



# Tom Price & Paraburdoo

Community Lifestyle & Infrastructure Plan

PART A | September 2023



The Shire of Ashburton acknowledges the first custodians of this region, the richness of their culture and the responsibility of all Australians to respect Aboriginal heritage. We respect and honour the traditional owners, custodians, native land titles and Elders past, present and future.

Shire of Ashburton

Tom Price & Paraburdoo  
Community Lifestyle & Infrastructure Plan (CLIP)

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# 1 Introduction

## 1.1 Purpose

The Shire of Ashburton's (Shire) Community Lifestyle and Infrastructure Plan (CLIP) is a guiding document to help shape the futures of Tom Price and Paraburdoo to 2035 and beyond.

Tom Price and Paraburdoo were established as mining towns by Rio Tinto Iron Ore's (RTIO's) predecessor subsidiary companies in the late 1960s and early 1970s. Both towns have historically, therefore, been defined by and reliant on the resources sector for their economic prosperity, employment, housing, and physical and social infrastructure.

However, with mining activities constantly evolving in response to global economic conditions and advancements in production, transport, automation, and remote operations, there is a growing need to diversify and 'future-proof' Tom Price and Paraburdoo to sustain and enhance both communities to 2035 and beyond.

The CLIP aims to achieve this goal by identifying a range of opportunities, strategies, and actions to support the growth of Tom Price and Paraburdoo as vibrant, liveable, and sustainable communities with less dependence on the resources sector than has previously been the case.

The CLIP does not seek to replace the resources sector as the main driver of economic activity in Tom Price and Paraburdoo for the foreseeable future, nor to sever the influence of RTIO in the community. Rather, the CLIP will proactively support and guide the Shire's advocacy agenda, relationship-building with key stakeholders, future townsite improvements, and efforts relating to investment attraction, employment growth, and economic diversification.

The CLIP comprises two parts, as follows –

### PART A:

This report incorporates Master Plans with recommended Strategies and Actions for implementation in Tom Price and Paraburdoo, presented in Sections 2 and 3 of the report, respectively.

### PART B:

The background and analysis report which has informed PART A and includes, as Appendices, various research findings, technical studies and detailed engagement results attained throughout the CLIP project.

The CLIP is one of several 'informing strategies' in the Shire's Integrated Planning and Reporting Framework (IPRF). Other informing strategies include the Shire's Long Term Financial Plan, Asset Management Strategy, and Local Planning Scheme and Strategy. Together, these 'informing strategies' provide valuable insights and inputs into the Shire's Strategic Community Plan, Corporate Business Plan and Annual Budget, but do not themselves dictate the directions and decisions taken by Council under those core strategic documents.

**While every effort has been made to ensure the CLIP aligns with and effectively informs the Shire's various strategic positions, plans and priorities for Tom Price and Paraburdoo, it should be noted that:**

- Many of the CLIP's recommended actions require further work to be undertaken before being implemented. This could reveal previously unforeseen obstacles or opportunities that may warrant Council's consideration of a change in direction.
- The CLIP's recommendations could be impacted by the Shire's future review and renewal of core strategic documents forming part of the IPRF, in particular the upcoming Strategic Community Plan review.
- Economic development actions identified by the CLIP may be supplemented by economic diversification opportunities in the Shire's renewed Economic Development Strategy, including opportunities for agriculture, expanded tourism initiatives and other sectors.
- Where appropriate, spatial and development recommendations of the CLIP have been incorporated in the Shire's Draft Local Planning Scheme No. 8 and associated Local Planning Strategy.
- If any inconsistency arises between the CLIP and the core documents or other 'informing strategies' in the Shire's IPRF, then those core documents and 'informing strategies' will prevail to the extent of that inconsistency unless otherwise determined by Council at the time.



# 1.2 Context

Tom Price and Paraburdoo are the two largest of the four main settlements in the Shire of Ashburton – Pannawonica and Onslow being the other two (see Figure 1).

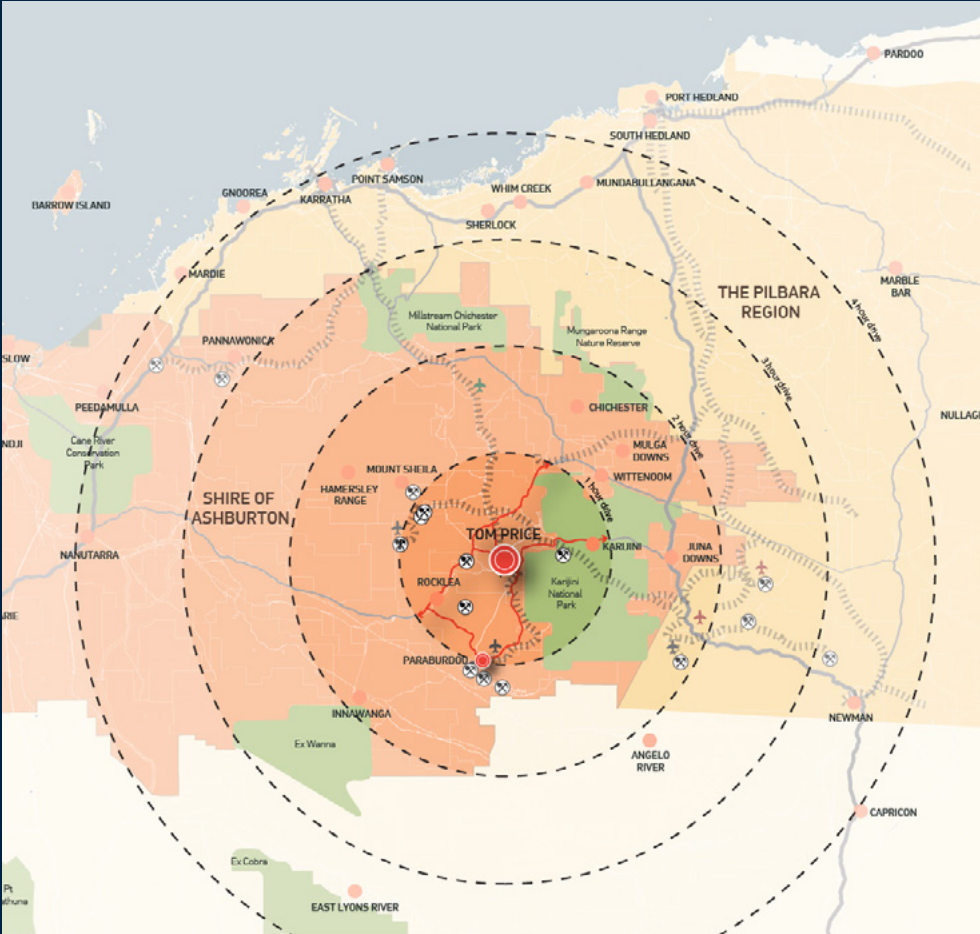


Figure 1: Tom Price and Paraburdoo Regional Context

Up until 2016, the Shire had shown rapid population growth, but very little growth after this, with a current total resident population of 7,391 of which approximately 3,000 live in Tom Price and 1,380 in Paraburdoo (ABS 2021). In both towns, the primary driver of population trends has historically been RTIO's operational resource requirements and workforce management practices.

