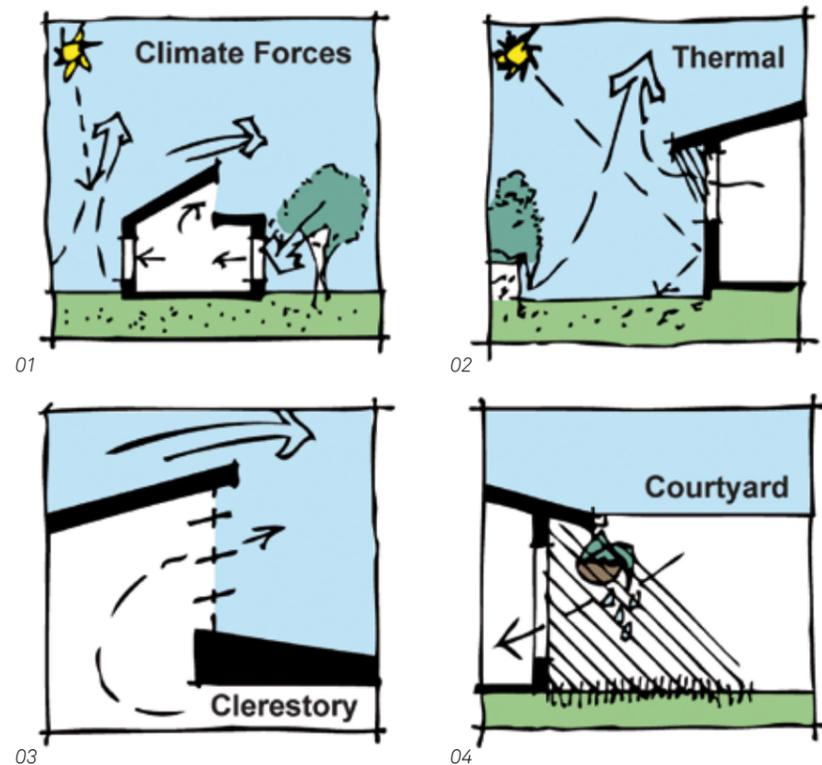
Additionally, commercial (office) opportunities need to be encouraged in the centre, which is currently dominated by retail, community and recreational uses. With the relocation of some of these recreational and community uses, there will be more opportunity to introduce a mix of uses, more appropriate to the town centre.

3 Project Goals and Objectives

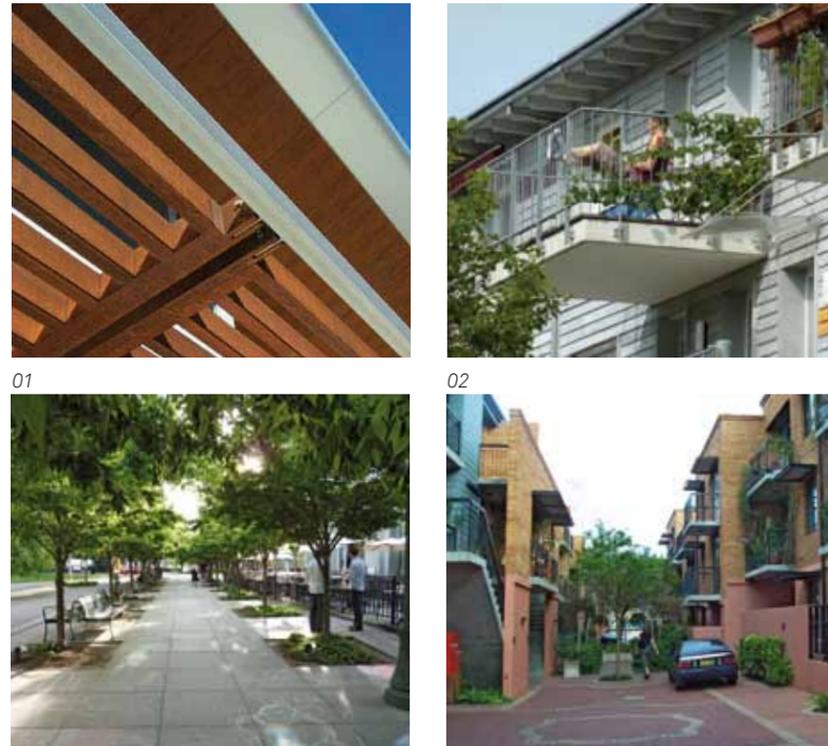
3.2.4 Designing for Climate

Considerations are:

- Providing adequate shade and shelter for pedestrians in the form of awnings/ colonnades on building facades facing the public realm/key pedestrian accessways
- Use materials that have lower heat loading and reflect less heat
- Make use of prevalent cooling breezes through orientation of the built form and public realm
- Use building height, combined with intimate public realm spaces and planting to create a cooler micro climates and welcome shade
- Planting that provides adequate shade for pedestrians and also contributes to a cooler micro climate
- The potential to bring water into the town centre along key green/waterway corridors or as an element of the town square



- 01_ Building design to make use of climate forces
- 02_Positioning of buildings and design to prevent heat loading
- 03_Incorporation of clerestoreys in building design will facilitate natural ventilation and cooling
- 04_Use of courtyards to provide shaded and vegetated areas to create a cool microclimate



- 01_ Use of horizontal louvers to screen buildings from afternoon sun
- 02_Capitalise on fine weather available for 9 months of the year
- 03_Boulevard planting to provide shade along key pedestrian routes
- 04_Taller buildings (up to 4-5 storeys) providing courtyard housing to provide shaded and vegetated courtyard areas with cooler microclimates

3.2.5 Streetscapes

Streetscapes within the town centre will generally have the following attributes:

- Be planted with street trees providing shade
- Have well defined paths catering for both pedestrians and cyclists
- Will provide safe and legible environments for pedestrians and will be well surveilled and lit to encourage safe use
- Will cater for vehicles also, providing easy and legible access to car parking areas close to key destinations
- Will be fronted by built form that directly engages with the street through windows, shopfronts and balconies above (for residential) and also provided with awnings along key street frontages to provide shade and shelter
- Will accommodate drainage requirements without disrupting the pedestrian experience
- Will provide appropriate traffic calming measures to ensure pedestrians are given priority over vehicles

3.2.6 Legibility

Legibility throughout the town centre will be established through the following:

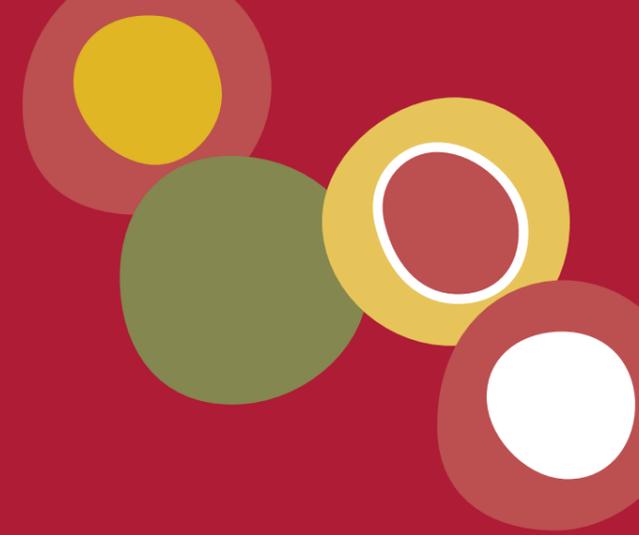
- A clear hierarchy of streets and pedestrian access ways, all providing direct access to the town centre and major nodes within the centre. This will be underpinned by a new through road (Iron Ore Parade) providing direct access to the town centre from Great Northern Highway. Additionally, new entries into the centre will be established
- A clearly defined town centre through increased building heights at key nodes
- Built form that accentuates key nodes within the centre, in particular, the town square and plaza, which will be key meeting places
- Entry statements that mark the external entrances to the town centre and provide a beacon for traffic travelling past the centre
- Public realm areas that are clearly defined and provide a legible interpretation to the built form.

3.2.7 Public Realm Objectives

An active, engaging, and desirable town centre public realm is critical to a town's success. The intended objectives to reach this goal are:

- The development of an overall cohesive plan incorporating public spaces, destinations, movement corridors, and activity nodes in a safe and comfortable environment for users.
- The creation of an activated, pedestrian focused Main Street.
- The introduction of soft landscape elements into a previously hardscape dominated environment.
- The development of a Street Tree Master Plan which creates hierarchy, shade amenity, and way- finding capabilities.
- A linked pedestrian and bicycle access network that comprehensively connects major destinations in other areas of the town with the town centre.
- Provision of recreational amenity integrated with movement networks including shaded seating areas, street and park furniture, a range of meeting places, lighting, tree-lined access ways, and signage and interpretative elements.
- The integration of public art and cultural elements into public realm places. This must represent a cohesive display throughout the entire town centre precinct.
- The incorporation of recreational corridors into the town site landscape matrix to provide functioning, recreational open space amenities that link the town centre to the remainder of the town, further enhancing the ability of Newman to serve its residents.

The inclusion of these principles of design and town centre elements will create an overall enhancement of the Newman experience and the quality of life for residents and visitors. The inspiration for the town centre needs to include all aspects associated with the journey to the town, the approach, the sense of arrival and entry, and the creation of the inner realm (town centre).



04. AN INTEGRATED STRATEGY FOR NEWMAN TOWN CENTRE

4 An Integrated Strategy for Newman Town Centre

4. An Integrated Strategy for Newman Town Centre

4.1 Town Site Context

To understand how the Town Centre Master Plan has evolved this summary of the key components that shaped the Newman Town Site Growth Plan (set out in detail in Volume 2 of the NRP) sets out the strategies to integrate the town centre with the town site and provides a context for this Town Centre Master Plan report.

Key elements of the Town Site Growth Plan which relate to and have informed the Town Centre Master Plan are:

Urban Form

The Town Site Growth Plan seeks to build on and improve the existing urban form and structure of the Newman town site. Firstly, the existing road network within the town site will remain largely unchanged, with a few minor improvements being made to improve connectivity. The growth of the town site will be compact and future peripheral growth of the town site will be limited to a radius of 2km from the town centre. The town site will have good connectivity to the town centre and as well as throughout the town site.

Improved Movement Network

The ultimate vision for the town movement network is to unite outer areas of Newman directly with its town centre through the provision of shaded paths that allow the community to enjoy their environment and have multiple opportunities to explore various activities and experiences. Vehicle access to the town centre will be transformed as streets become 'green' corridors that will traverse the town centre. Pedestrian connectors such as the Market Place - Main Street verge areas will allow opportunities for safe, social interaction and enhance the experience of visiting the town centre.

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. Connectivity of the existing road network within the town centre will be significantly improved through the construction of a new east-west road (Iron Ore Parade). Additional links, particularly to Newman Drive, may be appropriate to feed traffic into the town centre, particularly if that is the main direction of approach from new residential areas in the town site growth plan.

Medium density Residential Development

Medium density residential development is a key component of the plan and is required in order to accommodate a target population of 15,000 people within a 2km growth boundary around the town site. The medium density developed will be focussed around the town centre.

A range of dwelling typologies are envisaged, and may include:

- Duplex development/subdivision of existing lots (infill development)
- Two storey townhouses
- Grouped Dwellings for key worker and FIFO accommodation
- Low rise walk up apartments (3 storeys) in and around the town centre
- Courtyard
- Shop top apartments within the town centre to provide affordable accommodation for small business owners

Mixed Business

A Mixed Business Precinct is proposed along Newman Drive, which will have good exposure to passing traffic. Land for a range of bulky goods, showroom and warehouse uses has been identified as a current and future requirement for Newman. Existing bulky goods land uses, such as the hardware store and electrical goods store, are located within the town centre, but in time have grown in size and now require more land to expand their operations.

Tree lined pedestrian connections

Streets throughout the town site will be well treed to provide amenity and shade and will incorporate footpaths to achieve a good degree of connectivity throughout the town site. Boulevard planting will be a feature along key pedestrian routes and will provide much needed shade and contribute to a cooler micro climate in places.

Green Corridors, (the enhanced water courses that traverse through the town site)

The Town Site Growth Plan seeks to 'green' several of the existing watercourses that traverse through the town site, in order to create areas of amenity which will also assist with way finding and will provide a further structuring element to the town to build on the towns identity. These corridors will have the potential to bring in a much needed water element and a green aspect to the town site.

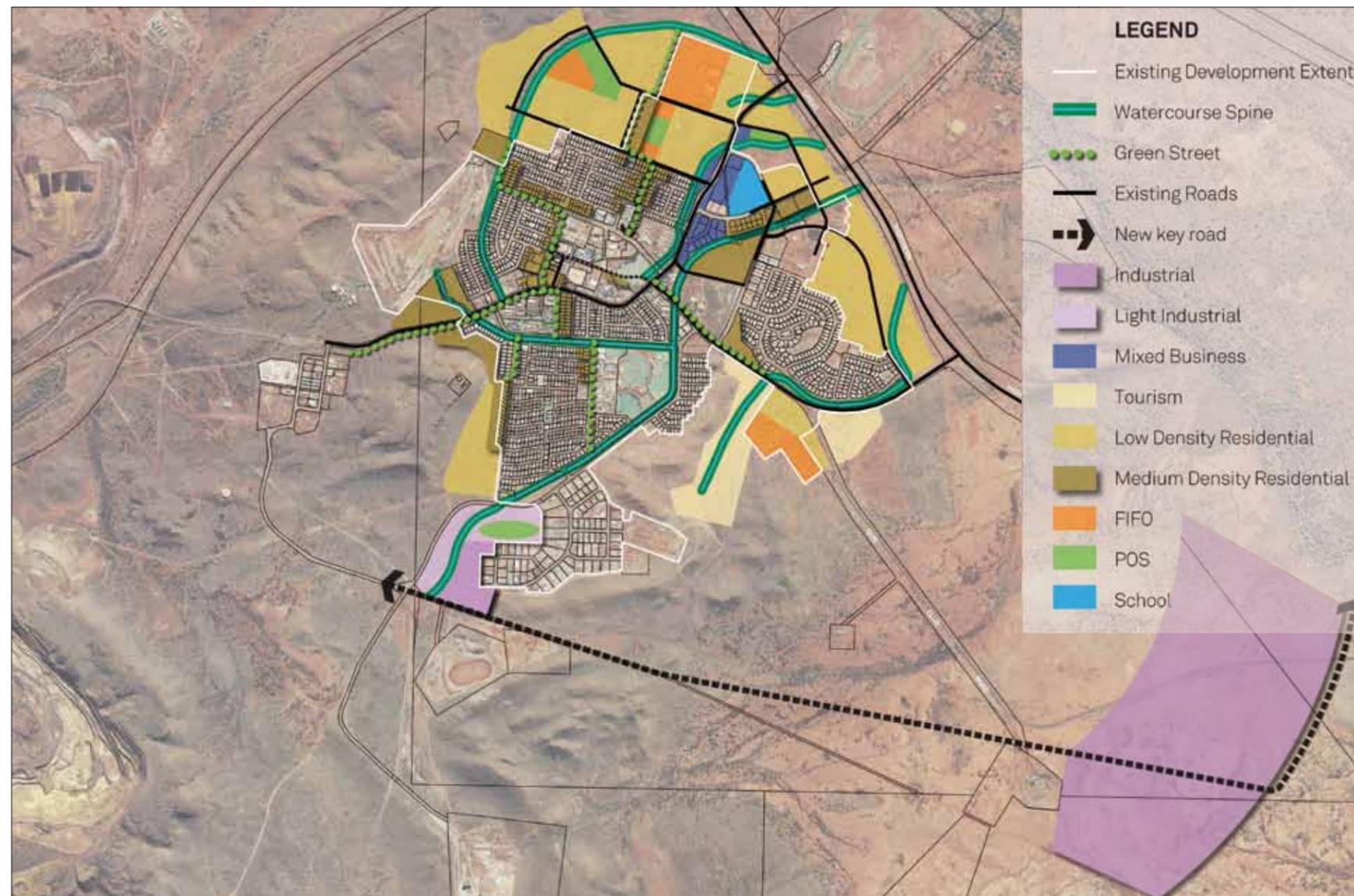


Figure 13: The Town Site Growth Plan

4 An Integrated Strategy for Newman Town Centre



Figure 14: The Town Centre Master Plan

4.2 The Town Centre Master Plan

A vital component of the NRP is to ensure the town centre functions well to accommodate the potential population increase and provides an appropriate level of retail choice and amenity for both existing and future residents.

The vision for Newman is to create a compact town centre that is vibrant, has increased amenity and choice and that is walkable. In essence, create a new commercial heart for the people of Newman to enjoy.

The Town Centre Master Plan prepares Newman for the future, providing a robust and flexible plan which will sustain the centre in the short and longer term. It takes into account the planning already undertaken to date and builds upon this to unlock development potential, create new business opportunities and enhance amenity for a town that demands change for its existing and future residents.

The plan promotes a range of activities in the town centre that will combine to create a vibrant and enjoyable commercial heart for Newman. For a future population of up to 15,000 people the town centre will be the main focus for the retail, commercial, civic, community and cultural activities, providing a rejuvenated and walkable town centre for people to enjoy.

4 An Integrated Strategy for Newman Town Centre

4.3 Economic and Commercial Perspective

The role of the town centre in economic revitalisation of Newman is to concentrate and activate a central place which will stimulate economic and social activity. Economic activation is about the concentration and maximisation of transactions that occur in a location. These transactions are both economic and social in nature.

Activation is a function of both the attraction of a range of business and operations to a town centre as well as the spatial formulation of the precinct. These two factors are inextricably linked. 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 space, car parking etc).

4.4 Community Development

The Stage Government and SoEP recognise the importance of delivering sustainable solutions to Newman – solutions which not only mitigate current issues but cater for significant future population growth. The challenge is to go beyond the delivery of physical infrastructure to provide the residents of Newman with the community infrastructure they need, leading to opportunities for a quality of life that is commensurate with expectations of a major regional centre. Supporting the development of a healthy, safe and vibrant community will ensure that Newman continues to grow as an engine room in Western Australia's resource-driven economy.

The NRP offers an exciting opportunity to move beyond past dialogues and utilise a community-focused, cross-sector approach to the reinvigoration of Newman's spatial, social and economic environs. The approach being taken by project partners is characterised by strategically targeted interventions that address current concerns and issues, while also realising untapped potentials.

4.4.1 Community Development Approach

The community development approach in the Town Centre Master Plan looks at both the physical structures and the social dynamics of the town centre as it evolves. The approach is specific to the local context and provides the social planning response to the challenges, opportunities and needs that were identified during community and stakeholder engagement and throughout the project planning process.

A key focus of the strategies presented in this plan is to effectively activate the town centre's places and spaces. The importance of community activation strategies in establishing and maximising utilisation patterns and nurturing of social capital in town centres is often underestimated. Place is an 'enabler' but the most successful and interesting places result from both place creation and community activation – not dependent on a single enabler but instead an armoury of initiatives that stimulate people to interact, build relationships, establish networks and create a sense of local pride, identity and direction.