# 1.3 Process

The CLIP project commenced in late 2021 and has involved extensive engagement with a wide range of stakeholders, and detailed analysis of material to help inform an objective position on each towns' infrastructure needs and priorities to 2035 and beyond.

To develop a long-term outlook for the CLIP, it was necessary to review the current status of infrastructure planning and delivery in Tom Price and Paraburdoo, as well as form a view on the Shire's future needs and priorities.

Through this process, a clear vision, objectives, and set of principles were established for Tom Price and Paraburdoo, and these have guided the development of Master Plans, Strategies and Actions for both towns.

Six core themes emerged through the process and these represent both the foundation and the focus of the CLIP –

This presents both risks and opportunities for the Shire in taking over town assets and infrastructure originally delivered by RTIO, and sustaining both communities to 2035 and beyond, in a future that might not involve the same thriving resources sector as has existed for the past 50+ years.

To date, the Shire and RTIO have worked collaboratively to meet community needs and expectations, including through funding to deliver community events, activities, and infrastructure.

This partnership will continue for the foreseeable future, as RTIO is expected to retain its status as the major employer and landowner in both towns for at least the next decade. During that time, Tom Price and Paraburdoo will continue to operate primarily as mining towns, while transitioning towards a more diversified economic and employment base, offering a greater variety of land ownership and housing choices, and improved socio-economic outcomes, with less dependence on the resources sector.

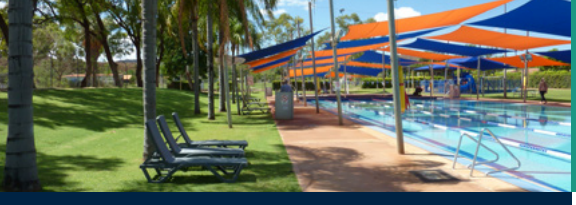
The CLIP is fundamental in directing the Shire's partnerships with RTIO and other key stakeholders, to deliver effective long-term benefits and foster greater economic and social resilience within both communities.

The Shire's economy is overwhelmingly based on the resources industry, with 45% of all employment in the mining sector and related construction industry. There is a very high FIFO workforce with 75% of workers living outside of the Shire, which is considerably larger than the permanent residential population at just 24%.

Although there is a maturing tourism sector in the Shire, this is primarily focused on Karijini National Park and, to a lesser extent Onslow and its offshore islands. As one of the largest, non-mining related sectors in the Shire, tourism has the potential to facilitate greater economic diversification and employment creation.

It is estimated that around 70% of all employment in Tom Price, and more in Paraburdoo, is directly linked to RTIO, with RTIO also owning around 70% of the housing stock in Tom Price and more in Paraburdoo. As a result, housing supply for non-RTIO workers is limited in both towns, making it difficult to attract and retain workers for commercial and service-based roles and government purposes.

Town operations in Tom Price and Paraburdoo are gradually becoming more 'normalised' with responsibility for further development, servicing and investment shifting from RTIO to the Shire.



## 1. HOUSING

Create options for diverse and affordable housing delivery responding to the community's current and changing needs.

## 2. COMMERCIAL

Activate and optimise our town centres and activity nodes, making sure there's always something happening that is fun, memorable, and exciting to attract, sustain and grow future investment opportunities.

## 3. COMMUNITY

Create and maintain a culture of innovation and proactivity across the Shire, responding to the changing needs of residents from all age groups, abilities, and cultural backgrounds.

## 4. TOURISM

Make our towns viable and attractive tourism destinations that captivate locals and visitors, building civic pride for future generations.

## 5. SPORTS AND RECREATION

Concentrate activities and key community assets that support both formal and informal social interactions.

## 6. GREENING AND CONNECTION

Enhance our attractive environment by creating inviting and inclusive spaces, enhancing connections for all, and celebrating Aboriginal culture.



For each of these themes, the CLIP sets out various Strategies and Actions for implementation to achieve the following community-inspired Visions and Principles.

## Vision



## Principles

**Consolidation:** Create destinations and experiences within the town centre and surrounding parklands that captivate both locals and visitors, fostering a sense of civic pride for future generations.

### Regeneration

Celebrate our town's unique qualities and make it more responsive to the changing needs of the community.

### Connection

Build on our town's 'welcoming and inclusive' mantra by enhancing accessibility for all ages, abilities, and cultural backgrounds, and celebrating Aboriginal culture.

### Integration

Integrate recreation, art, and culture into the town centre and surrounding parklands to enhance the community's sense of discovery, learning, and adventure.

### Optimisation

Optimise existing facilities and create opportunities for communities to enjoy and connect.

An overview of the CLIP process is illustrated in Figure 2.

Through the final engagement phase of the CLIP project, Implementation Plans were developed (Appended to this report), outlining key project priorities, potential funding sources and partners, indicative development costs, staging and timelines worked through with relevant stakeholders.

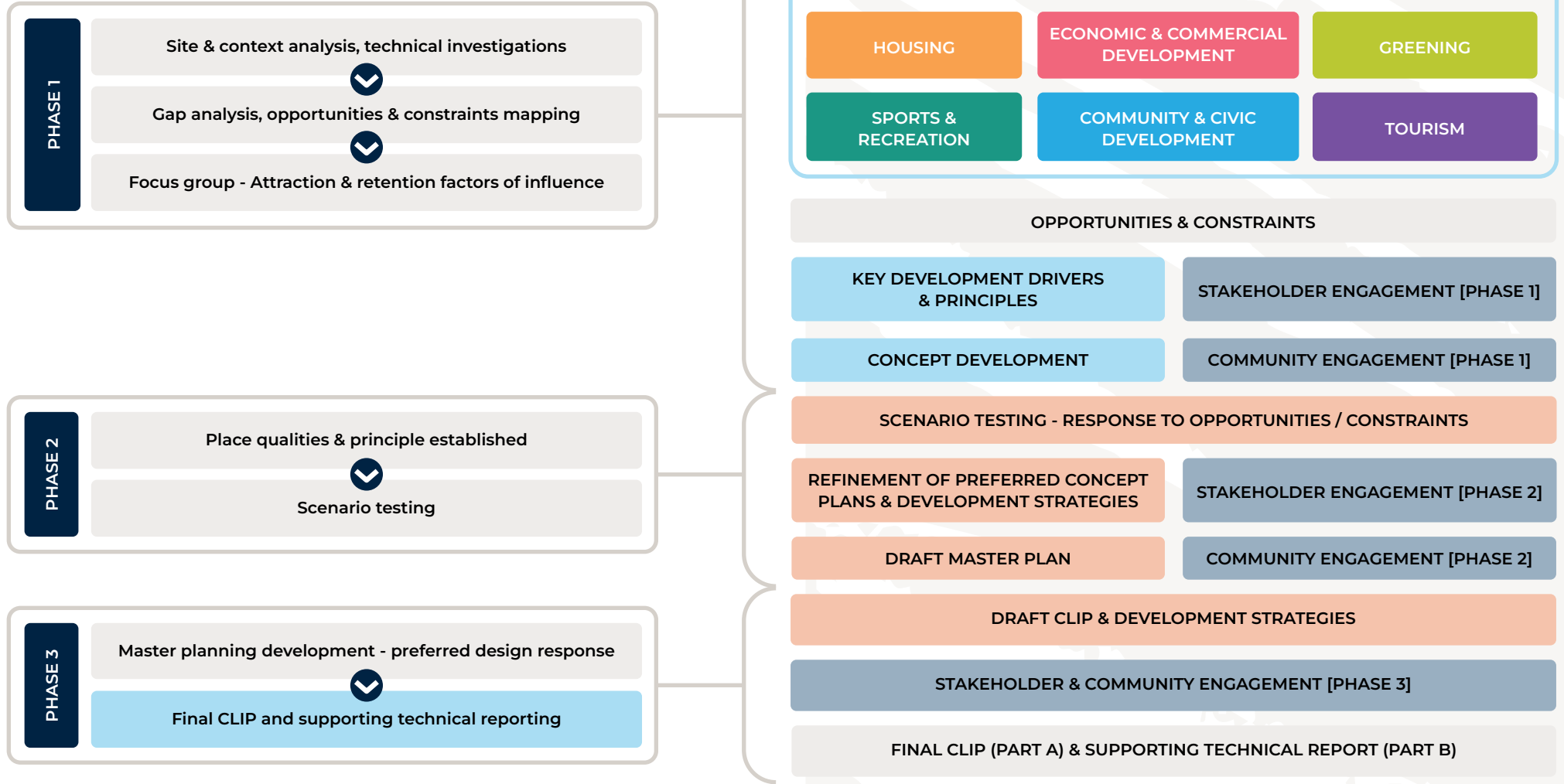


Figure 2: Overview of the CLIP Process



1.4 Feedback

A broad spectrum of community members and stakeholders were engaged in the CLIP project, through focus groups, interviews, interactive reference group workshops, and pop-ups in each town centre. Participants comprised residents, workers, visitors, business owners, sporting/ community group representatives, traditional owners, Shire Councillors and Staff.

In total, more than 200 community, business, retail, and government representatives participated in the three phases of the CLIP engagement exercises, as summarised in Figure 3.

PHASE 1	Stakeholder Interviews	17 people
	Focus Group Workshops	41 people
	Town Centre Pop-Up Sessions	180 people
PHASE 2	Stakeholder Interviews	5 people
	School Students & Staff Workshops	105 people
	Community Workshops	32 people
	Town Centre pop-Up Sessions	210 people
PHASE 3	Drop-in Sessions	67 people
	School Sessions	72 people
	Stakeholder Interviews	5 people

Figure 3: CLIP Engagement Reach

Figure 4 (over page) summarises the key issues of ‘Today (2022)’ and the priorities for ‘Tomorrow (2035+)’ identified through community and stakeholder engagement in Tom Price and Paraburdoo, corresponding to the six core themes described in section 1.3 earlier. The CLIP’s recommended Strategies and Actions respond to these issues and priorities.