In an activated place people are connected to each other, and to the location, in socially and culturally meaningful ways. In such places, the connections people make are deep, creating a sense of belonging and acceptance which translates into ownership and a desire to contribute. These connections are often what makes a place distinctive – and can focus around family, culture, heritage, environment and community.

This type of connection to place typically evolves over time through shared experiences such as street events, parades, festivals, holidays, customs and other

activities which bind the community together. Common experiences and rituals in a community help create a shared identity, which both enshrines and expresses shared values. They can also help in welcoming newcomers to become a part of that shared identity.

In contemporary Western society this type of connection to place seldom evolves naturally. It generally requires a planned approach which builds on the values, aspirations and distinctiveness of communities. This may include collaborative planning with communities and the development of strategies in social planning documentation. It also requires mechanisms to ensure continuity in the delivery of events and activities, as well as capacity building to empower communities to play an active part in its realisation.

4.4.2 Social Dimensions of a Vibrant Town Centre

Urban design, including the careful planning of built form, traffic flow, pedestrian connections and so on can result in the creation of a pleasing physical environment. The essence of a vibrant town centre however, is to be found in the social dimension. Some town centres have a significant 'buzz' yet have developed with minimal or even bad planning, while other places have failed to make the transition from magnificence on the drafting table to life at street level.

A pleasing social environment shapes experience and perception of the physical environment. Therefore a town centre must be a 'people place' that reflects the values of a community and a shared sense of belonging and wellbeing.

The 'Four Layers of Place' concept (developed by Creating Communities Australia Pty Ltd) can usefully be applied to the development of a successful town centre. This concept indicates how 'layering' is required to maximise the potential of a place.

First Layer: Venue

Streets, footpaths, parks, town squares, piazzas, cultural facilities and so on can all be components of the venue or physical environments that can together be labelled place. Traditional approaches to place and facility creation focus on the provision of the material and reflect a 'build it and they will come' approach.

Second Layer: Managed Venue

A second layer of place can be achieved through the establishment of a planning mechanism or management model to increase the appeal of the physical venue. Economic development plans, for example, can also be developed to benefit enterprise in town centres.

Third Layer: Activated Space

This layer adds sophistication to the management of place so that full activation occurs through public events, activities and programs. Through the presence and engagement of a broad range of demographic groups, a town centre can become a very lively space.

Fourth Layer: Sense of Place – A Connected Place

The essential elements for the fourth layer is the development of a 'sense of place' where people feel connected to each other and to the place. This means fostering a sense of authentic human attachment, belonging and acceptance which is translated into ownership and a desire to contribute.

4.4.3 Activation Principles for Creating a Vibrant Town Centre in Newman

Creating Communities Australia Pty Ltd has developed the CTC 11 model (City – Town- Centre 11 ©Creating Communities Pty Ltd 2010) which describes the key principles that need to be considered in the development of a vibrant, attractive and functional town centre.

If these principles are used as a foundation for seizing upon the evident opportunities that exist in Newman, success will be achieved in revitalising the current Newman town centre. These principles are described below.

Maximise investment and economic return

For businesses to flourish a holistic approach to town centre development in Newman is required to ensure that the return on business' investment is high. This will in turn attract other businesses to the town centre and result in a greater diversity of services. The key is to develop sustainable income-generating activities that help to fund additional town centre functions and activities.

Well managed and maintained community assets

The Newman town centre requires a much higher standard of amenity and facilities than is currently the case. By setting a high expectation for the standard of built form structures by providing a program of regular maintenance and upgrade, it displays an ongoing commitment to creating an attractive environment that draws people to the centre. There needs to be an expectation and commitment by all property owners, lease holders and local government to set and maintain these high standards.

Integrated town centre activities and spaces

Vibrant and lively town centres provide a high quality of amenity in the public realm with spaces and places for recreation, civic engagement, retail, entertainment, leisure, tourism and community services. Newman requires the development of places in the town centre to cater for the diverse needs of residents, businesses and visitors. These places provide the venue for activities that will encourage and invite people of all ages, genders and cultures to use the town centre.

Foster community identity

The best town centres are seen as the "beating heart" for the broader town. To attract people to the core of the town, there needs to be range of opportunities of retail, civic, community services and socialisation that represent the unique character of Newman and the Pilbara. Newman has the opportunity to develop a town centre that celebrates both the long term Indigenous heritage and the more recent resource sector based heritage. Through effective spatial design, built form and cultural and civic activation, the town centre can reflect the local character and aspirations of the community which in turn fosters community identity and pride.

A partnership approach

The development of a great town centre in Newman is not the province of one particular stakeholder. It requires a collaborative and committed approach that involves stakeholders from across the public, private and community sectors. This approach will work to support and promote a common vision for how the Newman town centre can be developed into a thriving social and economic hub.

4 An Integrated Strategy for Newman Town Centre

Access and legibility

For people to utilise the services and social opportunities on offer in a great town centre, they need to be able to access them easily. This is currently not the case in the Newman town centre which lacks legibility and is difficult to navigate, particularly as a pedestrian. The improved provision of pedestrian friendly and well connected access ways, as well as having attractive and interesting streetscapes, will be crucial to attracting people to the Newman town centre.

A safe and secure environment

Safety and security is essential to people feeling comfortable when visiting a town centre. The Newman town centre will benefit from a focussed approach to designing out crime principles including the provision of better lighting, increased passive surveillance through residential development, improved sight lines, and street activation through activities and events. By also addressing traffic management and taking a proactive approach to partnering with police, there will be greater enthusiasm and increased confidence in the Newman community to access and use the town centre.

Governance and management

A governance and management strategy for the Newman town centre is essential to create a vibrant, distinctive and commercially sustainable precinct. The idea of efficiently managing and marketing the precinct through a coordinated process and structure will facilitate the effective delivery and implementation of the town centre plans, strategies and initiatives. Such a mechanism could involve the SoEP, property owners, tenants, government agencies and the local community to work in partnership for the collective benefit of the town centre precinct.

An overarching governance model involving cross sector collaboration allows for the provision of enhanced services in the core areas of management of community/public assets; prevention and remediation; marketing and branding; and business development.

Marketing and branding

A proactive approach to the promotion, branding and marketing of the town centre will result in people becoming more aware of new opportunities, developments and attractions in the centre. Effective promotion and marketing will maximise the Newman town centre as an attractive location for residents and visitors and will in turn foster future development.

Activation

The best town centres are diverse, active, vibrant and lively places that exude vitality and atmosphere. To create this atmosphere in the Newman town centre it requires a planned approach to activating the spaces with events, activities and socialising opportunities. Effective town centre activation provides opportunities for the community to participate in community and cultural activities that aim to foster an intrinsic connection to the places and spaces of the town centre.

Business development

Nothing impacts more negatively on the feel of a town centre than seeing vacant shops and offices. Successful town centre management in Newman will focus strongly on stimulating grass-roots business and enterprise development and develop an assertive approach to advocacy and representation for all commercial operators and business tenants through alliances with stakeholders such as the Newman Chamber of Commerce and Industry.

4.5 Responding to Environment

Environmental Investigations

A number of environment related issues have been identified that will require further investigation prior to the delivery phase of the Town Centre Master Plan:

- Undertake a climate change risk assessment for the Newman region (including town centre) that includes the potential impacts from increased cyclonic activity, a qualitative risk assessment of the likelihood and consequences of cyclones at various intensity levels, and the identification of adaptation and mitigation strategies for development
- In accordance with Better Urban Water Management a Local Water Management Strategy (LWMS) should be developed for the Newman town centre that aligns with a District Water Management Strategy developed for the entire Newman town site.

It is recommended that the LWMS be developed as early as possible in the planning phase of the town centre master plan to maximise the opportunities for delivering long-term sustainable integrated water outcomes.

Additional Assessments

It is recommended that the following additional assessments be undertaken prior to commencing any construction or ground disturbing activities associated with delivery of the Town Centre Master Plan to ensure minimal impact on the immediate and surrounding area:

- Undertake preliminary Acid Sulphate Soils investigations of proposed development areas to assess for the presence of acid generating soils.
- Undertake a Flora and Vegetation survey for any areas within the town centre that require the clearing of native vegetation.

Undertake a fauna survey for any areas within the town centre that require the clearing of native vegetation to assess the potential presence of any native fauna and to assess the fauna habitat.

Management Actions

The following section provides recommended management actions required to mitigate or minimise any impacts associated with the delivery of the Town Centre Master Plan.

- Specific Management Plans may need to be prepared and submitted for approval by relevant authorities for the following issues:
 - Topsoil management and rehabilitation of disturbed areas.
 - Vegetation and flora.
 - Weed invasion and control management.
 - Fauna habitat and habitat linkages.
 - Acid Sulphate Soils.
 - Erosion.
 - Dust suppression and management.
- A Noise Management Plan will need to be prepared for any proposed construction works and submit for approval by relevant authorities.
- A Nutrient and Irrigation Management Plan should be developed for all public opens spaces and recreational facilities with turf or vegetation, in particular where treated effluent is used or proposed for irrigation.

Licence and Approval Requirements

The following Commonwealth and Western Australian State Government licences and/or approvals may be required in order to deliver certain aspects of the Town Centre Master Plan. It must be noted that the timeframes for obtaining a licence or approval can often be lengthy and as such prior planning and more detailed assessments should be sought as early as practicable.

- Subject to the findings of any environmental assessment required for the delivery of the Revitalisation Plan may need to be referred to the Department of Environment, Water, Heritage and Art under the Environmental Protection Biodiversity and Conservation Act 1999.
- In the event that the project requires the clearing of native vegetation the Department of Environment and Conservation will need to be consulted in order to obtain a clearing permit under the Environmental Protection (Clearing of Native Vegetation) Regulations 2004, if the project is not assessed by the Environmental Protection Authority.
- Under the Rights in Water and Irrigation Act 1914 a Bed and Banks licence will be required from the Department of Water should construction activities disturb the bed and banks of any river, creek or drainage channel within the town centre.
- Under the Rights in Water and Irrigation Act 1914 a dewatering licence will be required from the Department of Water if dewatering activities are required during construction activities within the town centre.
- A 26D licence for the construction of bores and a 5C licence to abstract groundwater will be required from the Department of Water should groundwater be required for construction purposes.

4 An Integrated Strategy for Newman Town Centre

4.6 Key Structural Elements of the Town Centre Master Plan

4.6.1 An Improved Movement Network

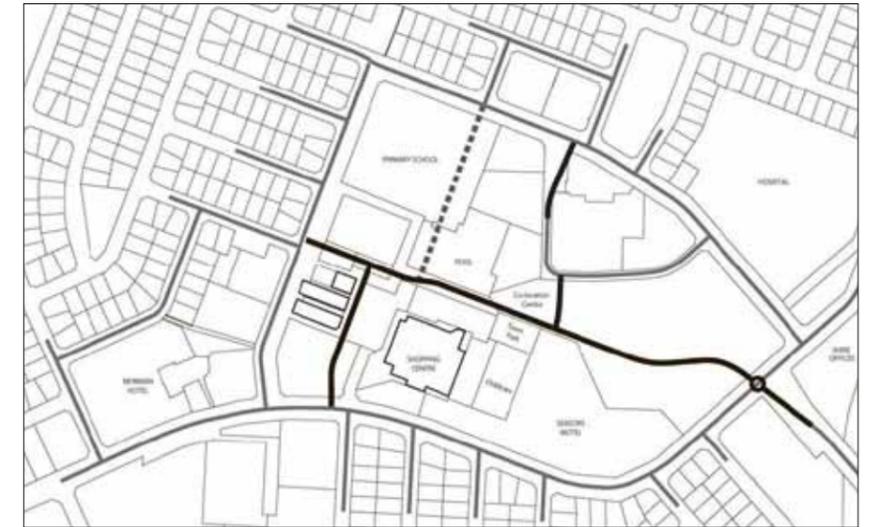
A fundamental structural element to the plan is the strategy to provide an improved, legible movement network that presents a clear hierarchy and facilitates efficient movement throughout the centre, for all modes of transport.

This strategy will include the following key initiatives:

- Extension of Rodgers Place (Iron Ore Parade) to create a direct and legible link through the centre, which will provide connection through Kalgan Drive to the Great Northern Highway. There are clear urban design and landscape benefits in the new road linking directly with Kalgan Drive, these are:
 - Creates a much needed strong sense of arrival – Entry statement node
 - Allows for a bold, shaded pedestrian and vehicle link directly into the town centre (connects inner and outer town centre)
 - Provides a layer of hierarchy and structure to the town centre
 - More opportunities for buildings to address the street front
- Creation of a Main Street by shifting Market Place further west to provide a direct frontage to existing retail tenancies, which will also free up the opportunity for new retail tenancies to be constructed on the eastern side
- Creation of new east-west oriented pedestrian arcades through the existing big box shopping centre, which will also provide a link through existing tenancies located west of Market Place
- Formalised pedestrian access along the eastern face of the existing shopping complex, which will provide a direct linkage from Newman Drive to Rodgers Place (Iron Ore Parade)
- Creation of new linkages to Calcott Street from Rodgers Place (Iron Ore Parade) around the new Collocation Centre
- On street parking, where appropriate
- Improved entry statements to assist with legibility and way finding
- Boulevard planting along key pedestrian spines to create shaded walkways into the town centre



01



02



03



04

01 Figure 15: Existing linkages

02 Figure 16: Proposed linkages

03 Figure 17: A new, improved road network, including green pedestrian spines, is a key structural element of the plan

04 Treed pedestrian boulevard

4 An Integrated Strategy for Newman Town Centre



Figure 18: New retail activity will be focussed along Main Street and will include the creation of a Town Square

4.6.2 A New Retail Focus Point and 'heart' for the Town Centre

Once a well structured movement network has been defined, the next strategy will be to deliver a vibrant retail focus for the centre. This strategy includes the creation of the following key structural elements to create a focussed level of activity along a Main Street environment:

- A new retail heart through the creation of small retail tenancies along Main Street (Market Place). Retail activity could include alfresco dining and cafe opportunities currently lacking in the town centre. The Main Street will be pedestrian focussed
- A town square, which will be fronted by retail tenancies and provide the key focal point for meeting people and community activity. The actual size of the Town Square will be determined at the detailed planning stage.



Figure 19: The commercial/office opportunities, open space network, community sites and Mixed Business estate

4.6.3 Growing the Centre

Once the core retail area has been developed, the next logical strategy will be to grow the town centre to cater for a growing resident population. This will include the following opportunities:

- New commercial/office opportunities at the intersection of Kalgan Drive and Newman Drive and also adjacent to the hospital and in the south-west corner of the centre.
- New community facilities including a new multi use civic centre and outdoor cinema for transient visitation
- New Mixed Business Precinct along Newman Drive to the east of the town centre to accommodate bulky goods and showroom development



4 An Integrated Strategy for Newman Town Centre



Figure 20: Opportunities for residential development in a variety of forms have been identified throughout the town centre



4.6.4 A Mixed Use Centre

In order to contribute to a vibrant town centre, it will be necessary and opportunistic to facilitate mixed use development, including residential development within the centre in a variety of forms. The creation of a vertical mix of uses, including office and residential uses above retail will ensure the centre is activated through longer periods of the day and into the night.

Centrally located residential opportunities will increase access to services, reduce costs and provide a variety of housing forms for key workers.

Residential typologies appropriate to the town centre environment may include:

- Duplex development/subdivision of existing lots (infill development)
- Two storey townhouses
- Grouped Dwellings for key worker and FIFO accommodation
- Low rise walk up apartments (3 storeys) in and around the town centre
- Courtyard dwellings
- Shop top apartments within the town centre to provide affordable accommodation for small business owners

4.6.5 Overflow Car Parking

Redevelopment of the centre will initially see a reduction of car parking within the centre and the provision of additional retail and commercial development. Eventually this new retail and commercial development will require the provision of overflow car parking to cope with peak periods of activity. The Town Centre Master Plan allows for this eventuality and is discussed further at 4.3 'Infrastructure to Support Growth'.



Figure 21: Overflow car parking has been allowed for to accommodate peak periods of retail activity



Figure 23: Future development opportunities have been allowed for in the plan and are shown as being dotted.

4.6.6 Long term development opportunities

As the town centre grows the future long term redevelopment of the centre has been provided for in the Town Centre Master Plan with a robust and flexible structure that includes opportunities for a Discount Department Store (DDS), additional supermarket site and further residential and community opportunities.



4 An Integrated Strategy for Newman Town Centre



Figure 23: Precinct Plan

4.6.7 Town Centre Precincts

The key idea behind creating precincts and nodal development within the centre is to ensure land uses are concentrated rather than dispersed and that similar uses can benefit by being located in proximity to other similar uses that generate the same activity and demand. The definition of precincts will provide an ordered approach to the future development and growth of the centre. In this regard, the following precincts can be defined for the future growth of the town centre:

Retail Precinct: a retail precinct has been identified at the core of the centre and will be defined by the existing shopping centre, combined with a new main street retail environment, town square and future retail opportunities, including pedestrian based retail and new supermarket. The retail precinct will also accommodate shop top apartments above smaller retail tenancies.

Community/Civic Precinct: the community/civic precinct will be focussed around the new town park and collocation centre. A future amphitheatre/outdoor cinema and skate trail will build upon the current community facilities in this location.

Health Precinct: the health precinct will be located adjacent to the existing hospital which is located just outside the town centre. The health precinct will provide consulting rooms, accommodation for visiting, consulting and locum doctors, nurses and/or medical professionals. Additionally, there will be accommodation for outpatients who have no alternative accommodation in town as well as hostel accommodation for the transient local population. These are much needed facilities for Newman.

Mixed Use Precinct: a future mixed use precinct may evolve over the existing primary school site if this is relocated in the longer term. This precinct could contain primarily retail tenancies at ground floor with residential above.

Office Precinct: additional commercial (office) opportunities are proposed at a node at the intersection of Newman Drive and the new east-west road through the centre (Iron Ore Parade).