Core Theme	Tom Price		Paraburdoo	
	Issues Today (2022)	Priorities for Tomorrow (2035+)	Issues Today (2022)	Priorities for Tomorrow (2035+)
HOUSING	<ul style="list-style-type: none"><li>Affordable housing options &amp; short stay accommodation</li><li>Housing needs relative to household types/composition</li><li>Retention and attraction of residents</li><li>Lack of retirement options</li><li>High cost of construction, utilities &amp; transport</li></ul>	<ul style="list-style-type: none"><li>Greater intensity of dwellings in the town centre, where people want to be</li><li>Diverse range of land uses and dwelling types</li><li>Critical mass of residents, visitors &amp; workers to support existing retail &amp; community offering</li></ul>	<ul style="list-style-type: none"><li>Need to cater for intergenerational housing</li><li>Houses are unsafe</li><li>Better housing needed for professionals</li><li>Retention and attraction of residents</li><li>Lack of retirement options</li><li>High cost of construction, utilities &amp; transport</li></ul>	<ul style="list-style-type: none"><li>Cater for intergenerational housing</li><li>Bigger housing</li><li>Consider Newman’s plan for independent living</li><li>Tourist Accommodation</li><li>Consider 2-3 storey dwellings in key locations near amenities/town centre</li></ul>
COMMERCIAL	<ul style="list-style-type: none"><li>Lack of employment/training opportunities</li><li>Lack of retail, food &amp; beverage offer</li><li>Diversification of the economy / new local business &amp; industry</li><li>Encourage resident workforce</li></ul>	<ul style="list-style-type: none"><li>Mix of daytime &amp; night-time activities to suit the seasons</li><li>Redevelopment of the town centre to reflect the area’s unique qualities</li><li>Density at the heart of the town centre that is sensitive to human scale</li></ul>	<ul style="list-style-type: none"><li>Lack of employment/training opportunities</li><li>Lack of safety &amp; security in townsite</li><li>Diversification of the economy/ new local business &amp; industry</li><li>Encourage resident workforce</li></ul>	<ul style="list-style-type: none"><li>Mix of daytime &amp; night-time activities to suit the seasons</li><li>Create town common/village green</li><li>CCTV throughout the townsite</li><li>New / bigger shops, arcade &amp; regular markets</li></ul>
CIVIC & COMMUNITY	<ul style="list-style-type: none"><li>Limited long vehicle parking</li><li>Limited medical facilities</li><li>Flooding in village green</li><li>Poor disability access to facilities</li><li>Support for stay-at-home parents, childcare/daycare</li><li>Difficulty maintaining long-distance connections/cost of flights</li></ul>	<ul style="list-style-type: none"><li>Space for events, festivals, markets &amp; activities that bring life to the town centre</li><li>People-centric public open spaces to meet the needs of those who live, work &amp; play in the town</li><li>Adaptable &amp; flexible spaces to accommodate changing needs</li><li>Equitable &amp; inviting community</li><li>Places to play, relax and be entertained</li></ul>	<ul style="list-style-type: none"><li>Limited long vehicle parking and signage</li><li>Limited community activities</li><li>Limited green spaces and BBQ areas</li><li>No medical facilities</li><li>Support for stay-at-home parents, childcare/daycare</li><li>Difficulty maintaining long-distance connections/cost of flights</li><li>Little for older youth to do</li></ul>	<ul style="list-style-type: none"><li>Space for events, festivals, markets &amp; activities that bring life to the town centre</li><li>People-centric public open spaces to meet the needs of those who live, work &amp; play in the town</li><li>Youth spaces &amp; early years play areas</li><li>Places to play, relax &amp; be entertained</li></ul>
TOURISM	<ul style="list-style-type: none"><li>Improve cultural awareness &amp; engagement</li><li>Stimulate tourism demand, increase visitor attraction &amp; retention</li><li>Insufficient accommodation options in the town centre</li></ul>	<ul style="list-style-type: none"><li>Space for intergenerational living responding to nuances of culture, climate &amp; identity</li><li>Celebration and cultivation of all history &amp; heritage of the area</li></ul>	<ul style="list-style-type: none"><li>Improve cultural awareness &amp; engagement</li><li>No information on Karijini National Park</li><li>Nothing for tourists to see or do</li><li>Need to provide truck /RV parking</li><li>Insufficient accommodation options in the town centre</li></ul>	<ul style="list-style-type: none"><li>Promote tourism across Paraburdoo</li><li>Create an identity for Paraburdoo</li><li>Make Paraburdoo a destination</li><li>Celebration &amp; cultivation of all history and heritage of the area</li></ul>
SPORTS & RECREATION	<ul style="list-style-type: none"><li>Insufficient indoor space for larger events</li><li>Pool offering/accessibility</li><li>Limited entertainment options, limited non-pool activities</li><li>FIFO Rosters impact participation levels</li></ul>	<ul style="list-style-type: none"><li>Safe &amp; accessible network for pedestrians and cyclists to move around</li><li>Co-location of facilities to share ongoing maintenance &amp; costs</li><li>Customise infrastructure &amp; assets to meet current &amp; future demands</li></ul>	<ul style="list-style-type: none"><li>Outdoor laid-back lifestyle &amp; activities</li><li>More facilities for young people (i.e., pump track)</li><li>Limited entertainment options</li><li>FIFO Rosters impact participation levels</li></ul>	<ul style="list-style-type: none"><li>Safe &amp; accessible network for pedestrians &amp; cyclists to move around the town centre – more nature/bike trails</li><li>Co-location of facilities to share ongoing maintenance &amp; costs</li><li>Add water play and water slides to the pool</li></ul>
GREENING & CONNECTION	<ul style="list-style-type: none"><li>Narrow pathways, limited shade and poor pedestrian connectivity</li><li>Town infrastructure linking the town to key destinations</li><li>Poor stormwater management</li></ul>	<ul style="list-style-type: none"><li>Increase tree cover and lighting throughout the town centre</li><li>Improved wayfinding within the town centre, defining a clear hierarchy of streets, spaces, use &amp; scale</li></ul>	<ul style="list-style-type: none"><li>Tree/planting choice for climate</li><li>Limited shade and lighting</li><li>Narrow pathways and poor connectivity, no footpath into town</li><li>Limited fencing for dog park</li></ul>	<ul style="list-style-type: none"><li>Increase tree cover across the town centre</li><li>Better signage for walking trails</li><li>Speed signs to slow traffic with integrated zebra crossings</li></ul>

Figure 4: Summary of Issues & Priorities from Community & Stakeholder Feedback



# 2 Tom Price



## 2.1 Introduction

This section of the CLIP sets out the recommended Strategies and Actions for Tom Price, to achieve the following vision –



These Strategies and Actions are aligned with the CLIP's five guiding Principles of Consolidation, Regeneration, Connection, Integration, and Optimisation, and have been grouped into the CLIP's six core Themes of Housing, Commercial, Community, Tourism, Sports and Recreation, Greening, and Connection (as described in section 1.3 earlier).

For each of these Themes, the following sections of this report describe the key issues facing Tom Price, the Strategies and Actions that are recommended to address those issues, and the impact that those measures are expected to have –

- 2.2 Housing
- 2.3 Commercial
- 2.4 Community
- 2.5 Tourism
- 2.6 Sports & Recreation
- 2.7 Greening & Connection

An overall Master Plan has been prepared for Tom Price (Figure 6 over page) and shows the distribution of the CLIP's recommended Strategies across the town. The Actions required to implement these Strategies are described for each Theme in the proceeding sections of this report, which also includes Theme-specific Master Plans and Concept Plans.

An Implementation Plan for Tom Price is included as Appendix 1 and outlines key project priorities, potential funding sources and partners, along with indicative development costs, staging and timelines.

A colour-coding system has been used to distinguish between the CLIP's six core Themes and this colour-coding is continued throughout the report. This colour-coding system is shown in Figure 5, which provides an overview of the CLIP's structure, as it relates to Tom Price.

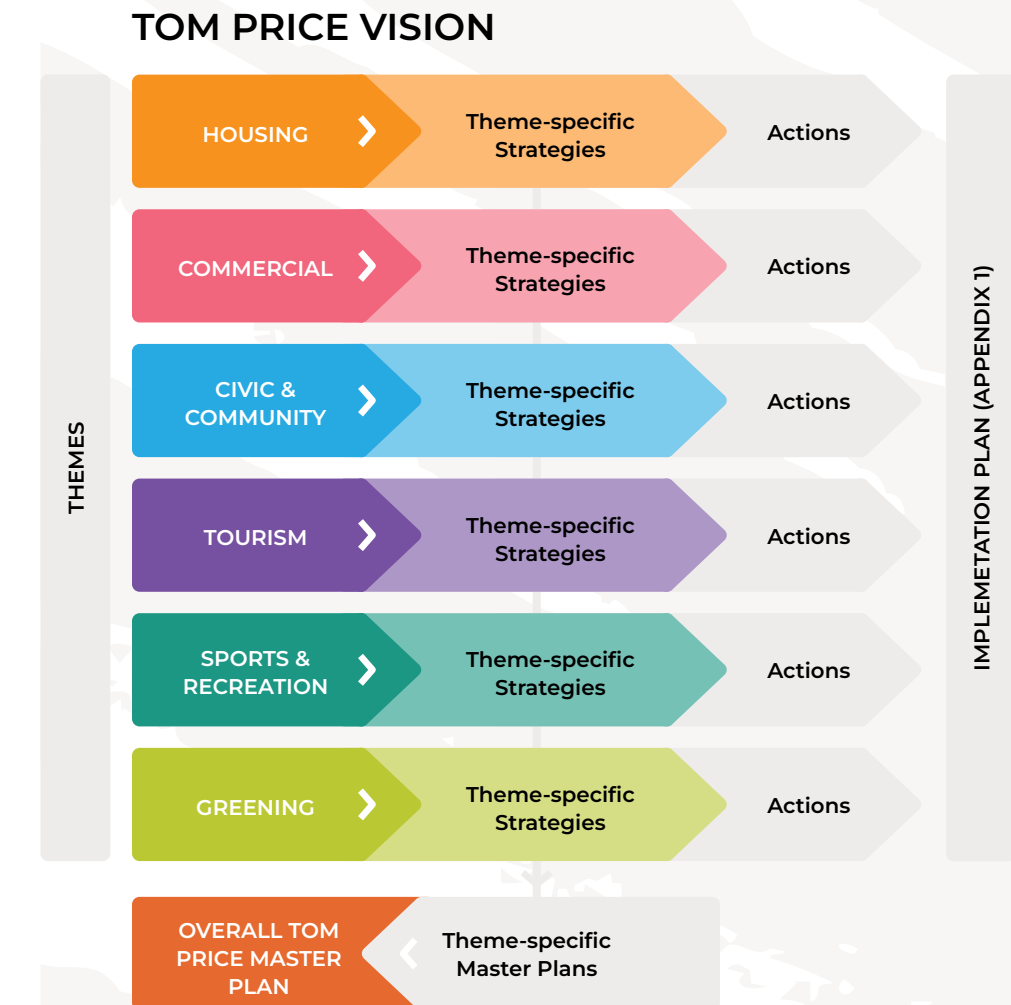
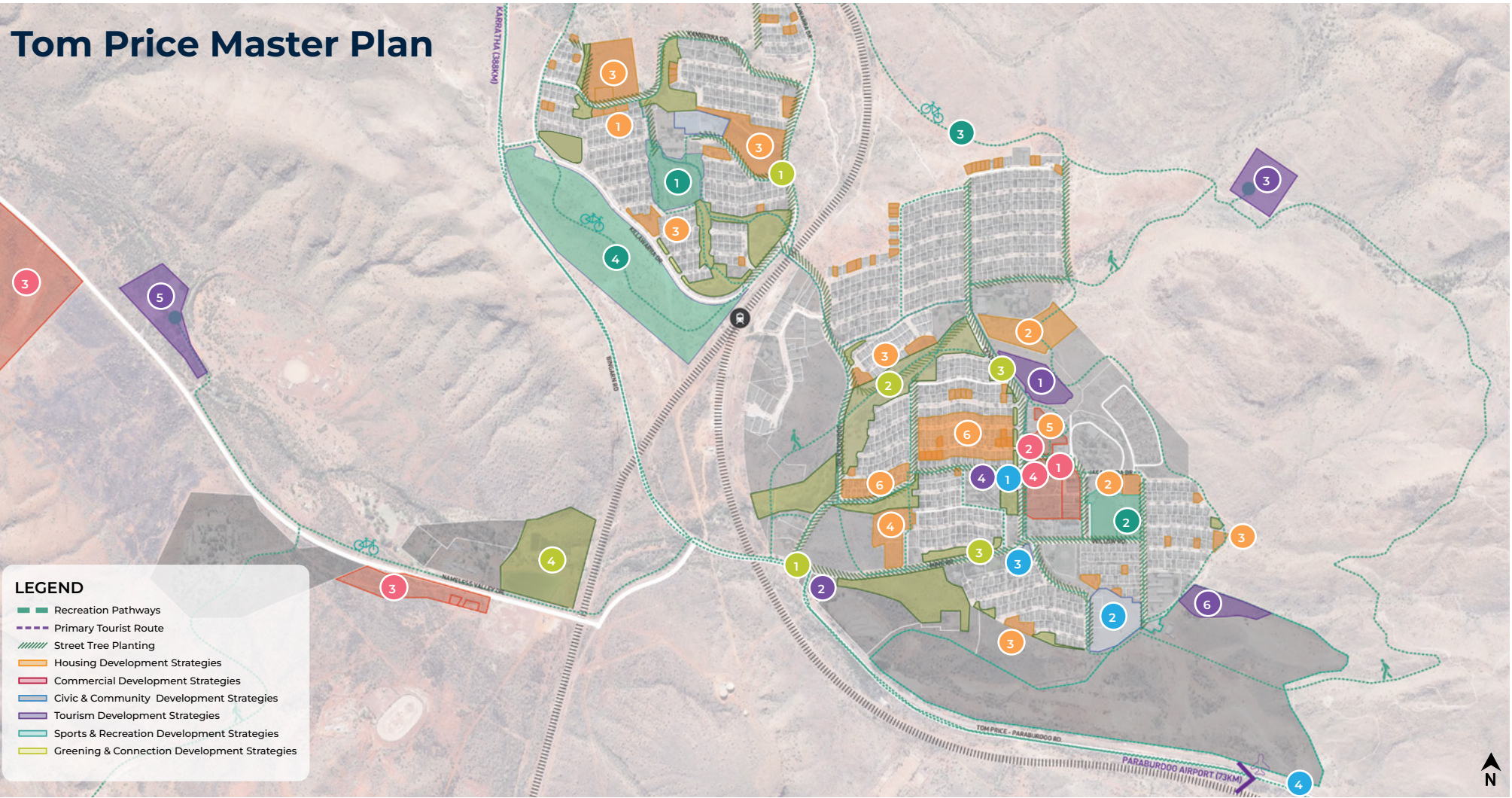


Figure 5: Illustration of CLIP Arrangement (Tom Price)



# Tom Price Master Plan



- | Housing   | Commercial   | Civic & Community  | Tourism   | Sport & Recreation  | Greening & connection   |
|---|--|--|---|---|---|
| 1 Affordable housing pilot project - service worker accommodation       | 1 Redevelop the village green to stimulate greater activity within the town centre | 1 Community / co-working spaces  | 1 Development of a new RV shortstay within the Tourism Precinct           | 1 Upgrade Minna Oval and facilities   | 1 Development of wayfinding and entry signage strategy        |
| 2 Town centre short stay accommodation                                  | 2 In-town training program   | 2 Development of the new Hospital within the Essential Services Precinct | 2 Development of new Visitor Centre on entry to the town centre           | 2 Development of new Multi-purpose Sports & Recreation Centre - consolidating existing facilities | 2 Regenerate drainage reserves to link recreational corridors |
| 3 Infill development of 'lazy lands' and vacant lots - Build-ready Lots | 3 Development of commercial / light industrial lots Nameless Valley Drive          | 3 Redevelop the Shire Administration and library                         | 3 Investment in Astrotourism events                                       | 3 Development of a town centre cycle plan   | 3 Implementation of streetscape greening program              |
| 4 Redevelop of Old Hospital site - Housing Alliance                     | 4 Local business incubator spaces - co-working / community hub                     | 4 Development of RFDS Airstrip   | 4 Integration of a new 'Pilbara Experience Centre' within the town centre | 4 Integration of town based Mountain Bike Trails  | 4 Upgrade of wastewater treatment plant                       |
| 5 Redevelop Lot 2 - integrating service worker housing                  |  | 5 Community Development Strategy   | 5 Integrate eco-tourism destination experience at Kings Lake              |   |   |
| 6 RTIO Housing Replacement Project                                      |  |  | 6 Golf course overflow caravan park                                       |   |   |

## 2.2 Housing

The variety, availability and affordability of housing in Tom Price is impacted by a high proportion of RTIO-owned housing, physical and servicing constraints to development, an inflated rental market due to demand from Transient Workers, ageing and poor-quality housing stock, and high construction costs fuelled by a scarcity of available trades and high freight costs for materials.