4 An Integrated Strategy for Newman Town Centre

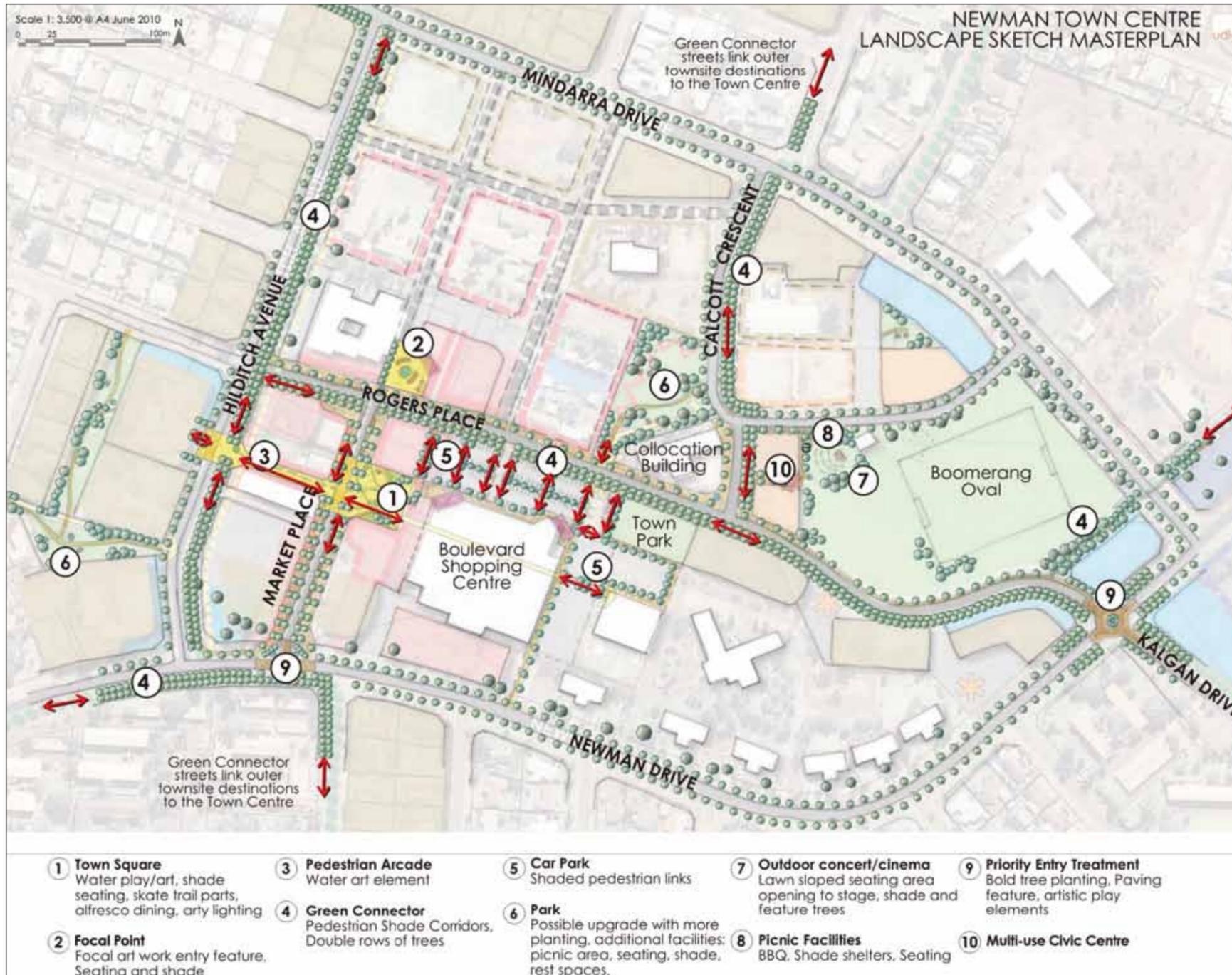


Figure 24: Newman Town Centre Landscape Sketch Master Plan.

4.7 Landscape and Public Realm Master Plan

The Landscape Masterplan focuses on transforming Newman's town core into a lively and vibrant community town centre through the establishment of new places, activities, facilities, and amenities. Elements of primary concern within the Landscape Masterplan include improved pedestrian and vehicular connectivity and amenity, the creation a dynamic Main Street (Market Place) and Town Square, upgrades to the existing facilities, and infusing the inner core with the Newman 'sense of place.'

4.7.1 Public Realm Strategies

The following section outlines the key public realm strategies which are essential to address the key implications identified in Section 2 of this report.

4 An Integrated Strategy for Newman Town Centre

4.7.2 Town Centre Streetscapes

Within the town centre, two main street typologies have been applied. Typical major roads such as Hilditch Avenue, Kalgan Drive, Rogers Place, and the new proposed North /South Calcott Crescent have been developed as 'Green Connectors': corridors lined with continuous shade trees as a bold statement, way finding marker, and for pedestrian comfort.



Figure 27: Major Roads Location Diagram and Section Line Location



Figure 28: Green Connectors highlighted on Landscape Sketch Masterplan

The preferred overall road reserve for new streets such as the Main Street (Market Place) and Rogers Place is 'tight' to allow for easy pedestrian movement across streets. The pedestrian verge areas will be widened to provide a shaded, shared use corridor. The proposed section below specifically looks at the new Rogers Place roadway (between the pool and the carpark).

Local native tree species are planted in pairs along each side of major roadways wherever possible to create a dense, continuous shaded link for pedestrians and cyclists. Trees species specific to the major road hierarchy can include *Melaleuca argentea*, *Melaleuca leucadendra* and some will also feature exotic shade trees.

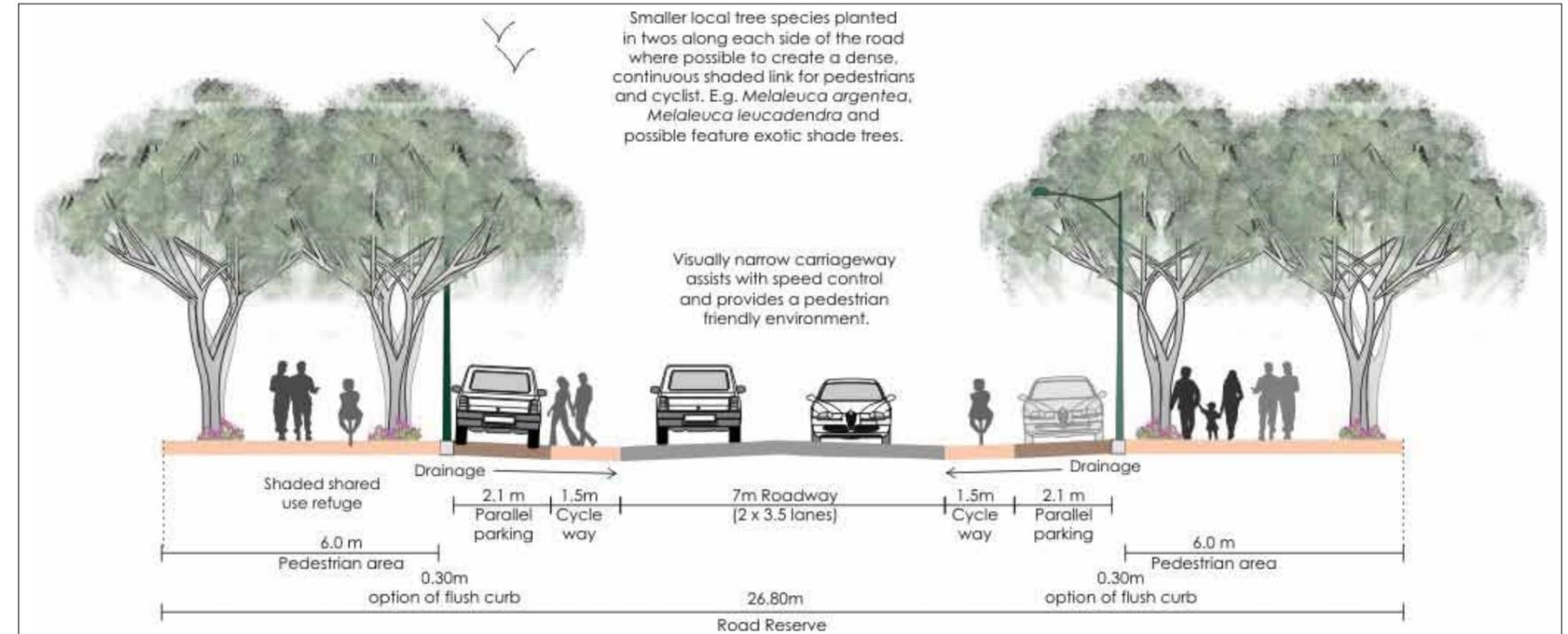


Figure 29: Major Road - Proposed Rogers Place-Typical Section



Figure 30: Possible Major Road Tree Options

4 An Integrated Strategy for Newman Town Centre

The proposed new Market Place connection is the designated Main Street of Newman. Here a combination of streetscape design elements, restaurants and cafes, entertainment, shopping, meeting, and gathering opportunities will result in an active and vibrant streetscape.



Figure 31: Market Place Main Street Diagram and Section Line Location

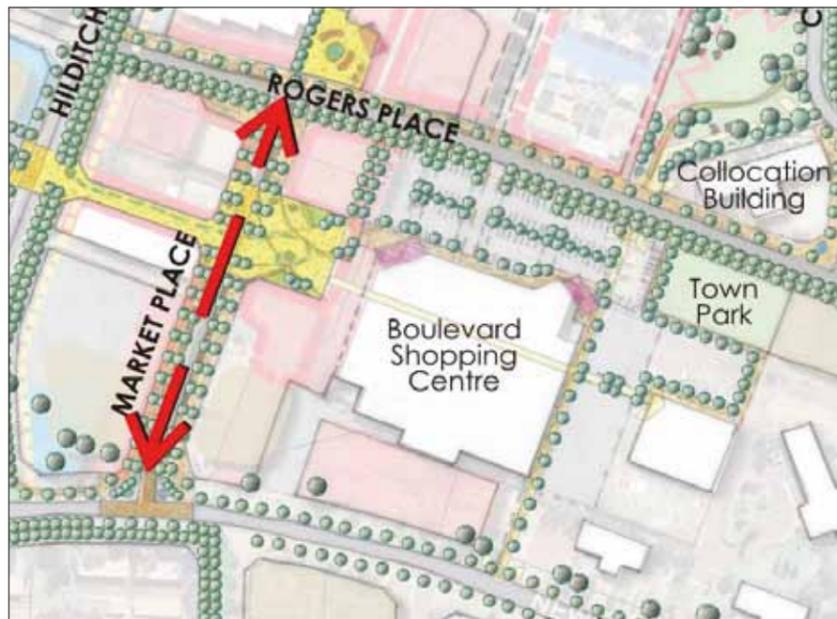


Figure 32: Market Place Main Street highlighted on Landscape Sketch Masterplan.

This main street has been designed with 'tight' carriageways (single lane each direction, no median) as a traffic calming measure and for better pedestrian amenity. Flush kerbs and the dense shaded roadside verges provide a pedestrian friendly environment. There are no defined cycle paths adjacent to the road pavement to reduce the road width and the paved areas will function as 'shared spaces' allowing free circulation between cyclists and pedestrians.

Cyclists, however, will be encouraged to park their bikes in racks at the locations convenient to popular destinations to avoid conflict with pedestrians. Where the Main Street adjoins the Town Square, on-street parallel parking has been removed and the street pavement is paved with similar materials to that of the Town Square to emphasise the pedestrian prioritised environment.

The softscape treatment includes local native tree species planted in pairs along the pedestrian verge and street trees planted alternatively within the parallel parking bays up the length of the street, presenting a densely shaded, attractive Main Street.

The local tree species specifically selected for the Main Street typology will be chosen from the following palette: *Corymbia opaca*, *Corymbia victrix*, *Eucalyptus leucophloia*, and *Eucalyptus camaldulensis*.

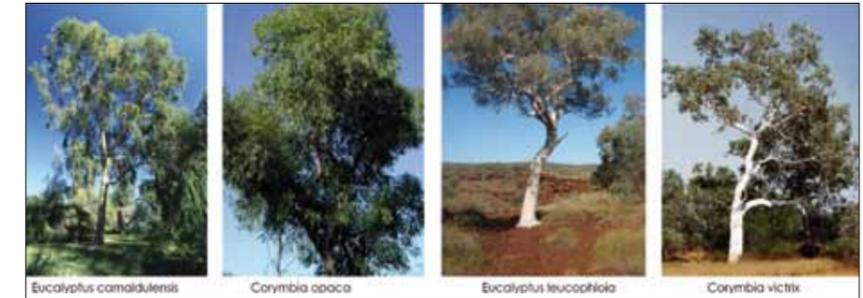


Figure 34: Market Place Main Street Tree Options

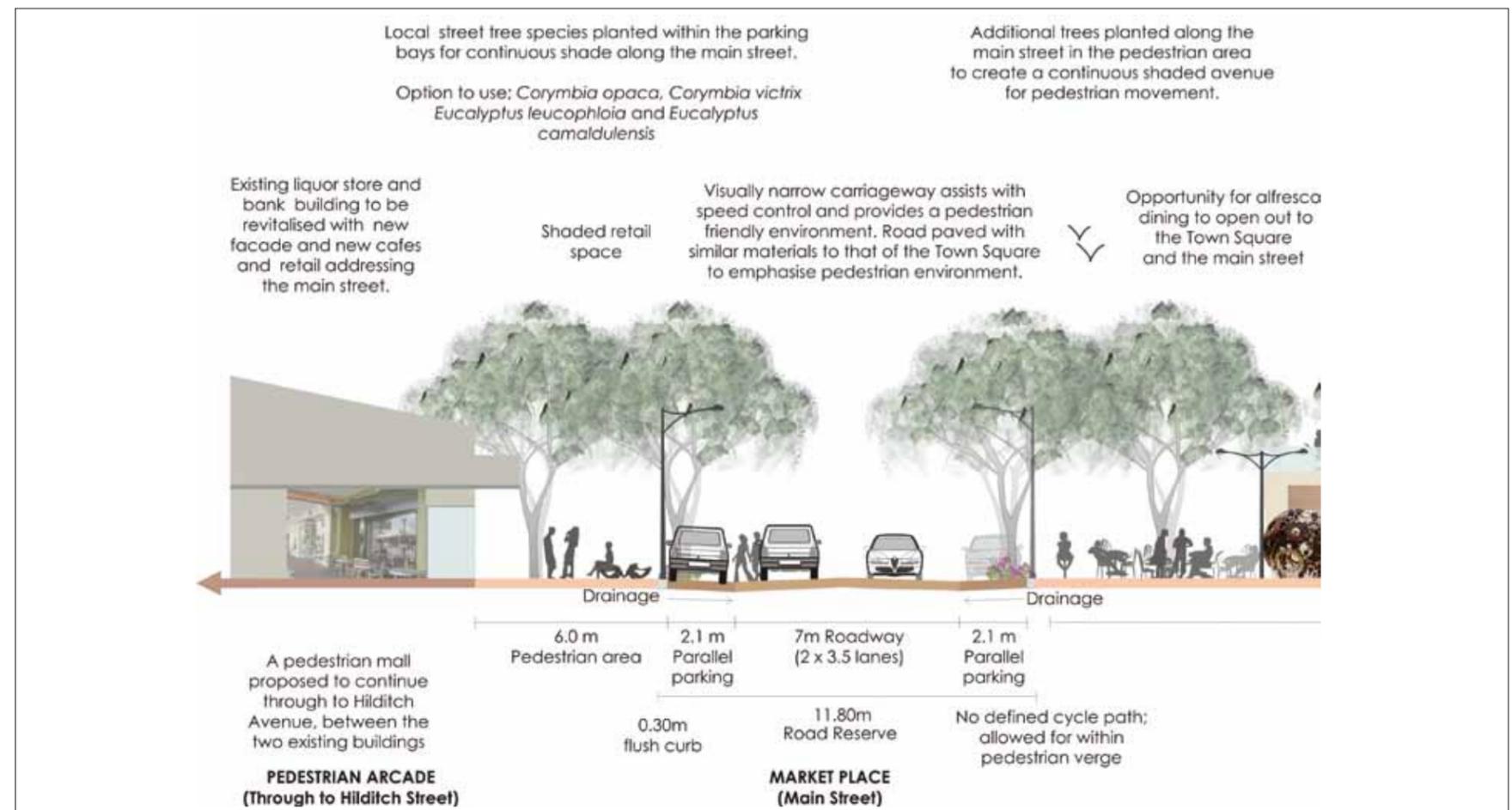


Figure 33: Market Place Main Street Section

4 An Integrated Strategy for Newman Town Centre

The hierarchy of street and path lighting has been considered with the proposal of a 6.5 meter luminaire producing crisp white light for the main street and 8.5 metre metal halide luminaries proposed for the surrounding town centre streets.

Priority entry intersections have also been treated in terms of their hierarchy. Where main roads intersect with minor roads, a change in paving is employed to announce the change of precedence. Other priority entry areas, such as the Kalgan Drive, Newman Drive, and Rogers Place intersection, are emphasised through heightening the landscape features adjacent, in this case the drainage system, by supplementing existing vegetation with local plants that inhabit drainage lines and creating view corridors. The Newman Drive and Market Place intersection is pronounced by bold planting, artwork, and creative signage.

4.7.3 Town Centre Pedestrian Connectivity

Additional pedestrian access routes have been provided within the town centre and integrated with the proposed road network as well as pedestrian only linkages. A hierarchy of circulation networks specific to their location and function have been established within the inner-core. Major 'Green Connector' Roads (described previously) have a continuous pathway (6m wide verges preferred or at least dual use path width) beneath pairs of shaded trees specifically for pedestrian comfort. The dual use pathway proposed along Rogers Place will be a shaded link that connects the main street/town centre to Boomerang Oval and its adjacent facilities (Youth Centre, Library, Outdoor Performance/Cinema and Skate Trail Park).

The new proposed Market Place main street and associated Town Square are designed with a pedestrian focussed scale and level of detail. The pedestrian verge space is large (proposed 6m+) and shaded with pairs of trees on either side of the street and regularly placed between the parking bays.

Densely shaded pedestrian links are also introduced into the proposed car parks to strengthen their connection to the main street. In the carpark south of the pool complex, pedestrian links connect Rogers Place Road to the Shopping centre, creating a safer and more comfortable environment for pedestrians. Beginning at the western carpark (off Hilditch Avenue) a pedestrian only thoroughfare runs east through the proposed new arcade between the Post Office buildings and joins the Town Square.



Figure 35: Pedestrian links highlighted on Landscape Sketch Masterplan.

The street and pedestrian hierarchy implemented will frame the natural markers (such as the surrounding hills) as focal points and provide a sense of orientation and direction. Additional signage (interpretive, information, directional, and way finding signage) is installed along the paths and roads across the town centre.

4.7.4 Newman Town Square

The proposed Town Square, opening onto Market Place, is the primary community gathering and activity space in the heart of Newman.

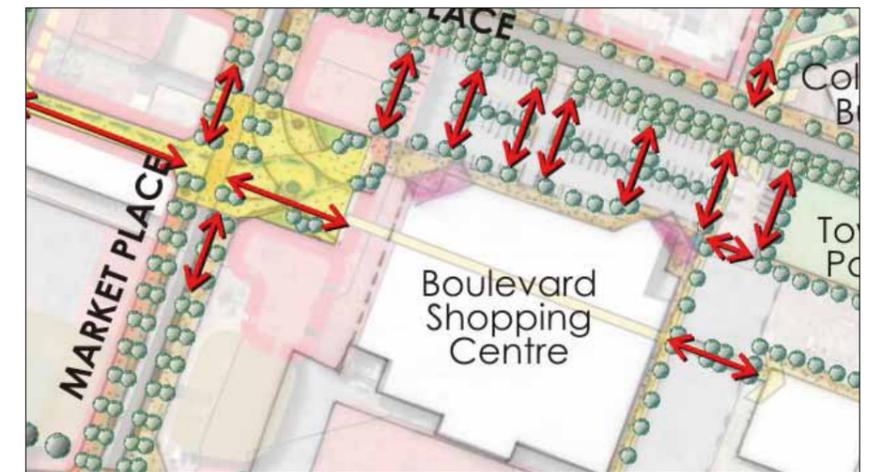


Figure 36: Market Place Town Square highlighted on Landscape Sketch Master Plan.

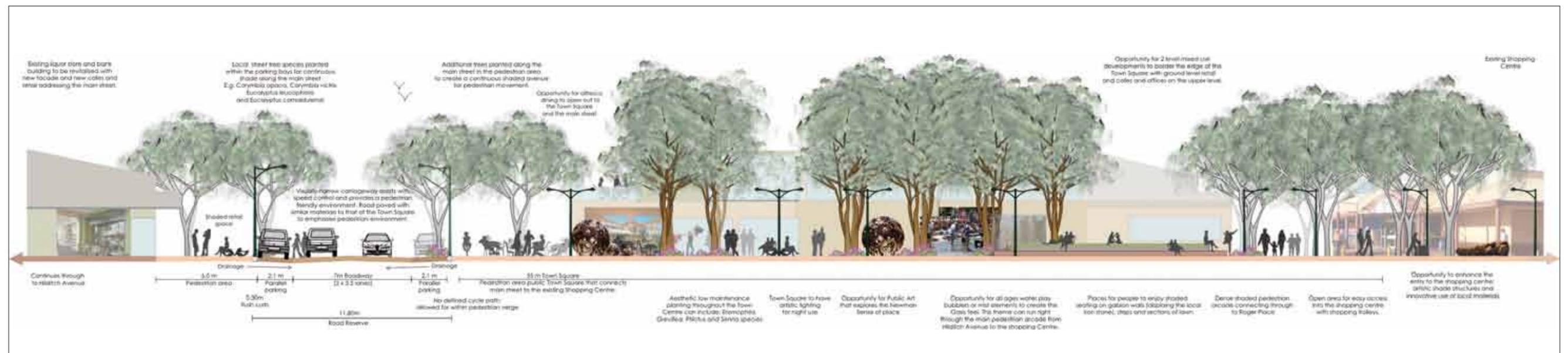


Figure 37: Indicative Newman Town Square Section

4 An Integrated Strategy for Newman Town Centre

Within this square residents can enjoy a range of outdoor activities and amenities:

- A pedestrian only, safe, public area combining hard and soft landscape elements that connects Market Place (Main Street) to the existing Boulevard Shopping Centre.
- Hard landscape materials local to Newman utilised include etched concrete and paving reflecting local textures (Pilbara Sandstone) and interpretative stories, interspersed with paving bands of gravel and rock.
- Concrete, ironstone gabions, layered dry stone walls used in seating steps allude to the sedimentary layering of rocks and mining industry.
- Aesthetic, low maintenance planting (Eremophila, Grevillea, Ptilotus and Senna species) used in strong swathes and bands. Pockets of irrigated lawn adjacent to active pedestrian routes for constant surveillance.
- Tightly planted groups of trees around seating spaces and avenues of pedestrian movement, including a shaded pedestrian arcade connecting the town square north to Rogers Place adjacent to the Boulevard Shopping Centre.
- Bosque tree planting to one edge of the square defining a shaded, grid space for market stalls.
- Open, paved areas for easy access into the shopping centre with shopping trolleys.
- Implementation of urban furniture which is robust and authentic to Newman with creative lighting for safe, exciting, and comfortable night use within the Town Square, rubbish bins, water fountains, bike racks and various seating/meeting spaces.
- Provision of generous seating elements (formal and informal) and ample artistic performance space opportunities for music concerts or official gatherings.
- Wall space among the retail/cafes opening onto the square, set aside as projection space for special community occasions or as a lit gallery wall for community artworks and to create another element of interest to the nightscape.
- Water and bubbler or mister art/play elements (Newman 'Oasis' theme) are incorporated through stand alone artworks or subtly included along pedestrian routes terminating at focal points. Water elements continue in various forms through the Hilditch pedestrian arcade and Town Square, to the shopping centre. Public art work is to be well considered in terms of scale, robustness, theme, and location.



Figure 38: Town Square elements

4.7.5 Boulevard Shopping Centre

The exterior of the Boulevard shopping centre is designed to be transformed into a comfortable place that is vibrant, interesting, and will adjoin the 'heart' of the town - its Town Square. The perimeter of the shopping centre is proposed to be more clearly defined as a priority pedestrian zone as the area connects with the Town Square to the west and the Town Park to the east. New paving, exciting ambient lighting, pedestrian furniture, shade elements, and pedestrian circulation movement patterns have all been considered in context of the proposed new town

centre Public Realm. The entry to the shopping centre is addressed with the addition of creative shade structures reflecting the Newman sense of place. Art pieces, (possibly alluding to the Newman 'Oasis' and Water Theme), are integrated at focal points around the building structure and should form part of a larger Art Strategy integrated throughout the town site.

4.7.6 Hilditch Avenue – Market Place Pedestrian Arcade

In the open arcade adjacent to the existing Post Office and Liquor Store buildings, landscape elements will be employed to revitalise the previously underutilised space and to deter anti-social behaviour. This place should be activated with retail, cafes, and pedestrian movement and the bank of public telephones that act as a screen wall shall be moved to a different location. At the end point of the arcade a focal node should be developed for placement of public art and a small interactive water play feature. A 'bubbling' water play component is proposed to be integrated into the pavement and elements of it are envisaged that would continue through the arcade into the Town Square, tying these two important public spaces together. A combination of shade trees and sculptural shade arbours are proposed to create a cool micro climate that is a refuge from the heat in the hotter summer months.

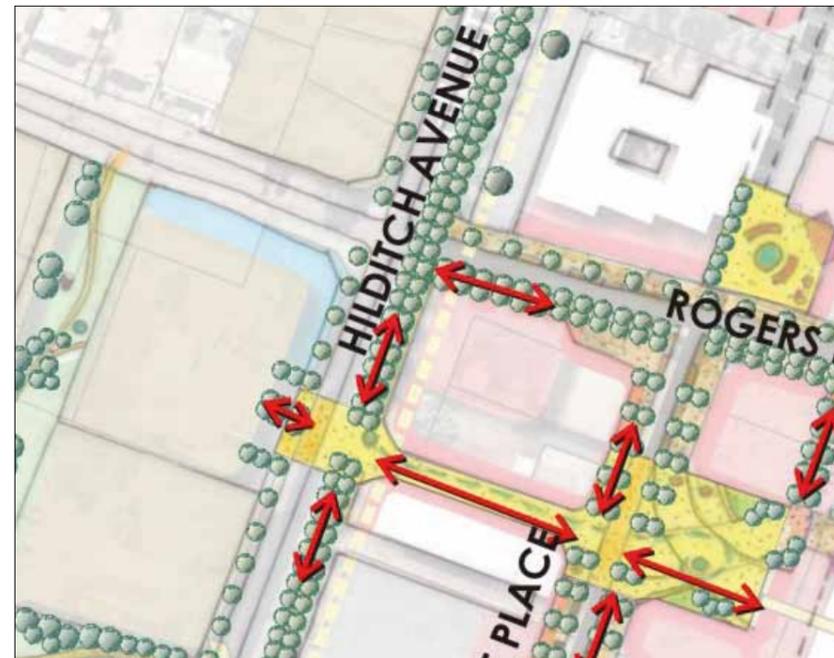


Figure 39: Hilditch Avenue to Market Place Pedestrian Arcade highlighted on Landscape Sketch Master Plan.

4.7.7 Recreational Precinct/Boomerang Oval

An outdoor performance or cinema space is proposed to be built to the east of Boomerang Oval along with the multi-use Civic Centre and Library. The outdoor cinema space will be a subtle feature built amongst the existing spectacular eucalyptus trees that border the edge of the oval.

A simple graded lawn seating space, surrounded by feature planting, will form an amphitheatre that looks onto a stage area designed for multi-use. In this vicinity, BBQ and picnic facilities, lighting, drinking fountains, bins, bike racks, and artistic

shade shelters will be placed for use by the community. Additional events such as fireworks, festivals, and fairs can also be held in and around this space.

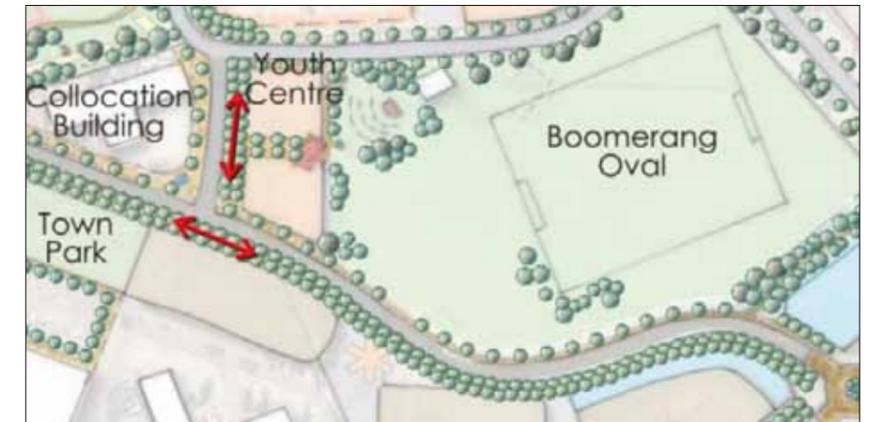


Figure 40: Recreational Precinct/Boomerang Oval on Landscape Sketch Masterplan.

4.7.8 Market Place Plaza

The north end of Market Place terminates with a pedestrian plaza that fronts onto Rogers Place. This proposed plaza will form the end of a major vista (Main Street) and is a major focal point and entry feature to the proposed new supermarket/retail development. Bold public art that is interactive and versatile, providing seating and shade in addition to its aesthetic qualities, is recommended for this space. Innovative night lighting, pedestrian prioritised paving treatments, and clear movement lines are considered.

4.7.9 Town Centre Car Parking

The proposed car parks within the town centre will no longer be developed as vast expanses of asphalt and will include a strong softscape/tree framework. Permeable paving should be installed to selected locations within the car parks so that some water runoff can infiltrate. In addition to the proposed shade shelters, shade trees have been introduced in long, thin, shallow swales with open kerbs that run along the back of the car bays. These planted swales collect storm run-off from the carpark, act as pedestrian refuges, allow for a variety of local shrubs and trees to shade and beautify the space, and assist in reducing heat sink effects. In addition, where there was previously a lack of safe pedestrian zones or designated shaded areas linking pedestrians throughout the town centre, new green pedestrian corridors are introduced for this purpose. These also create a visual connection to the surrounding town site 'Green Connectors.'



Figure 41: Car Park elements

4 An Integrated Strategy for Newman Town Centre

4.7.10 Paving Strategy

The textures that occur within the Newman region will be alluded to within the Paving Strategy and the general Landscape Materials Strategy. Various textural paving effects are exemplified below;



Figure 42: Possible Textural Finishes

4.7.11 Circulation Areas -roads, footpaths, cycle ways and focal paved areas.

Referencing both the natural landscape and the local ore industry, the Paving Strategy will adopt a colour complimenting and contrasting the local red and brown earth colour palette for the main circulation areas throughout the town centre including roads, cycle ways, footpaths, and focal paved areas.

4.7.12 Gathering Places - squares, bus shelters, shade shelters, parks.

The cooler colours referenced from the vegetation and sky colour palette referred to earlier would be best featured within focal areas where people gather and can be adopted in the street furniture colour palette.

Soil samples were collected from around Newman town site to determine which colours compliment and contrast with it. The selected pavers for the strategy need to have the following properties against the existing red soil and inevitable dust:

- Able to stand out when covered in dust
- Complimentary
- Contrasting

Textures emulating the rougher ore rock (shot blasted finish) and smoother sandstones (milled finish) can also be incorporated as part of the Paving Strategy.

Within town centre areas, pavers (stone and concrete) are preferred over in-situ concrete (or coloured asphalts) owing to their ease in terms of being re-laid or replaced when access to services or drainage pipe work is required. Varying sizes and pavers could be used as features within the overall paving pattern. In-situ concrete and asphalt can begin to be introduced further away from the town centre and in areas where services do not need to be accessed.

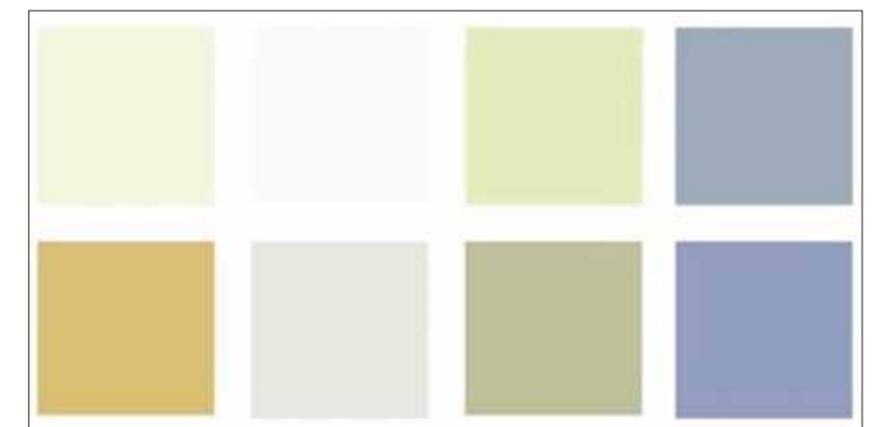
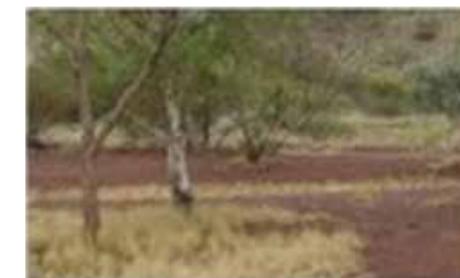


Figure 43: Colours for Gathering Places

4 An Integrated Strategy for Newman Town Centre

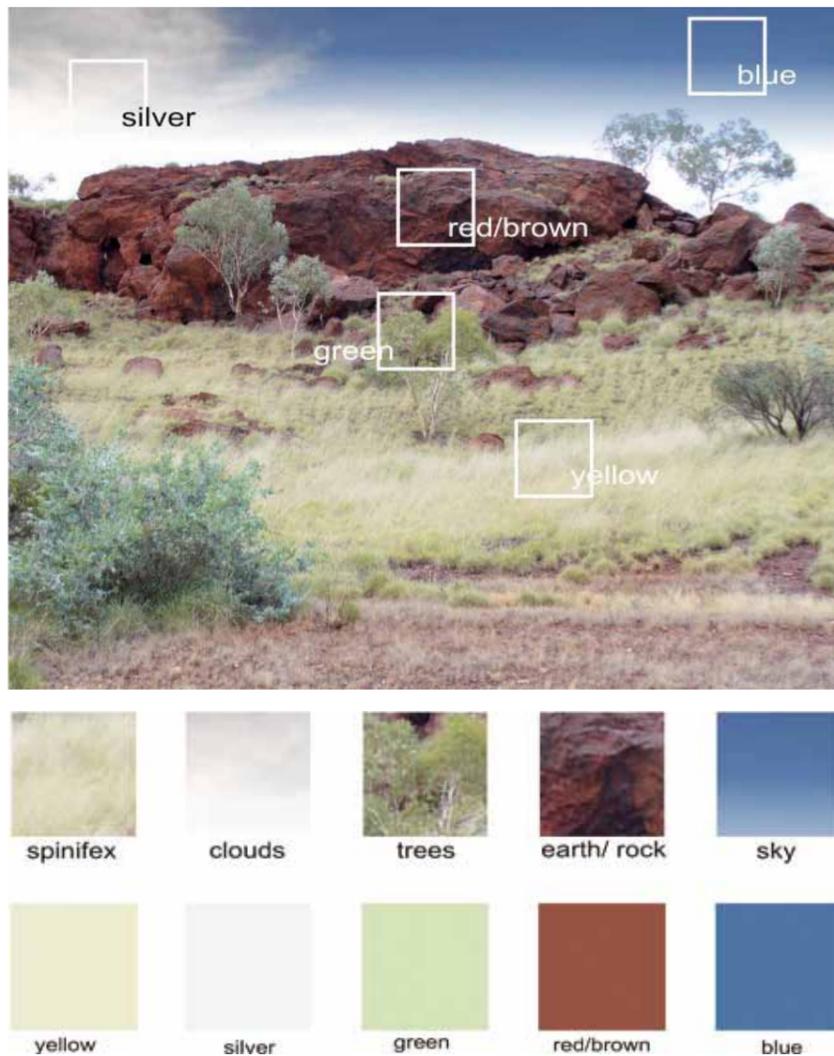


Figure 44: Predominant Newman Colour Palette

4.7.13 Sense of Place and Landscape Materials

The unique qualities that define Newman and its surrounds are proposed to be translated through design into public artworks, paving, street tree strategies, urban spaces, parks/public open spaces, and built form. For example, the predominant colours of the Newman landscape (Spinifex, silver- white based gums, earth/rock, sky and clouds in particular) are defining features of Newman for both local residents and visitors to the area.

These colours and textures are proposed to form the basic colour palette and framework for the Newman Landscape Materials Strategy.

There is also an outstanding and unique array of textures and patterns within the natural landscape which can also be used as inspiration for the design of many elements in the Public Realm.