A key challenge facing Tom Price is the supply of additional housing to sustain a growing and changing population, with a more diverse mix of dwelling types catering for families and others who are currently priced out of the market. Fostering partnerships with housing providers, private industry and government agencies will be vital to achieving this aim.

Compounding these pressures is a lack of accurate data on Tom Price's current population and accommodation profile, future employment and population growth trends, and consequent housing demands.

While assessment of the 2021 ABS data provides a lens into demographic changes that have occurred since the previous 2016 census, refinement of this assessment will support future decisions about who needs accommodation and the type of housing required.

In response to these issues, the CLIP recommends six Housing Strategies and various Actions (see Figure 7 over page), which are focussed on delivering greater housing diversity in Tom Price to meet the needs of the community and enable opportunities for economic growth beyond mining. These initiatives will be augmented and enabled through a range of future studies, plans and strategies, such as the Shire's proposed Draft Local Planning Strategy and Local Planning Scheme No. 8.

The Strategies listed in Figure 7 are reflected in the Housing Master Plan in Figure 8 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Housing Strategies are discussed in more detail in subsections 2.2.1 – 2.2.6 of this report.





STRATEGY	ACTIONS
<b>1. Affordable Housing Pilot Project</b> Undertake a detailed feasibility study for a 6-12 unit affordable housing pilot project in the Tom Price town centre, catering for non-resource sector workers, in a contemporary and site-responsive architectural form. <i>For further detail see subsection 2.2.1.</i>	<div>a. Undertake a feasibility study and site selection for the Affordable Housing Pilot Project.</div> <div>b. Based on the results of the feasibility study, promote key development sites identified in the CLIP and the Shire's Planning Scheme for affordable housing, and canvass support from government, RTIO and other key stakeholders for the Affordable Housing Pilot Project.</div> <div>c. Investigate the establishment of a locally managed Service Worker Accommodation Scheme, similar to that formed by the City of Karratha, to provide a pool of housing for Service Workers.</div> <div>d. Review the planning framework for Lot 248 Canberra Drive to enable its potential development as an Affordable Housing Pilot Project, along with Lots 249 and 250, transferred from RTIO to the Shire.</div> <div>e. Prepare or commission Design Guidelines that incentivise and support the delivery of more affordable housing, embracing climate-responsive design, and taking advantage of DevelopmentWA's Pilbara Vernacular Handbook (2012).</div> <div>f. Examine and implement options for monitoring the supply and demand for Service Worker Accommodation.</div>
<b>2. Town Centre Short Stay Accommodation</b> Explore the feasibility of a Tourism Accommodation Development Pilot Program and associated delivery models and prepare and implement an Advocacy Program to attract at least one additional major commercial accommodation partner. <i>For further detail see subsection 2.2.2.</i>	<div>a. Assess and monitor demand and supply of tourism / short-stay accommodation by type and demographic cohort to better understand market depth and potential.</div> <div>b. Establish partnerships with state government, tourism operators and accommodation providers to drive delivery of in-town short-stay accommodation.</div> <div>c. Partner with other Pilbara local governments to advocate for taxation settings at a state and federal level that support housing affordability, reduce transfer costs, and encourage productive investment in the Shire (such as build-to-rent).</div> <div>d. Develop an EOI for the design and delivery of in-town short-stay accommodation.</div> <div>e. Promote development and investment in short-stay accommodation through a Housing-specific Marketing and Communications Strategy.</div>
<b>3. Integrate 'Lazy Land' for Future Residential Development</b> Investigate the potential of 'lazy land' to accommodate future residential development in proximity to parks and other amenities. <i>For further detail see subsection 2.2.3.</i>	<div>a. Review the planning framework to enable development of 'lazy lands', prioritising Development Investigation Areas (DIAs) that are more readily developable in the short term.</div> <div>b. Develop a Business Case to support the delivery of 'build-ready' lots, including the scope of capital works and estimated costings.</div> <div>c. Implement a Marketing and Communications strategy to attract investment in residential development in Tom Price.</div> <div>d. Subject to the outcomes of the Business case and Marketing and Communications Strategy, release an EOI for residential development of lots in Tom Price.</div> <div>e. Carry out ongoing monitoring of residential market land supply and demand.</div>
<b>4. Redevelop the Hospital Site</b> Facilitate redevelopment of the Old Hospital Site into affordable housing for key workers and an ageing Aboriginal population, to provide secure housing to those most in need. <i>For further detail see subsection 2.2.4.</i>	<div>a. Partner with key stakeholders to secure in-principle agreement for the development of aged care/retirement accommodation and social/affordable housing, inclusive of project costs and apportionment, timeframes, and management/delivery structure.</div> <div>b. Develop a Business Case to support the design and delivery of aged care/retirement accommodation and social/affordable housing options on the Old Hospital Site.</div> <div>c. Review the planning framework to facilitate redevelopment of the Old Hospital site.</div> <div>d. Carry out ongoing monitoring of supply and demand for aged care/retirement accommodation and social/affordable housing.</div>
<b>5. Regenerate Lot 2 Central Road</b> Ensure the future redevelopment of Lot 2 incorporates opportunities for additional, diverse housing in the town centre. <i>For further detail see subsection 2.2.5.</i>	<div>a. Review The planning framework to facilitate opportunities for the development of Lot 2 for Mixed Use Residential (including service worker accommodation), Commercial &amp; Civic use.</div> <div>b. Partner with RTIO to secure agreement for the staged scale-back and relocation of Transient Worker Accommodation from Lot 2 to Windawarri Village, Marandoo Village or elsewhere in town, to enable redevelopment of Lot 2.</div>
<b>6. RTIO Housing Replacement Program</b> Encourage RTIO to consolidate and intensify its residential land and housing stock to increase supply on the open market. <i>For further detail see subsection 2.2.6.</i>	<div>a. Liaise with RTIO to assess housing demand for worker accommodation by type and demographic profile to identify priority sites for redevelopment.</div> <div>b. Advocate for and advance RTIO's delivery of new 4x2 family homes on smaller lots.</div> <div>c. Facilitate subdivision of precinct areas identified for housing replacement to increase diversity and availability on smaller lots.</div> <div>d. Encourage and enable demolition and replacement of aged housing stock and refurbishment of houses to accommodate modern needs of RTIO workers.</div>

Figure 7: Housing Strategies & Actions

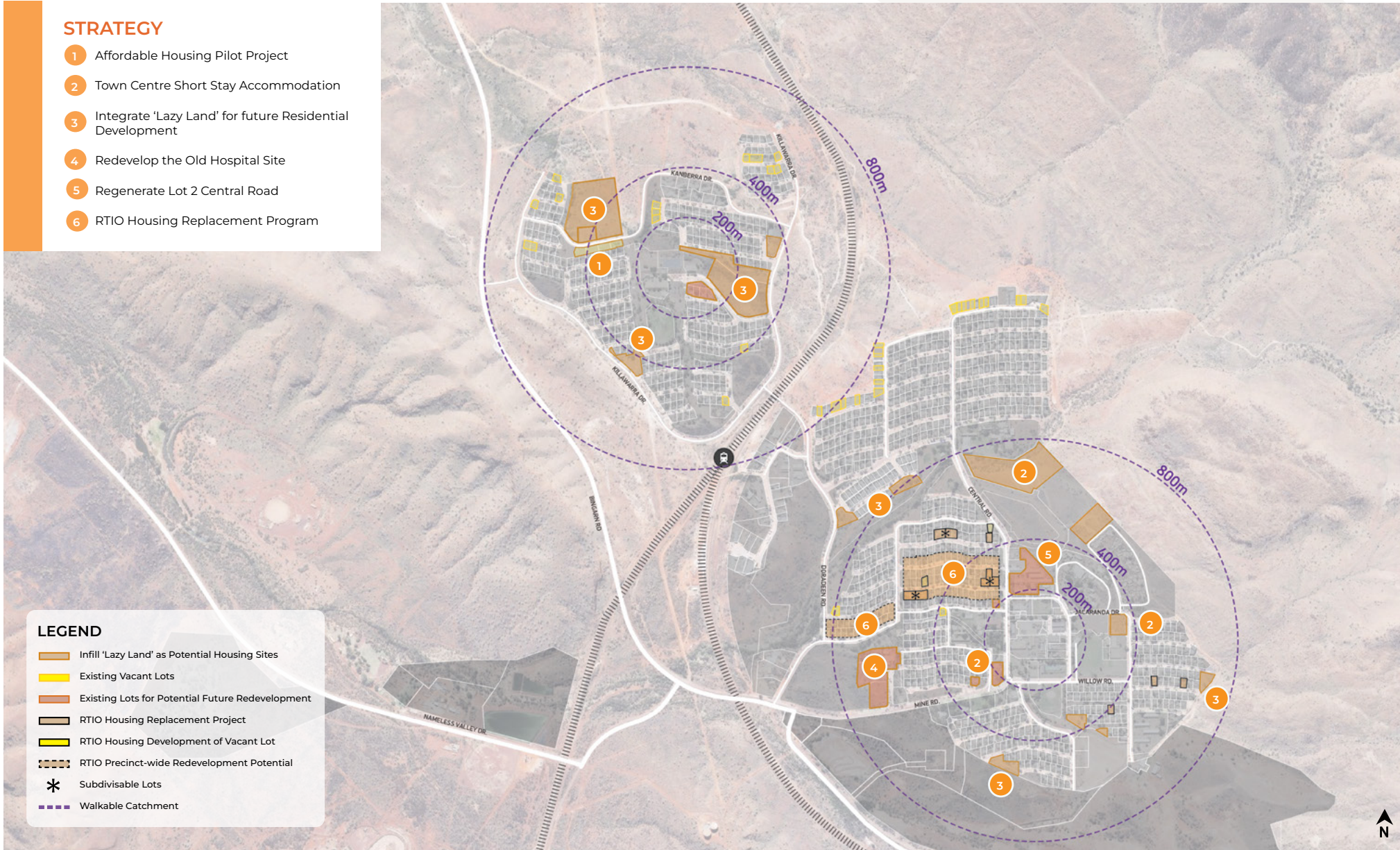


Figure 8: Housing Master Plan



### 2.2.1 Affordable Housing Pilot Project

Service workers are critical in supporting the liveability and amenity of Tom Price, typically working in public administration, social services, education, healthcare, retail and hospitality.

Non-government/non-mining employees often do not have access to subsidised housing and can find themselves lacking housing support and in housing stress. This makes it difficult for non-government and non-mining employers to attract and retain staff, which in turn impacts the level of service those businesses can provide to the community.

Discussions with stakeholders in Tom Price indicated the lack of service worker accommodation has been exacerbated by increased construction costs, supply issues, and insufficient skilled workers for housing construction, leading to stagnation of local house building. This lack of growth in housing directly impacts Tom Price's capacity to accommodate the additional residents and workers needed for the town's growth.

RTIO has recently transferred three Lots at 248-250 Kanberra Drive to the Shire, providing an opportunity to develop an affordable housing pilot project. All three lots will require power, water and sewer connections for housing development to proceed and will need to be suitably zoned under the Shire's Planning Scheme.

Assuming a residential coding of R30 these three lots could accommodate a yield of at least 9 new lots/dwellings. These yields could be increased with an increased density coding and/or based on the mix of dwelling types.

A concept plan illustrating how various housing opportunities could be pursued is depicted in Figure 9, including potential expansion into reserve land (subject to more detailed structure planning).



Figure 9: Concept Plan – Affordable and other housing opportunities

### 2.2.2 Town Centre Short Stay Accommodation

Tom Price acts as a regional centre and provides essential services, facilities and amenities for the inland Pilbara west of Karijini National Park.

However, short-stay accommodation for tourists and non-mining/non-government workers both in Tom Price and Karijini National Park is limited, expensive and lacking in both variety and quality.

Only three tourist accommodation facilities exist in Tom Price, being Tom Price Hotel/Motel, Windawarri Village (inclusive of Marandoo Village), and Tom Price Tourist Park, which is vested with the Shire and leased to a commercial operator. These facilities provide around 664 accommodation units and operate at or near capacity throughout the year, largely due to transient workers. With redevelopment, these sites could incorporate more than 1,320 accommodation units.

Demand for tourist accommodation in and around Tom Price peaks in the winter months. During this period there is a large intake of retirees and other travellers in caravans or camper vans, producing a high degree of seasonal variation in demand for this type of accommodation. With both the hotel/motel and tourist park often out of capacity this substantially limits Tom Price's capacity to grow its tourism economy.