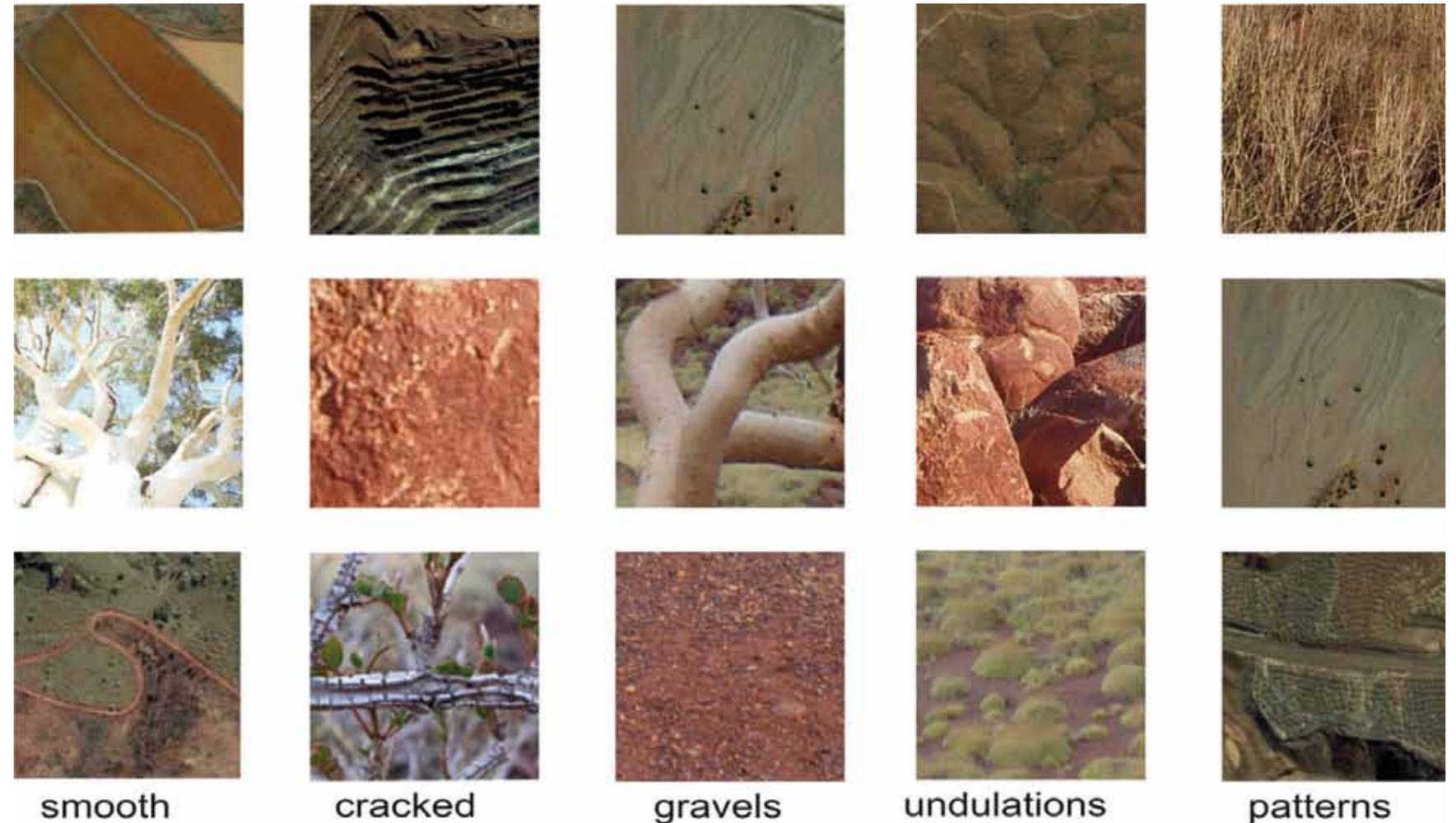


Figure 45: Colour Palette

4.7.14 Shade Development and Streetscape Improvements

The most important streetscape improvement within the public realm is the introduction of shade to enhance pedestrian/cycleway amenity and comfort. Local tree species, local understorey planting, and local materials featured within the streetscape:

- Add visual amenity through the inclusion of shaded avenues, wildflower/floral displays, and visually striking tree forms.
- Inform and enhance the 'sense of place' through provision of street hierarchy, character, and definition.
- Provide an opportunity for display of unique local flora, aiding in the creation of a 'sense of place' and fostering community pride.
- Create a cooling micro climate which subsequently lowers the temperature of adjacent structures and housing.

- Act as buffers to reflect and redirect wind and visually screen unattractive views
- Create a comfortable environment for movement and recreation.

Planting of streetscapes by introducing trees into the urban environment is most often achieved by selecting a specific tree species and locating them in linear alignments along roads and footpaths. This often results in the creation of a formal effect to the streetscape character. However, by utilising trees in a random arrangement, the streetscape becomes more park-like in its appearance. One species is typically designated to one streetscape to achieve continuity and hierarchy. By varying species and/or densities of tree plantings (including creating double or triple avenues alignments) interesting and unique hierarchies to streets within the town centre can be achieved.

4 An Integrated Strategy for Newman Town Centre

4.8 An approach to staging growth Town Centre

This section describes a potential staged approach to redevelopment of the town centre to achieve the strategies developed in the Town Centre Master Plan, however some of these stages can be undertaken simultaneously depending on priority.

Stage 1

Stage 1 redevelopment has commenced through the creation of the collocation centre and Town Park. Further redevelopment possibilities envisaged for stage 1 include:

- Construction of car park on the western edge of supermarket site.
- Create a new link over Seasons Hotel site to create a link between the new car park and Newman Drive
- Relocate Boomerang Oval Pavillion to the north western side of the oval; Relocate sporting facilities to Capricorn Oval

Stage 2

Stage 2 of the Master Plan is a critical stage in that it seeks to take the opportunity of redeveloping the BHP Billiton owned Mess Hall site and create the primary retail focus through shifting Market Place further west to create a Main Street.

Stage 2 includes:

- Establish a temporary reserve in Mixed Business area for hardware to relocate the store
- Acquire old hardware store site and demolish building
- Amend BHP and Cockles land boundaries and realign 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 northern side of supermarket and connection road to Hilditch Avenue through the existing park
- Rationalise Seasons Hotel land to enable shopping centre loading bay and truck manoeuvring area to be relocated to eastern side
- Construction of Green Spines

Stage 3

- Relocate Centrelink building and create lots for new supermarket; Create service vehicle access to rear of supermarket whilst maintaining the existing road
- Amend land boundaries to Centrelink site and town pool site to create new retail lot

Stage 4

- Build 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 Centre lot
- Create Medical Suites lot on Mindarra Drive

Stage 8

Stage 8 is envisaged to be long term development and will come on stream in the event that growth and demand within Newman requires it. Stage 8 includes:

- Future Residential
- Future Commercial
- Future Community/Civic



Figure 46: Staging Plan

4 An Integrated Strategy for Newman Town Centre

4.9 Infrastructure to Support Growth

4.9.1 Road network

The existing intersections feeding the town centre currently operate satisfactorily without excessive delays. The Town Centre Master Plan proposes several new or improved access points for the town centre, so intersection capacity is not expected to be a significant constraint for future town centre development.

Connectivity of the existing road network within the town centre will be significantly improved by the new link currently being constructed as part of the collocation centre project.

The proposed new east west link road (Iron Ore Parade) from the Newman Drive / Kalgan Drive intersection through Boomerang Park to Rogers Place will serve the increase in traffic approaching the town centre from new development areas on the eastern side of town and would provide the main access to parking areas within the town centre. It will also take traffic pressure off the existing Market Place entrance from Newman Drive and allow it to be redeveloped as a town centre main street.

Roads will need to be constructed in accordance with the IPWEA Subdivision Guidelines and in conjunction with the SoEP "Guidelines and Standards". Road widths will be derived in accordance with the planning layout and traffic requirements. Footpaths may also be required in accordance with the guidelines from the Department of Planning.

4.9.2 Pedestrian access

Pedestrian access to the town centre and around the periphery of the town centre is currently well served by the existing path network as shown in the existing town centre path network plan in section 2.8.1. However, the existing pedestrian network within the town centre has numerous gaps and missing links. The Town Centre Master Plan developed in section 4.2 identifies key pedestrian routes to be developed within the town centre.

4.9.3 Parking

Existing parking provision within the town centre is relatively high with the overall parking occupancy in the town centre core (i.e. the parking areas off Market Place and Rogers Place) normally not exceeding 71% occupancy. If the whole retail / commercial part of the town centre is considered (excluding YMCA Early Learning Centre, BHP Billiton Town Mess, swimming pool, school, Boomerang Park, Newman Club, hospital, etc) the existing parking occupancy only reaches 57% of capacity.

The Tactics4 Newman Commercial Strategy Issues and Implications Paper (Nov 2008) reported that the town centre has 2025m² of office floor space, 6600m² of shops and services, and 825m² vacant floor space.

The SoEP Vehicle Parking Standards – Local Planning Policy No.4 (29 Jan 2010) sets minimum parking provision ratios for each land use. For example, it includes:

- Office: 4 spaces per 100m² GLA with a minimum of 4 per tenancy; and
- Shop: 6 spaces per 100m² GLA in the Town Centre zone.

Applying these parking ratios would require approximately 81 spaces for the offices, 396 spaces for the shops and 50 spaces for the currently vacant shops. This is a total of 527 parking spaces. In comparison, the actual parking supply in this retail / commercial part of the town centre is 436 spaces.

If the vacant shops are excluded from the calculation then the parking policy requires 477 spaces. The highest parking occupancy recorded in the parking survey for the 436 spaces in this area was 249 vehicles (Saturday, 11am), which is approximately 52% of the parking policy's requirement.

Therefore there is potential to reduce the parking requirements in the parking policy for future development in the town centre. Town centre parking could also be rationalised by allowing development on some existing parking areas as long as suitable overflow parking facilities are identified nearby for those rare days when peak parking demand is higher than normal.

The floor space shown on the Town Centre Master Plan for this retail/commercial part of the town centre is approximately 26,000m². If we assume 16,000m² shop and 10,000m² office floor space for this calculation the current parking policy would require 1360 parking spaces. Actual demand would be about 52%, which is approximately 710 spaces.

The grey parking areas on the Town Centre Master Plan (excluding the three around Boomerang Park and Newman Club, which would be required for other uses in those areas) total 13,910m², which would provide about 500 parking spaces.

There would also be another 100 existing parking spaces that are not already counted in these grey areas, so a total of about 600 spaces can be provided in this retail/commercial part of the town centre. This suggests an additional 110 parking spaces would be required in this retail/commercial part of the town centre.

Some of these additional parking spaces would be provided on street along Iron Ore Parade and the new Market Place main street. If 50% of the road frontage is used for parallel parking spaces this would yield about 70-80 spaces, excluding areas east of the shopping centre and pool. When the currently underutilised YMCA Early Learning Centre car park is taken into consideration the parking supply shown on the Master Plan would accommodate the normal parking demand anticipated in Newman for the amount of floor space the Master Plan would provide.

However, an additional overflow car park northeast of the YMCA Early Learning Centre and around the perimeter of Boomerang Oval is recommended to accommodate extra parking demand on the few occasions when peak demand is higher than a normal Saturday morning. This location is preferred as the major direction of traffic approach to the town centre will be from the east and north via the proposed Iron Ore Parade and Calcott Crescent, respectively.

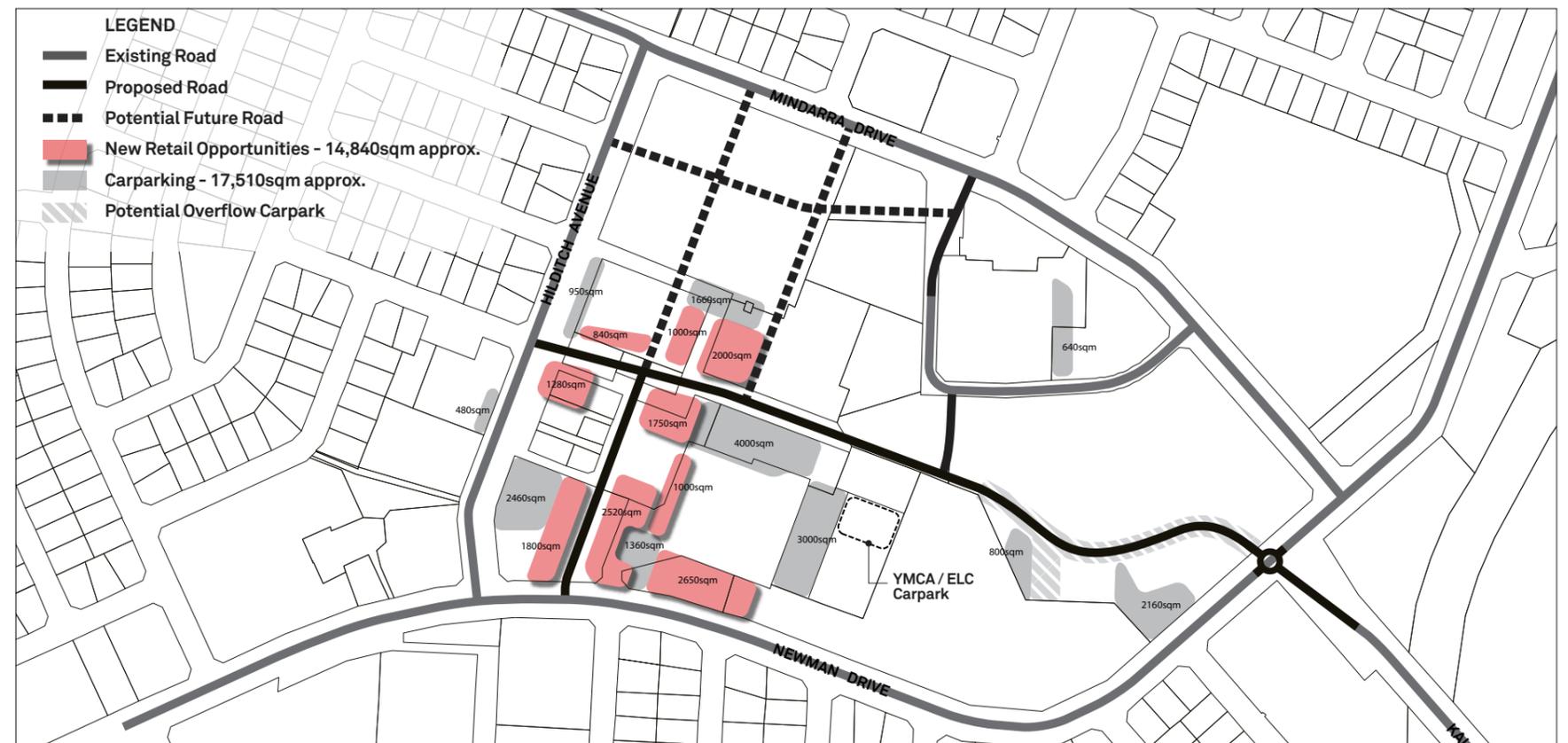


Figure 47: Proposed parking and retail areas of Concept Plan

4 An Integrated Strategy for Newman Town Centre

4.9.4 Public transport

Newman currently does not have a public transport system apart from the private buses that transport employees to and from the mine, airport, etc. With the potential growth envisaged in the Newman Town Site Growth Plan, the outer areas will be beyond reasonable walking distance from the town centre. East Newman should already be considered beyond a reasonable (10 minute) walking distance from the town centre. In future it may therefore 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. This would be particularly important for those without access to car travel, which are mainly the very young, the elderly and those with disabilities.

4.9.5 Sewer

The town centre is currently serviced by gravity sewer. Existing sewer assets are currently located under existing buildings and structures including shopping centres, hotel sites, community facilities and BHP Billiton owned buildings. As staged works progress in the town centre, sewer alignments and service points can be normalized into road reserves on standard public utility alignments and in easements located within SoEP reserves.

The town centre is not constrained by an order of staging for the proposed sewer normalisation. The proposed construction of a DN150 sewer main along Rogers Place from the Roundabout at the Collocation Centre to existing Rogers Way (highlighted in figure 48) early in the construction program will allow for staging to proceed with a structured but flexible approach.

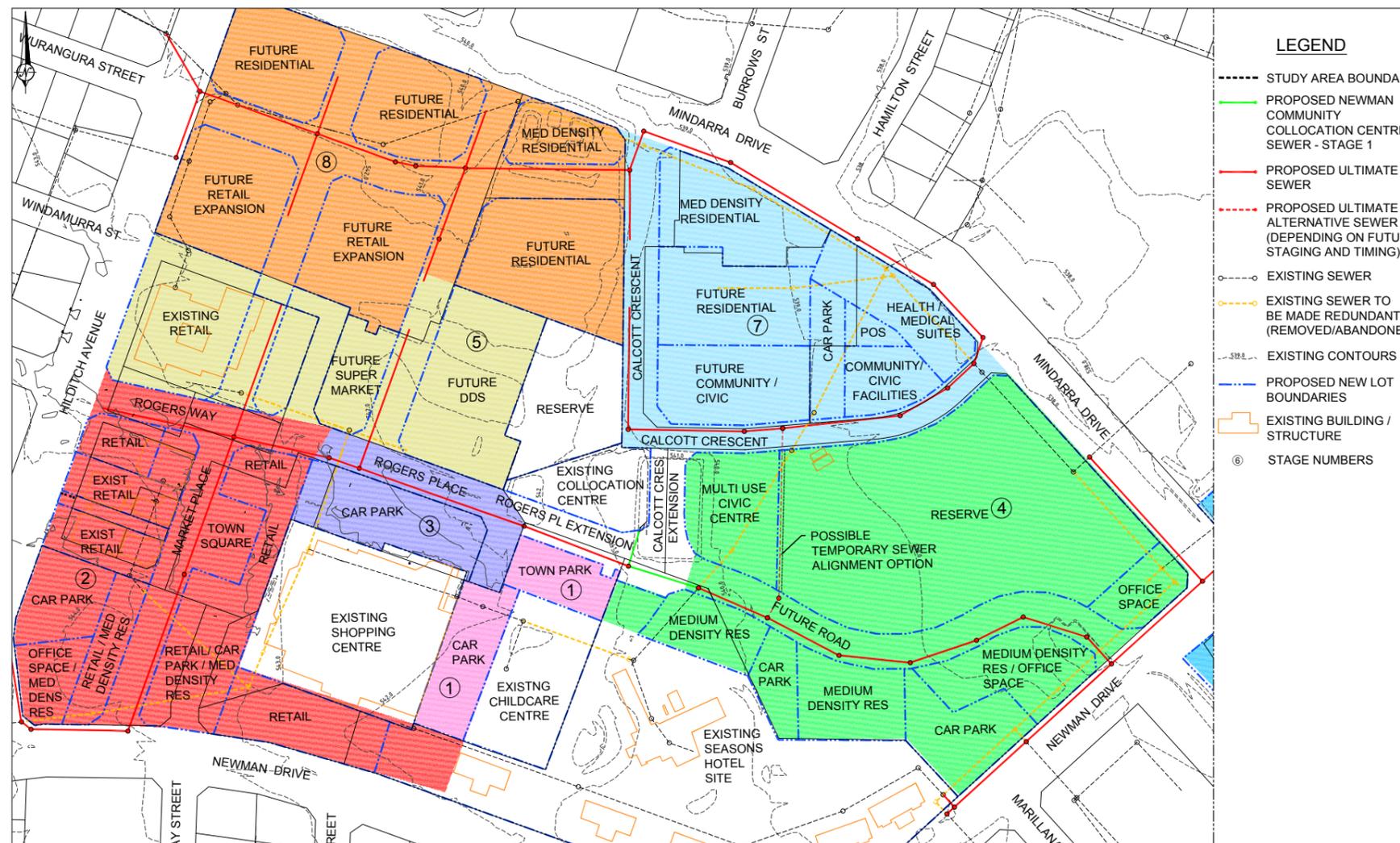


Figure 48: Sewer reticulation master plan for town centre

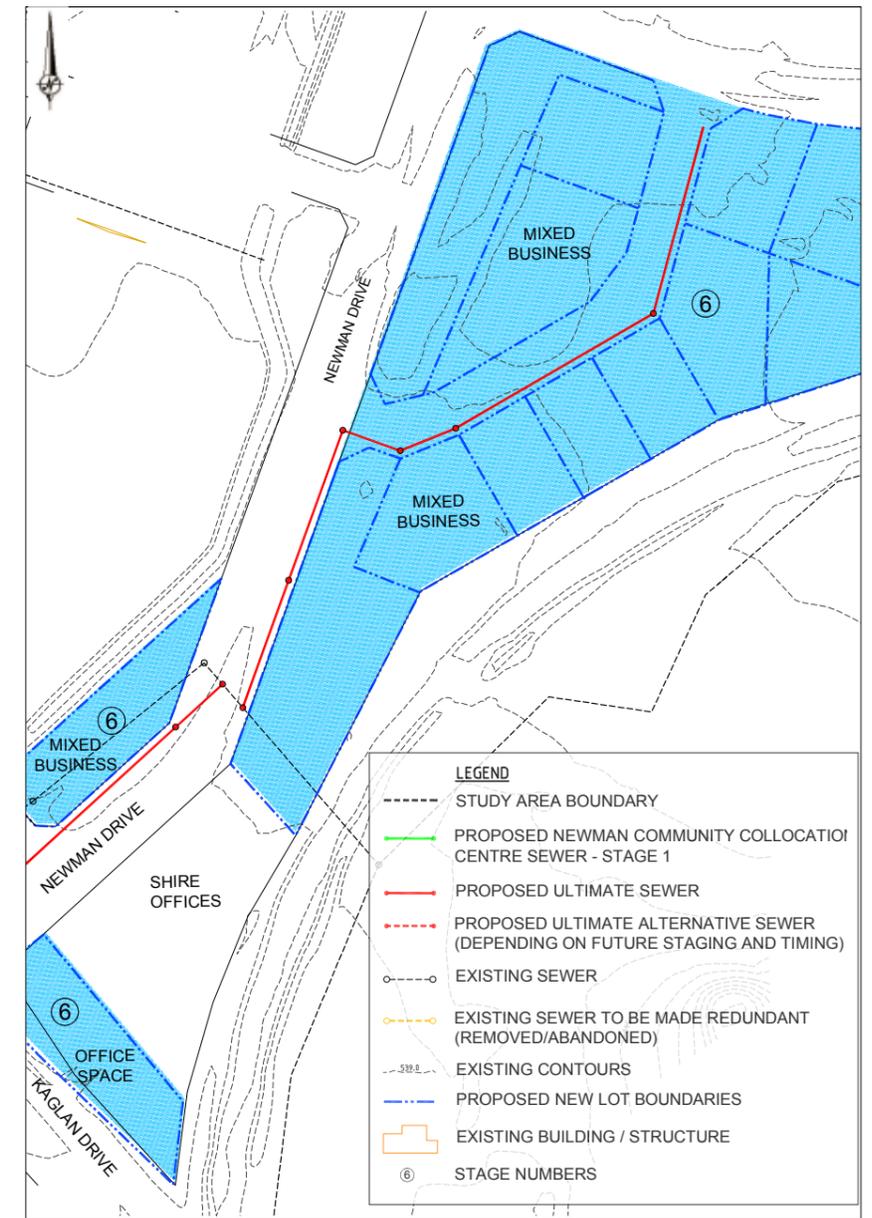


Figure 48b: Sewer reticulation master plan for mixed business area

4 An Integrated Strategy for Newman Town Centre

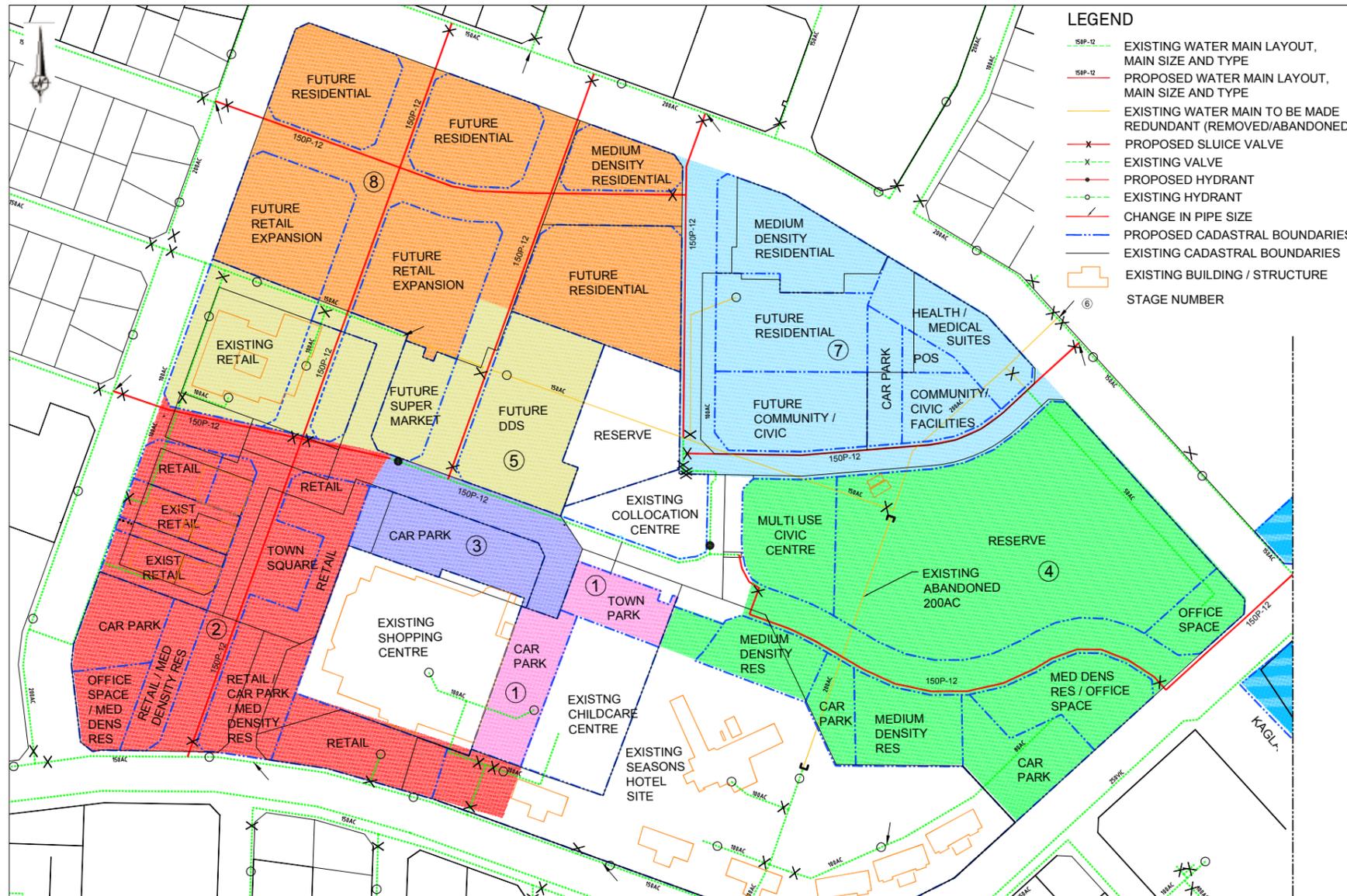


Figure 49: Water Reticulation plan for Town Centre.

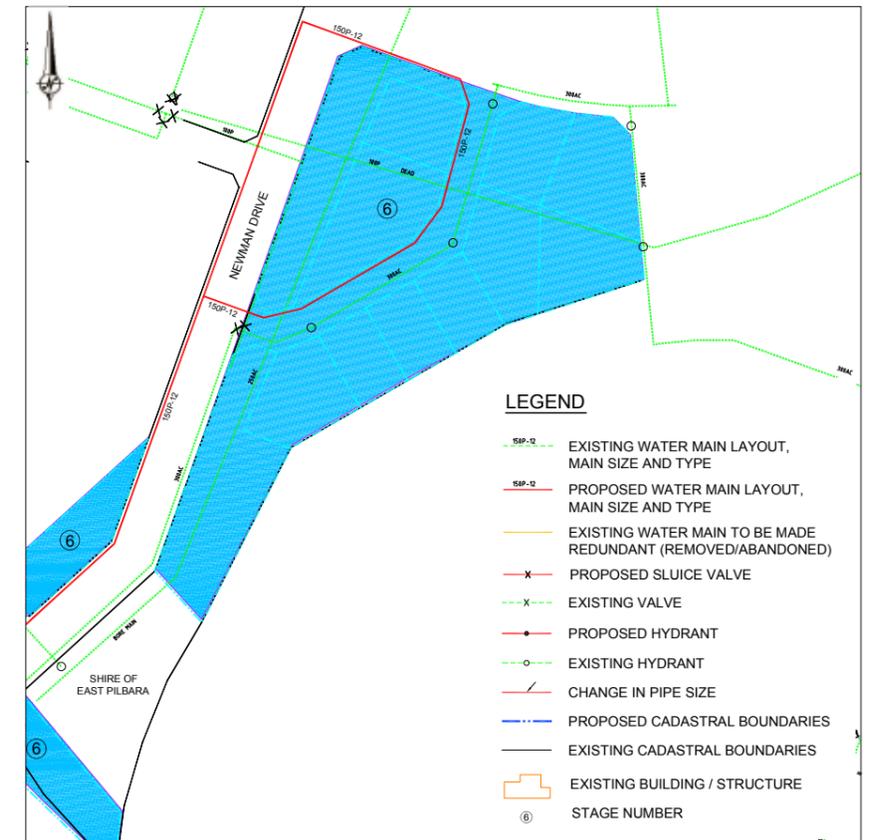


Figure 49b: Sewer reticulation master plan for mixed business area

4.9.6 Water Supply

Existing water assets are currently on non standard alignments. As staged works progress in the town centre water alignments and service points can be normalised.

Planning for this work can only proceed once land uses and land planning has been completed.

The town centre is currently fully serviced and no upgrades of existing surrounding infrastructure are needed to cater for the town centre revitalisation. Existing water assets are currently on non standard alignments. Existing water mains are currently located under existing buildings and structures including shopping centres, hotel sites, community facilities and BHP Billiton owned buildings. As staged works progress in the town centre, water alignments and service points can be normalised into road reserves on standard public utility alignments and in easements located within SoEP reserves.

The town centre is not constrained by an order of staging for the proposed water supply normalisation. The town centre is proposed to be reticulated with DN150 water mains in all street reserves to provide standard water property connections and meters for all proposed and existing lots. Existing buildings internal plumbing information will need to be sourced to locate cost effective placements of service points.

4 An Integrated Strategy for Newman Town Centre

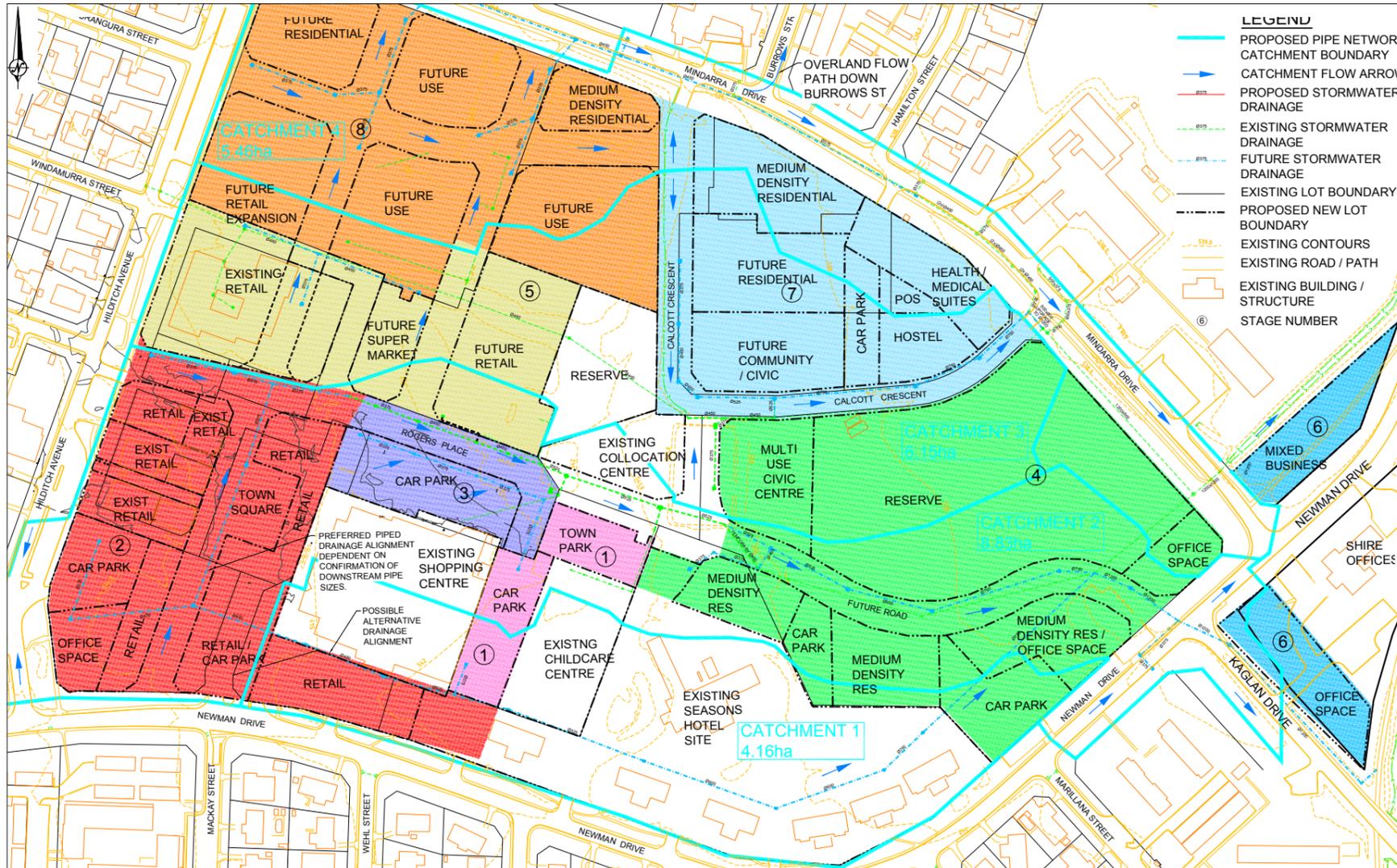


Figure 51: Town Centre Drainage Plan

4.9.8 Telecommunications

Existing Telstra assets are currently on non standard alignments. As staged works progress in the town centre, Telstra alignments and service points can be normalised. Planning for this work can only proceed once land uses and land planning has been completed.

The town centre is currently fully serviced. As staged works progress, Telstra alignments and service points can be normalised into road reserves on standard alignments and in easements located within SoEP reserves. The Town Centre is not constrained by an order of staging for the proposed Telecommunications normalisation.

Telstra have advised that existing telecommunications conduit throughout the town are full and new conduit will need to be provided back to the Exchange (approximately 1.5km), particularly if additional lines are required to the town centre.

Locations for optical fibre exchange huts (required envelope 7m x 3m) are required.

Telstra proposes that this land is part of the road reserve similar to the way Western Power locates their transformer sites. The town centre would need 2 of these locations to be provided.

4.9.9 Drainage

It is proposed to drain the town centre by incorporating a pit and piped drainage network and upgrading the existing piped drainage. The piped network will be designed to cater for a 1 in 5 year storm event. Current overland flood paths are to be maintained where possible.

Catchment 1

Overland flow path to be maintained and new piped drainage to installed discharging into Rogers Place drainage network.

Catchment 2

Main catchment affecting the town centre with an overland flow path and piped drainage located in the Rogers Place extension. Catchment to be redirected to the Main Town Open Drain to the east of the SoEP offices.

Catchment 3

The west end of existing catchment to be redirected down the north and south roads through the existing primary school. An interim solution of maintaining the overland flow path and drainage system will be required while the Primary school remains in its current location. Calcott Crescent drainage to be upgraded with piped drainage.

Catchment 4

Upgrades of the existing Mindarra Drive drainage will be required to cater for additional flows ultimately redirected from existing catchment 3.



05. A NEW APPROACH TO GOVERNANCE

5 A New Approach to Governance

5. A New Approach to Governance

To realise the Pilbara Cities Vision of the State Government and establish Newman as a sub-regional centre will require a different approach to governance to ensure the timely implementation of infrastructure, associated amenity and creation of economic employment opportunities. Local Government represents the on ground interests of the Pilbara and Newman communities in particular. Therefore 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 Pilbara Regional scale that may affect the development of Newman at a local level. A full description of the required governance structure at a Pilbara Regional scale is outlined in Section 5 of Volume 1 and a SoEP scale in Volume 2, Section 5. In this section the approach to governance at a town centre scale is discussed in more detail.

5.1 Localised Economic Activation

At a local level, the SoEP needs to maintain control over the town centre and determine the scope and rate of development that occurs in Newman as a whole. Governance and management of the town centre should be guided by the principles of localised economic activation.

Economic activation of a place is determined by the frequency and concentration of transactions that occur there. The people present at any place at any point in time constitute the 'users' of the place. The users can be characterised as residents, visitors or local workers. The population and expenditure base of each group forms the economic base of the place and drives the commercial vitality of office and retail tenants.

Activating Newman will involve linking resident, visitor and commuter attractors to core activity areas; concentrating retail tenancies to encourage life and vibrancy and minimising access routes to channel traffic past shop fronts.

There are six widely acknowledged principles of place activation that have been developed into a coherent framework to apply to urban renewal projects. These principles are outlined below.

1. Purpose of Place

- What does the town centre represent to the population-does it encourage a 'sense of place'?
- Successful places usually have a single point or focus that establishes a core area. Enhance the commercial property economics by good urban design to maximise the frequency and concentration of opportunity and therefore, transactions.

2. Access – Arrival Points

- Transport networks should not bypass the place and street designs should encourage people and non-freight traffic into the core.
- People should arrive at the 'front door' of the town centre, through a hierarchy of roads with a clear 'sense of arrival'.

3. Origins – Car Parking and Transport Nodes

- Parking is the driver of pedestrian movement.
- Strategic distribution of car parks and transport nodes will maximise pedestrian movement:

- Location is more important than numbers.
- Space the car parks around the centre.
- Street parking is important (for commercial areas):
 - Charge no fees.
 - Relax time limits on parking at off peak periods. Turnover at peak periods generates dynamic flow.

4. Exposure – Pedestrian Movement

- Economic activation is driven by frequency and concentration of both economic and social transactions. Duration of stay effects number of transactions.
- Channel movements:
 - Concentrate transactions by pushing people past as many shop windows as possible.
 - Rents and sales are directly related to pedestrian traffic.

5. Destinations – Major attractions

- Identify main destinations and what will bring users into the core.
- Give major destinations special treatment:
 - Understand what they need.
 - Build centre around them.
- Amplify the impact of attractions by creating support amenity and infrastructure to maximise frequency, length of stay and expenditure.

6. Control – Strategic Sites

- Tenure control is vital for overall development success – which sites (supporting what uses) must stay in public ownership?
- Identify active frontages and take control of key sites.
- Corner sites drive uses on either side.
- Not all areas in a place need to be active – be selective.
- Have a plan and stick to it.

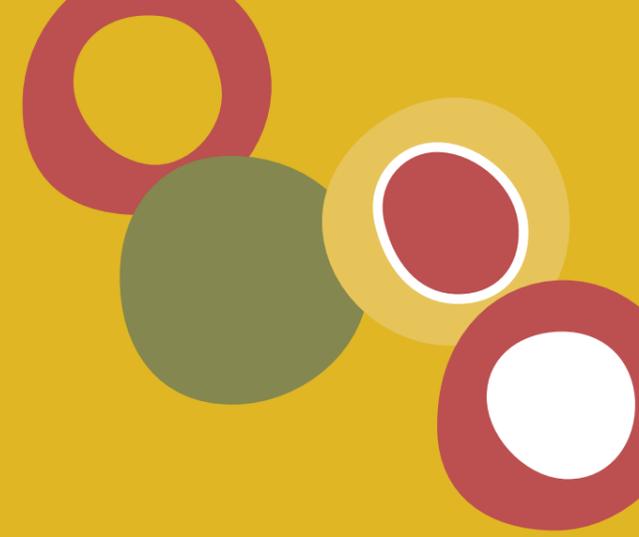
Residents and businesses will be attracted by the level of amenity that the Newman precincts provide. Perceptions of amenity vary between and within user groups. Residents will be attracted to the precinct for many of the reasons cited above.

Prospective commercial/office and business tenants however will have a different perspective on what amenity suggests. The convenience of close proximity to a transit node or route is one aspect of amenity but it is difficult to gauge how important it may be relative to other factors such as:

- Affordability, particularly relative to other locations within the city.
- Aesthetic amenity (access to views, recreational areas, waterfront etc).
- Clustering of like-minded industries and businesses.
- The extent of supporting services and infrastructure.
- Importance of access to supply chains.
- Proximity to civic functions.

At a local level, the SoEP needs to consider a range of factors and undertake a series of actions that will advance the development of Newman including:

- Develop an economic development strategy for Newman and the Shire as a whole. This is an essential step. An economic development strategy for the town (and by association, the SoEP) should reflect a broader regional economic development strategy that is suggested by the governance model proposed in the NRP. In the absence of such a high level strategy however, a well-crafted and implemented local economic development strategy should act as model for a broader regional development strategy and provide concrete direction in this area. The primary aim of the development strategy should be to grow strategic employment in the town (in accordance with its sphere of influence) through extending local industry capability. An incisive economic development strategy provides guidance to the SoEP (and its private and public sector partners) in terms of where to focus its development activities. Any economic development activity undertaken by the SoEP should only be undertaken where it is in line with the economic development strategy. This is to ensure the effective and efficient application of limited local and state government resources.
- Understanding that, in addition to focusing on extending local industry capability, the economic development strategy should provide guidance to the SoEP in areas relating to:
 - Improving the local business investment climate
 - Investing in hard strategic and enabling infrastructure (i.e. housing and accommodation)
 - Investing in sites and premises for business
 - Investing in soft infrastructure and services
 - Encouraging local business growth
 - Encouraging new enterprise
 - Promoting inward investment
 - Sector and business cluster development
 - Regeneration/revitalisation strategies
 - Project evaluation guidelines
 - Integrating low income or hard to employ population segments
- Recognising that the economic development strategy requires, and provides direction to the SoEP and its development partners in these areas of resource allocation and funding and investment requirements, the Shire will almost certainly need to partner with private and public sector agencies and organisations who endorse the economic development strategy and the aspirational city development objectives suggested by the NRP and the Pilbara Cities concept.
- Reconsidering the internal governance and resourcing of an economic development function within the SoEP.
- This localised activation is to be coordinated through the proposed NRP Steering Committee as well as the proposed SoEP Economic Development Officer or Place Manager that is yet to be established. The structure is described in more detail in Volume 2, Section 5



06. MAKING IT HAPPEN - IMPLEMENTING THE STRATEGY

6 Making it Happen – Implementing the Strategy

Implementation of the strategies set out in Section 4 of this report requires a comprehensive approach to program management. A summary of the necessary projects, studies and actions for each element of the NRP follows. These tables assume implementation will be governed through the arrangements set out in Section 5.

6.1 Community

Aspirational Goal	Communities that are safe, healthy and enjoyable places to live and work, offer cultural, educational, recreational opportunities, provide appropriate housing and services and amenities; and foster active local citizenship										
Strategy	Scale	Action/Activity /Project	Driver	Timeframe for Delivery / Estimated Cost							Source
				Short (0-5yr)	Cost (\$m)	Medium (5-10 yr)	Cost (\$m)	Long (10-20 yr)	Cost (\$m)		
Community Development	Newman	Develop suite of community strategies (see Vol 2)	SoEP	Yr 1-5	0.35						SoEP
Community Facilities	Newman	Town Square	SoEP	Yr 1-5							SoEP
	Newman	Youth Centre	SoEP	Yr 1-5	4.6						SoEP
	Newman	Martu Milli and Aboriginal Artists Facilities	SoEP	Yr 1-5	4.0						SoEP
	Newman	Multiuse community spaces/ facilities	SoEP	Yr 1-5	5.2						SoEP
	Newman	Medical Facilities	SoEP	Yr 1-5							SoEP
	Newman	Country Club/ Newman Club	SoEP			Yr 5 - 10	6.3				SoEP
	Newman	Caravan/RV Visitor/ Truck Parking	SoEP	Yr 1-5	3.2						SoEP
	Newman	New Primary School and Education Support Centre -	SoEP						Yr 10+	25.6	SoEP
	Newman	Newman Town Pool Relocation	SoEP						Yr 10+	15.1	SoEP
	Newman	Boomerang Oval Development	SoEP	Yr 1-5	1.1						SoEP
Newman	Additional Caravan Park	SoEP	Yr 1-5	10.9						SoEP	

6 Making it Happen - Implementing the Strategy

6.2 Built Environment and Public Realm

Aspirational Goal	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										
	Strategy	Scale	Action/Activity /Project	Driver	Timeframe for Delivery / Estimated Cost						Source
					Short (0-5yr)	Cost (\$m)	Medium (5-10 yr)	Cost (\$m)	Long (10-20 yr)	Cost (\$m)	
A Compact and Diverse Town	Newman		LPS, Scheme amendment, strategies, policies	SoEP/WAPC	Yr 1-2	0.15					SoEP/WAPC
	Newman		(1) Adoption of Town Centre Master Plan as Local Planning Policy	SoEP	Yr 1-2	OPS Budget					SoEP
	Newman		1) Consultation with DIA (2) Derive appropriate solution/ use for aboriginal heritage site adjacent the public swimming pool (3) Preparation and lodgement of S18 application for any site disturbance	LandCorp/SoEP	Yr 1-5	0.055					LandCorp/SoEP
	Newman		(1) Referral of Crown Land sites identified for future development to Minister for Mines under s16(3) of the Mining Act 1978 (2) Assessment of Crown Land for mineral deposits (3) Approval granted for transfer of Crown land to freehold (4) Purchase/ acquisition arrangements agreed to	LandCorp/SoEP/DMP	Yr 1-5	OPS Budget	Yr 6-10	OPS Budget			LandCorp/SoEP/DMP
	Newman		Establish a strategy to stage future growth and implement public realm initiatives for Town Centre	LandCorp/SoEP	Yr 1-5	OPS Budget					LandCorp/SoEP

6 Making it Happen – Implementing the Strategy

6.2 Built Environment and Public Realm continued

Aspirational Goal	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									
Strategy	Scale	Action / Activity / Project	Driver	Timeframe for Delivery / Estimated Cost						
				Short (0-5yr)	Cost (\$m)	Medium (5-10 yr)	Cost (\$m)	Long (10-20 yr)	Cost (\$m)	Source
Public Realm	Newman	Landscape Development of Newman Town Park	LandCorp/BHP	Yr 1-2	1					LandCorp/BHP/SoEP
	Newman	Landscape development of the Market Place and delineation of the Town Square	LandCorp/SoEP	Yr 1-2	1					LandCorp/SoEP
	Newman	Landscape development of Town Square and pedestrian connection between Town Square and Town Park	LandCorp/SoEP	Yr 1-4	3.0					LandCorp/SoEP
	Newman	Landscape Development of main intersection of Kalgan and Newman Drives	LandCorp/SoEP			Yr 5-7	0.5			LandCorp/SoEP
	Newman	Landscape Development of Kalgan Drive to Roger's Place and Market Place intersection	LandCorp/SoEP			Yr 7-9	2			LandCorp/SoEP
	Newman	Landscape development of pedestrian oriented drainage corridor	LandCorp/SoEP			Yr 7-9	0.6			LandCorp/SoEP
	Newman	Landscape development of pedestrian oriented drainage corridor	LandCorp/SoEP					Yr 10-12	0.6	LandCorp/SoEP
	Newman	Landscape development of green corridor	LandCorp/SoEP					Yr 10-12	0.6	LandCorp/SoEP

6 Making it Happen - Implementing the Strategy

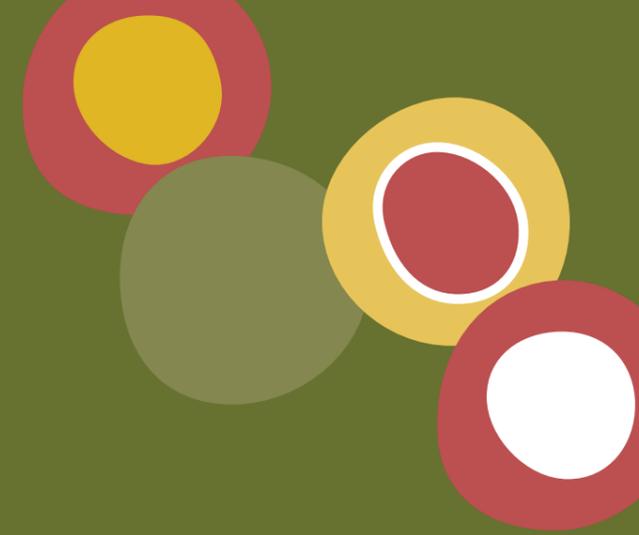
6.3 Infrastructure

Aspirational Goal	Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport										
Strategy	Scale	Action / Activity / Project	Driver	Timeframe for Delivery / Estimated Cost							
				Short (0-5yr)	Cost (\$m)	Medium (5-10 yr)	Cost (\$m)	Long (10-20 yr)	Cost (\$m)	Source	
Town Centre Revitalisation	Newman	Town Centre stage 1 revitalisation - Town Park and parking: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 1	1.2						Landcorp / SoEP/ BHP
	Newman	Town Centre stage 2 revitalisation - New road entrance off Newman, restructure of land holdings (BHPB, Cockles and SoEP): Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 1 -2	5.6						Landcorp / SoEP
	Newman	Town Centre stage 3 revitalisation - Main Carpark near pool): Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 2	1.7						Landcorp / SoEP
	Newman	Town Centre stage 4 revitalisation - Road through Boomerang oval to Kalgan Drive: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 2-3	3.5						Landcorp / SoEP

6 Making it Happen – Implementing the Strategy

6.3 Infrastructure continued

Aspirational Goal	Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport										
Strategy	Scale	Action / Activity / Project	Main Responsibility	Timeframe for Delivery / Estimated Cost							
				Short (0-5yr)	Cost (\$m)	Medium (5-10 yr)	Cost (\$m)	Long (10-20 yr)	Cost (\$m)	Source	
Town Centre Revitalisation continued	Newman	Town Centre stage 5 revitalisation - Land between of existing hardware store and primary school: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 3-4	3.1						Landcorp / SoEP
	Newman	Town Centre stage 6 revitalisation - Mixed Business use: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 2	2.6						Landcorp / SoEP
	Newman	Town Centre stage 7 revitalisation - Land bounded by Calcott and Mindarra Drive: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 4 +	3.1						Landcorp / SoEP
	Newman	Town Centre stage 8 revitalisation - Primary School Site: Planning, design and construction of infrastructure ie water, sewer, power, roads	Landcorp / SoEP	Yr 4 +	4.1						Landcorp / SoEP



APPENDIX A

COMMUNITY CONSULTATION

Community Consultation

The diagram below provides an overview of the key stakeholders:



Consultation - Summary of Findings

The following information provides a summary of feedback from stakeholders and the community specific to the town centre planning. Details related to the Town Site Growth Plan are provided in that section of the Revitalisation Plan.

Stakeholder and Youth Feedback – Group Workshops

What people would like to see in the new town centre:

- Support for local businesses.
- Defined Main Street.
- Provision of sufficient parking.
- Compact town site with no traffic lights.
- Generous distribution of public open spaces, greenery.
- Good pedestrian and cyclist accessibility, including bike racks.
- Medium and high density residential in town centre.
- More entertainment, sporting and shopping options/opportunities.
- More eating/dining places
- Improved signage
- Improved health and medical services.
- Community facilities/meeting spaces – e.g. library, outdoor spaces
- Spaces for performing, visual, interpretive arts
- Civic and youth spaces
- Parking to accommodate caravans/campervans
- Allocated spaces for Indigenous people that will meet their needs.
- Sobering up shelter.
- Supported accommodation for in-transit patients travelling back to surrounding communities.

Why people currently go into the town centre:

- Work/school.
- Shopping.
- Use commercial facilities – bank shopping, hair dresser, restaurants etc.
- Use entertainment/sporting facilities – community events, “The Beach”, skate park. Pool, tennis etc.
- Accommodation.
- Access services – police, etc.
- Meet up with friends.

Why people currently do not go into the town centre:

- Environment – too hot, not enough seating, not pedestrian friendly, no shade.
- Inadequate commercial facilities – opening times, prices, lack of shopping variety.
- No youth spaces/activities – no areas to socialise, no youth events, YMCA shut down, boring.
- Do not feel safe.

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Opportunities for developing the town centre:

- Redevelopment of health infrastructure for existing community as well as accommodating for future expansion and growth.
- Governance model for town centre.
- Upgrade and reinforce the existing infrastructure in a manner that increases the capacity of the town centre and the overall capacity of the town site.
- Celebrate, integrate and make civic the public pool in its current location.
- More educational options, workplace learning programs.
- Public art to involve and reflect local Indigenous people/culture.
- Document Indigenous stories and share with general community
- Demonstrate links with mining industry and iron ore.

Constraints to developing the town centre:-

- Availability of land.
- Competition and high staff wages.
- Procurement.
- Amount of transport required and associated costs.
- Obtaining and retaining qualified staff.
- Lack of competition/diversity in retail locally – people buy via internet/Perth/Bali.

Positive aspects of the new town centre design:

- Town square concept.
- Provision of retail options, spaces and opportunities.
- Centralised sporting and youth facilities.
- Availability of residential accommodation in the town centre, especially above commercial areas.
- Linkages and blending between community, civic and cultural spaces.
- Enables good pedestrian flow.
- 'Clean and green' design.
- Town centre park is excellent

Aspects for Improvement of town centre design:

- No hostel/short-term accommodation for families living in areas surrounding Newman when they need to come into Newman (e.g. Indigenous, people accessing medical facilities).
- Public amenities and facilities need improving, such as: drinking fountains, public toilets, cleanliness and usability.
- No aged care facilities.
- Need to ensure that there are spaces for large community/social events (e.g. music/bands, ballet, school graduations, outdoor cinema).
- Location and amount of car parking. Is there enough? And it needs to be in close proximity to shops, schools (Also need parking for heavy cars and caravans).
- Need to cater more for youth in the shorter term - some concerns about relocation of youth centre and skate park.
- Needs more emphasis on community and non-government organisation (NGO) services (e.g. education, health).

- Recognition that not everything revolves around facilities.
- Need affordable retail/office spaces.

General Comments

- It will be necessary to attract and optimise activity within the town centre – e.g. relocate traditional town centre activities into town centre and also consider new activities.
- Need to plan, cater and design for families – this requires safe, workable civic spaces.
- Prioritise the relocation of infrastructure that is highly desirable in a town centre back into town e.g. Shire offices, TAFE, churches.

Survey Feedback

Feedback from surveys on the Final Draft Plans indicated that the majority of respondents strongly support the new town centre design (85%) and a further 15% slightly support the design. There were no respondents that opposed the designs.

Highest levels of satisfaction in the design were evident in the following areas:

- A pedestrian friendly town centre with better walking and cycling links to the surrounding town site (97% rated it as good or extremely good).
- The creation of more retail choices for residents and opportunities for businesses (97% rated it as good or extremely good).
- The creation of a new town square – a 'heart' and new public realm for people to enjoy (97% rated it as good or extremely good).

The most common aspects of the design cited by respondents as being positive were:

- Aesthetics:
 - New look town centre - will make people proud to be here and respect the town.
 - Great spaces.
 - Creating a more community feel.
- Overall design:
 - A main street with shop fronts.
 - Increasing retail availability.
 - Nice pedestrian flow.
 - Easy access, safe, environmentally friendly.

The most common attractions cited by respondents that would attract them to the town centre were.

- Cafes and coffee shops.
- More diverse retail options and choice.
- Markets.
- Cultural events, festival of arts.
- Entertainment.

Suggestions from respondents for changes to the final draft design included:

- Car parking availability, linkages and possible covered car parking.
- Treatment of pedestrian friendly shopping centre.
- Extend retail edge to existing shops in centre.

- Increased green area and shade.
- Possible relocation of the swimming pool.
- Youth centre to be located near the police station.
- Re-location of the Newman Club.
- Seasons Hotel site needs to be examined closer.
-

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Table 11: Community Facility Requirements

Community Facility	Background	Vision	Location Options
Town Square	<p>Currently there are no meeting or gathering places in the town centre.</p> <p>A town square is needed to provide a place to socialise and to hold community activities and events.</p> <p>The square will bring people from inside the shops to be outside the shops too, creating some vibrancy and street presence.</p>	<p>Town square with high level of landscaping treatment.</p> <p>Shaded spaces and seating required.</p> <p>Enough open spaces for street markets, stalls, art displays etc.</p> <p>Provision of power and services to the square to enable community events.</p>	<p>Within new main street and connected to pedestrian pathway from shopping centre to Hilditch Avenue shops.</p>
Youth Centre	<p>The original youth centre established in Newman in the 1970s was a YMCA building in the old northern part of town in Gunn Place.</p> <p>This centre was condemned due to its poor condition.</p> <p>The current youth centre in Hilditch Avenue was operated by the YMCA for many years and recently reverted to a management group called the "Newman Youth Service".</p> <p>Unfortunately this service recently ceased due to being insolvent. As a result the centre now lays vacant.</p> <p>While there is the skate park and the 'Beach' facilities at the northern area of the town centre along Mindarra Drive, there is a desire by the SoEP to reinstitute the youth service at the Hilditch Avenue centre. However the facility is in need of significant maintenance and redesign and this approach would only be a short term solution.</p> <p>With Federal funding recently made available for an upgrade to the centre, Shire staff have indicated that expressions of interest (EOI) will soon be forwarded to architects for concept designs to upgrade the centre. Further details are required on how the design brief will be developed or how consultation with the community and stakeholders will be undertaken prior to this EOI occurring.</p> <p>There is considerable appetite for the future relocation of the youth centre to provide a purpose built youth centre that is located close to aligned community services and facilities in the town centre, closer to Boomerang Oval, the skate park and other recreation amenity close to town.</p>	<ul style="list-style-type: none"> Indoor facilities. Up to 500 - 750m². One or two storey building. Youth drop in lounge, computer technology room, games. Recreation (e.g. pool tables, table tennis etc.). Arts amenity (i.e. band/jamming practice room). Offices for service providers - e.g. career & counselling services. Outdoor facilities. Half/full court basketball, skate and other multi wheel activities. Flat open space close by if possible for "kickabout" space. Open space shared with other community facilities if possible. 	<p>Three potential options include (in order of preference):</p> <ul style="list-style-type: none"> Newman Club bowling green site - adjacent to town oval, but provides sufficient space for indoor/outdoor activities. At West end of Boomerang Oval, in same area as other community facilities (though might be better to separate slightly). Collocate with Capricorn Sporting Complex - close to high school, but not close to town centre and detracts from activation of town centre.

Annexures - Community Facilities – Proposed Initial Projects

Through consultation with community, stakeholders and agencies, as well as expert input from project consultants, the following community facilities (new or rejuvenated) are suggested for development in the initial stages of the revitalisation of Newman Town Centre.

The following table provides an overview of the suggested community facility requirements and their potential location.

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Community Facility	Background	Vision	Location Options
Martu Milli and Aboriginal Artists Facilities	<p>Martu Milli Artists have achieved significant recognition for their art works across the nation.</p> <p>The artists come from a variety of communities within the region.</p> <p>The group has been supported by the SoEP and recently moved into temporary facilities in Newman Drive.</p> <p>The group requires proper studio space, gallery space and storage space.</p>	<p>There is the opportunity to provide studio facilities and possibly gallery space on the existing site, which is the preference of the group.</p> <p>Facilities can be developed that include two studios, significant storage space, small front gallery space, kitchen, toilets and administration office.</p> <p>This art facility could be a significant tourist attraction, being close to town and on the main road into town.</p>	<p>Locate on current site on Newman Drive just out of town centre.</p> <p>This location is in the pedestrian pathway of the artists, and is on the main entry road.</p>
Multiuse community spaces/facilities	<p>Strong community support exists for the provision of community facilities that promote social engagement, arts and cultural development and entertainment.</p>	<p>Key facets could include the provision of outdoor spaces for performing arts area with features such as outdoor theatre, folding seats, live theatre etc.</p> <p>Natural outdoor amphitheatre and landscaped space for community use such as small events, weddings etc.</p> <p>Community centre, which runs north/south, with its east face being glass, opening out onto the redevelopment Boomerang Oval for community use and activities such as art groups, small gallery space and community functions.</p> <p>Integration of the library and future council facilities within this precinct.</p> <p>Provision of iconic structure such as a Clock tower or similar as centre piece to the precinct.</p>	<p>All facilities to be collocated at the West end/ corner of Boomerang oval and interfacing with east end of town centre.</p>
Medical Facilities	<p>The Newman Hospital site sits just on the boundary of the designated town centre area, across the road from the Newman Club on Mindarra Drive.</p> <p>A review is being undertaken to explore health services and facilities in the Pilbara. This might present the opportunity for development of a health precinct to collocate medical services such as GPs, specialist visiting rooms, dentists, physiotherapy and other allied health services.</p> <p>This review will also identify how Newman can develop an improved health campus that can cater for a growing population and the needs of many outlying communities.</p>	<p>Potential developments could include a revamped medical precinct on the existing hospital site, which is close to the town centre.</p> <p>This development to include:</p> <ul style="list-style-type: none"> • Upgrade and remodelling of the existing hospital to make more efficient use of under-utilised floor space for acute care and to provide for the growing needs of the non acute services delivered via population and mental health. • Improved facilities to cater for the needs of staff from Mental Health & Drug Service, visiting Health Department staff; Population Health and Acute Services. 	<p>Opposite to the hospital site on Mindarra Road.</p> <p>Close to the Newman Club site.</p>

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Community Facility	Background	Vision	Location Options
Medical Facilities continued	(NB: Gemini Medical already has three doctors in town and is looking to provide three more if housing and rooms for consulting can be identified. This will reduce the ratio from one doctor per 2,833 people to one doctor per 1,416 people).	<p>Establishment of commercial facilities collocated with the hospital (or across the road) to support additional private health services to relieve the pressure upon public health services. This could include new consulting offices for private medical and allied health services.</p> <p>Improved provision and integration of facilities to accommodate the State Dental Health Clinic; Gemini Medical Group (GP Services) and Child Health Clinic.</p> <p>Residential accommodation for regional people needing to access services located in Newman.</p>	
Country Club/ Newman Club	<p>Currently the Newman club adjoins the perimeter of the Boomerang Oval, bowling greens and tennis courts.</p> <p>With the potential relocation of the greens and courts which are in very poor condition and the reduction in size of the oval, this has implications for the club.</p> <p>The club is situated in a prime location for future residential / commercial development, though it is a town icon and holds a strong place in the hearts of many members of the community.</p> <p>The facility is in need of refurbishment and its outdoor facilities are outdated and run down.</p> <p>The centre is currently underutilised, particularly in regards to its kitchen and function areas.</p> <p>There is the potential to redevelop at the golf club as part of an integrated and high standard "Country Club" development.</p>	<p>Collocation of bowling greens, tennis courts and squash courts with the golf club to provide a high standard "Country Club", with good views.</p> <p>This would include the provision of a function centre.</p> <p>Development of higher density residential around the club would provide the local resident numbers for the club to operate successfully as a commercial entity.</p>	Relocate Newman Club to the Golf Club site.
Caravan/RV Visitor/Truck Parking	<p>Currently there are no areas for caravans or other large vehicles to park or dump waste.</p> <p>An area should be provided for this.</p>	<p>Hard stand area for caravans or other large vehicles, close to town centre to enable access by walking.</p> <p>Some level of screening required, particularly if waste dumping points are to be provided.</p>	In East end of town, near corner of Newman and new section of Kalgan Drive.

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Community Facility	Background	Vision	Location Options
New Primary School – relocation and development of new, larger school	<p>Newman Primary School occupies a site within the town centre precinct.</p> <p>In the short term this provides opportunities to integrate the school as part of the town centre revitalisation.</p> <p>In the long term, the school will need to be relocated to a green-field site so it is not locked by commercial development or is unable to cater for the increased number of students.</p> <p>The development of a new, larger site will also mitigate future traffic issues that could occur around the school in the heart of the town centre.</p> <p>Population growth numbers indicate only one additional school is required if the population grows to 10,000 +. The current schools have significant capacity to grow before a new school is needed.</p>	<p>A five hectare site to enable a larger school that can cater for significant increase in student numbers.</p> <p>Positioned to share public open space.</p> <p>Surrounded by streets on all four borders.</p> <p>Surrounded by residential (family style) to increase local usage and passive surveillance.</p>	<p>Site identified in North East section of future land development.</p>
Newman Town Pool Relocation	<p>The Newman Town Pool is currently located within the heart of the town centre.</p> <p>The Capricorn Sporting Complex Master Plan proposes that in the longer term the pool could be relocated to the Capricorn Sporting Complex to better integrate wet and dry sporting facilities.</p> <p>However, it can also be said that its current location is also advantageous being close to the primary school and in close proximity to the proposed community facilities. It should be noted though that pools do provide barriers to good pedestrian connection as they have to be fenced for safety reasons.</p> <p>The pool was constructed in the 1970s, and while it is not in a poor state, it is ageing. Significant funds were recently used to upgrade the water play elements at the pool; however, it is reported that key town infrastructure run directly under the pool, which provides some complexity for the future development of the area.</p> <p>If the pool does move in the longer term, it is proposed that the current site could be developed into a 'big box' shopping area such as a 'Target Country' or similar.</p> <p>This could also see some provision of "water play" in the surrounding town centre area in replacement of the pool.</p>	<p>Current pool site could be replaced with some retail "big box" shopping as part of the retail precinct development.</p> <p>The site or neighbouring sites could provide some water play areas.</p>	<p>Pool to be redeveloped on Capricorn Sporting Complex site.</p> <p>Should investigate shared use of the pool with the high school.</p>

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Community Facility	Background	Vision	Location Options
Boomerang Oval Development	<p>The proposed redevelopment and reduction of Boomerang Oval could be a likely product of the Capricorn Sporting Complex Master Plan that was commissioned by the SoEP in December 2008 and reported in July 2009.</p> <p>Key implications for the development of Boomerang Oval include:</p> <ul style="list-style-type: none"> _The retention of a soccer/rugby sized pitch. This was influenced by a number of factors, including retaining the highly popular 'Bloodyslow Cup' community event at its original venue, Boomerang Oval. _Redesign the West End of the oval to interrelate with the proposed Civic/Cultural Centre that will adjoin it. This space is to be utilised for events such as fairs, fetes, outdoor movies and other community based activities. 	<p>Develop west end of oval for outdoor community events e.g. outdoor movie screen and amphitheatre</p> <p>Link to community/civic centre development.</p>	On existing site.

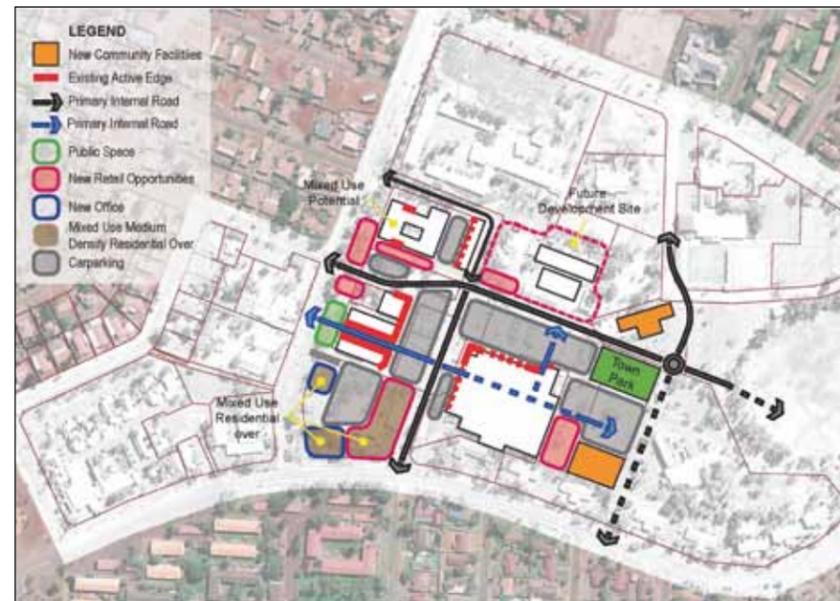
Community Consultation

Annexure Town Centre Master Plan– The Development Process

In order for the Town Centre to service a potential population of up to 15,000 people, the centre will need to change dramatically, to accommodate a diversity of retail uses, high quality public realm, a new main street with town square and associated activity to become the 'heart' and meeting place of Newman.

4.5.1 Development Scenarios

An integral part of exploring the above opportunities and challenges to realising the full potential for the town centre was to develop scenarios. Key to arriving at the development scenarios is to understand the opportunities and challenges to future growth of the Town Centre. This section provides an overview of this context in order to provide a better understanding of the preferred master plan. The scenarios that were developed as part of this process are: (1) the existing SoEP Town Centre Concept; (2) a Town Hub concept; and (3) Main Street concept, which are outlined in further detail below.



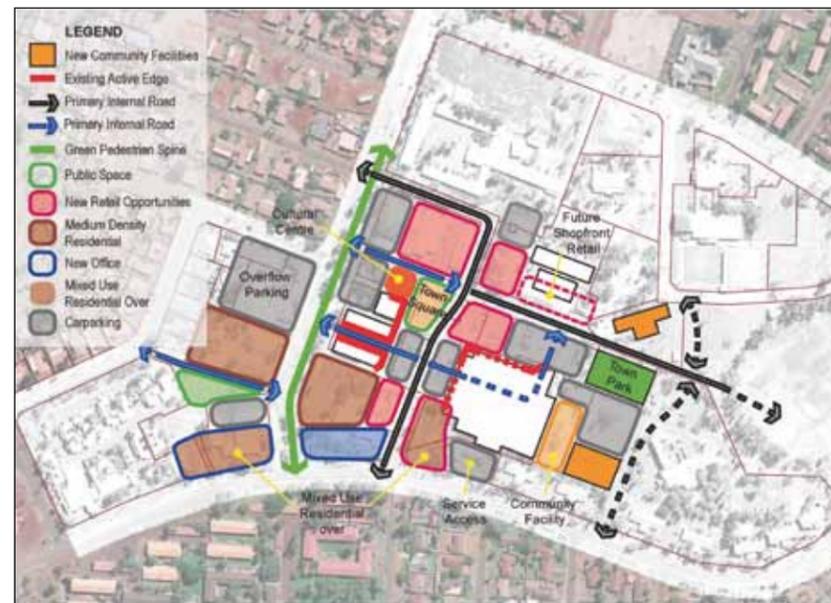
Existing Town Centre Concept

4.5.2 Scenario 1: Shire of East Pilbara Concept

The SoEP concept plan describes a development approach that focuses on vacant, unused land and land readily available for redevelopment. Key elements of this plan are:

- A large car park remains in the centre and dominates the public realm
- An interconnected internal road and footpath is defined and delineated
- There is no public space or meeting area defined within the retail core
- Identification of dispersed retail opportunities based on current land availability and land readily available for acquisition. Retail will essentially continue to be dispersed throughout the centre

- A new east west linkage into the centre, which will improve vehicle and pedestrian accessibility
- Creation of a new east-west pedestrian link through the existing shopping centre
- Identification of new mixed use opportunities in the south west corner of the centre
- Identification of future retail opportunities in front of the public swimming pool
- Some new commercial (office) opportunities are identified at the intersection of Market Street and Newman Drive which will also create a sense of entry to the town centre



Town Hub Concept

4.5.3 Scenario 2: Town Hub Concept

The town hub concept seeks to create a central node for retail activity and has the following key elements:

- Seeks to create a retail hub or node focussed around the intersection of Iron Ore Parade and Market Street. This intersection is addressed by retail activity on three sides and a town square on the fourth
- Terminates Iron Ore Parade at the western end and provides a pedestrian access way fronted with retail activity through to Hilditch Avenue
- Identifies the opportunity to create future retail shopfronts sleaving the southern extent of the public swimming pool site facing the primary east-west entry road (Iron Ore Parade)
- Provides an east-west pedestrian throughfare through the existing shopping centre
- Disperses some of the car parking from the central retail hub to create a more vibrant and activated centre

- Provides some new commercial (office) opportunities in the south west corner of the centre along Newman Drive between Hilditch Avenue and Market Place
- Identifies new mixed use opportunities in the south west corner of the centre west of Hilditch Avenue and also east of Market Place
- Introduces new medium density residential opportunities in the south west corner of the centre both west and east of Hilditch Avenue



Main Street Concept

4.5.4 Scenario 3: Main Street Concept

The Main Street concept seeks to focus retail activity along a pedestrian friendly Main Street and has the following key elements:

- Substantially disperses and reduces car parking within the centre and provides overflow car parking at the periphery
- Focusses retail activity along a north-south Main Street (Market Street), combined with a town square. Market Place is realigned and located further west to provide street frontage to existing retail tenancies
- Identifies the potential for a future discount department store over the existing public pool site
- Identifies new mixed use opportunities in the south west corner of the centre
- Provides an east-west pedestrian throughfare through the existing shopping centre linking in to the Town Square
- Identifies a new north-south street to the east of the existing shopping centre which creates a link between the primary east west entry road (Iron Ore Parade) to Newman Drive

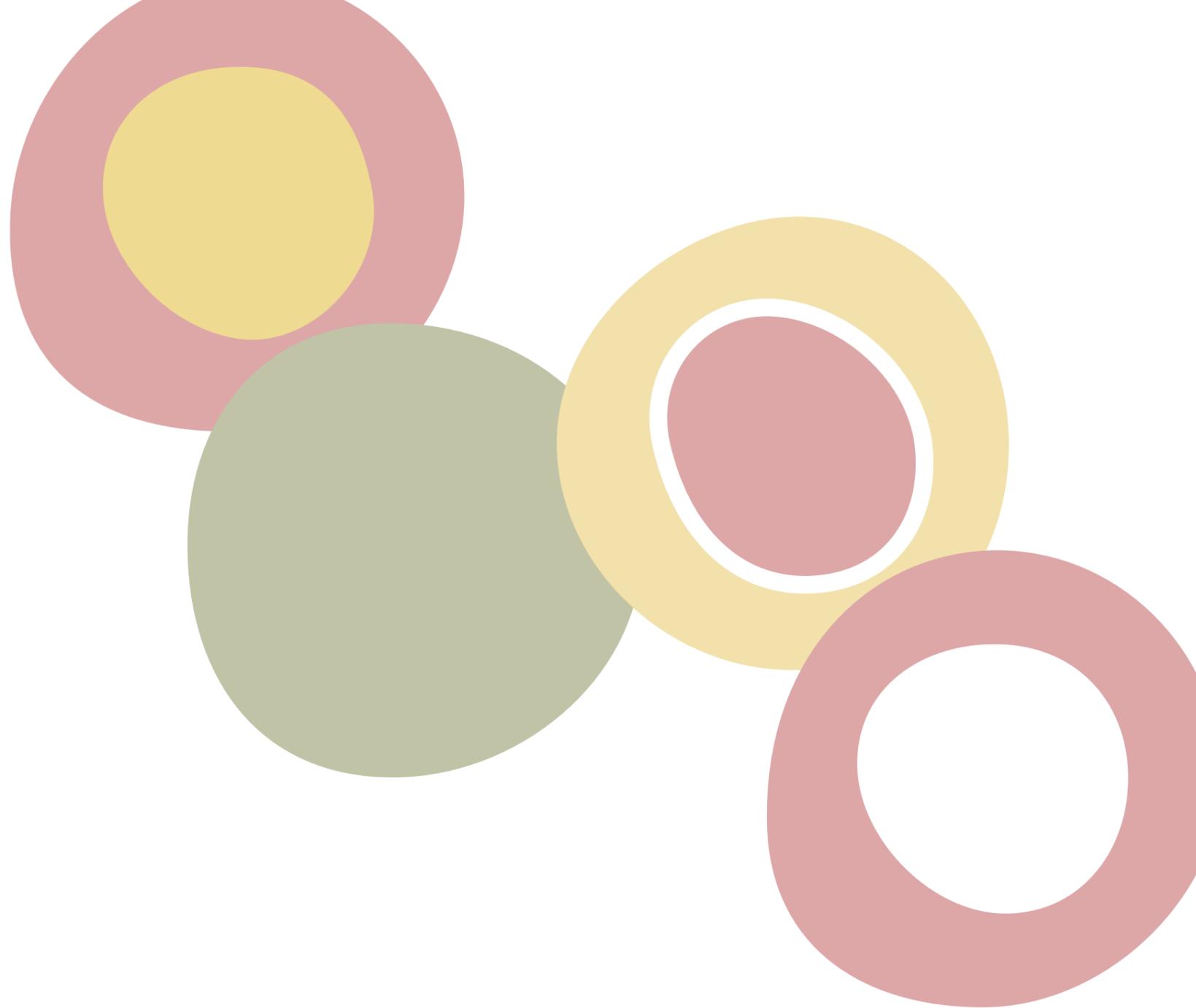
Community Consultation

4.5.5 Outcomes of the Design Process

The three scenarios for the revitalisation of the town centre were presented to community representatives and stakeholders through a community design workshop held in December 2009. The workshop assessed the positive and negative elements of each scenario. From this analysis the community arrived at a preferred scenario.

The key outcomes of this workshop that have shaped the final Town Centre Master Plan are as follows:

- There was a general consensus/preference for the main street scenario, in particular, the following elements of the Main Street scenario had considerable support:
 - the continuous east-west street connection
 - the truncated north-south main street
 - creation of town square where currently carpark exists



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