As tourism arguably presents the greatest opportunity for economic diversification in the region, an alternative form of dedicated in-town short-stay accommodation should be pursued to promote Tom Price as a destination in its own right.

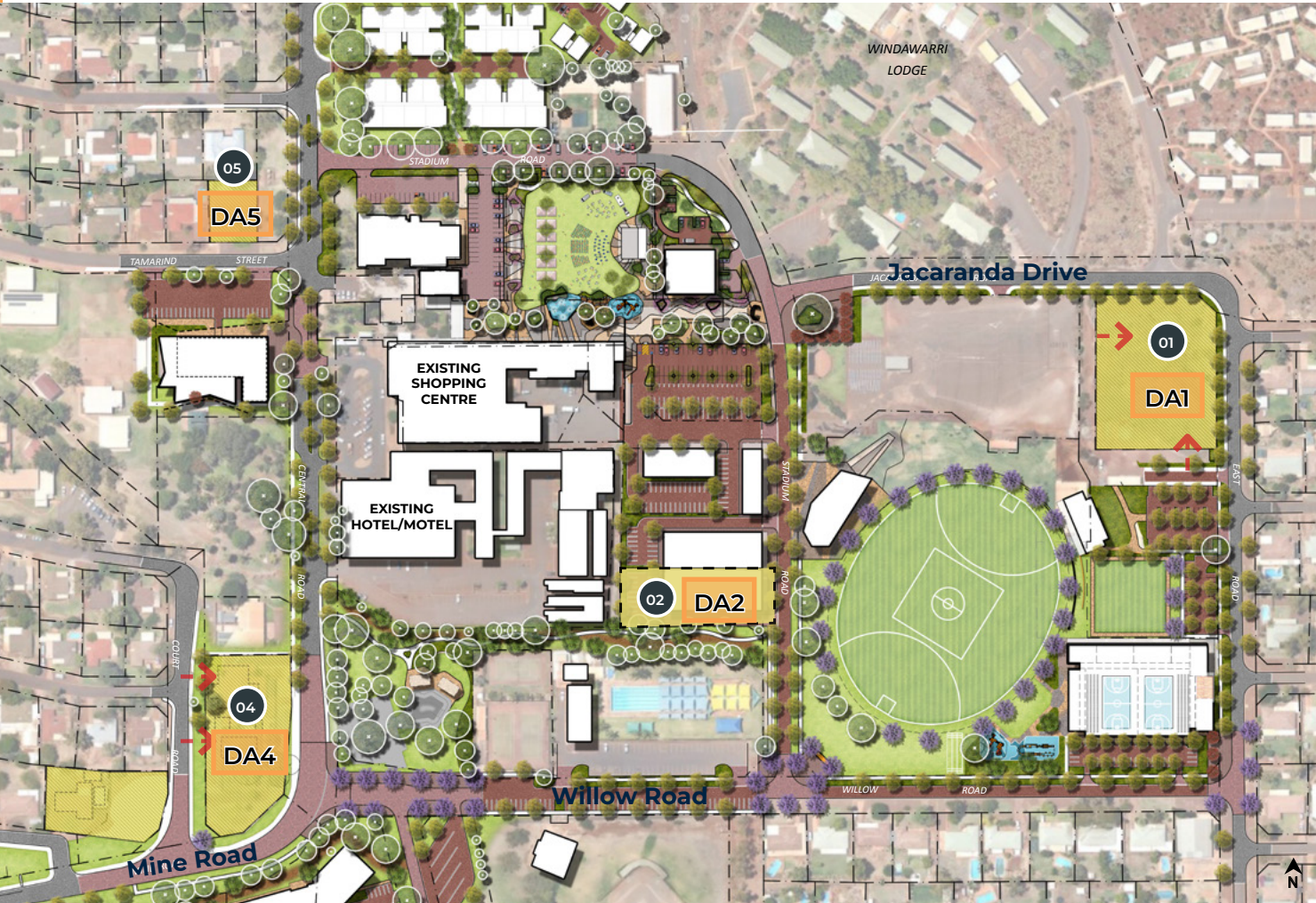
The Karijini Master Plan area covers approximately 24.2 hectares to the north of the town centre and provides for a variety of residential, transient workers' accommodation, tourist accommodation, tourist-related and ancillary land uses. Currently, only about 35% of this land is developed - including Windawarri Village and RTIO's Marandoo camp. The remaining site, however, is still leasehold land and subject to native title.

The site is well located for tourism development, with excellent views across the town to Mount Nameless. While there is still 'in principle' support for a tourist accommodation development on the site, there is currently little enthusiasm for the project from the development industry. Given the lack of land available within Tom Price, a review of this site should be reconsidered.

The concept plan in Figure 10 identifies several Development Investigation Areas (DIAs) comprising sites that warrant further, detailed examination of their potential to develop as short-stay accommodation.



Figure 10: Concept Plan – Short stay accommodation opportunities



- 01 Development Investigation Area 1 - RTIO vacant site adjacent to the Drive-in - unserviced 5,339m2 Lot, topography & geology constraints to be considered
- 02 Development Investigation Area 2 - potential short stay accommodation
- 03 Development Investigation Area 3- potential integration of short stay within the Karijini Master Plan - approximately 1ha north of the proposed RV site, serviced and road access
- 04 Development Investigation Area 4 - potential future relocation of Police Station into the Essential Services Precinct
- 05 Development Investigation Area 5 - potential relocation of St John Ambulance to the Essential Services Precinct.



DIA	SITE	LAND TENURE	LPS ZONE	CURRENT USE	LOT AREA (SQM)	CONSTRAINTS	OPPORTUNITIES
DIA 1	Lot 843 East Road	Private freehold	Commercial & Civic	Vacant	5339	Located within a rock outcrop the site will require substantial infrastructure investment	Central location within easy access to amenities and adjacent Windawarri Lodge
DIA 2	Lot 2 Stadium Road	Private freehold	Commercial & Civic	Vacant	2,380	Site purchased by adjacent hotel - assumed for expansion of facilities	The site has the potential to provide a 'new offer' within the heart of town
DIA 3	Lot 3010 Central Road	Crown lease	Special Use	Parkland	24,000	Currently covered in bush scrub, requires substantial groundworks, planning and infrastructure cost	Well located adjacent to the 'Tourist Zone' and natural edge of the town centre
DIA 4	Lot 1 Court Road	State government	Public Purpose	Tom Price Police Station	4,002	Not a high priority project for relocation, will be a longer term option	Site of scale to accommodate a 'new offer' central to the town
DIA 5	Lot 86 Tamarind Street	Private freehold	Public Purpose	St John Ambulance WA	865	Dependant on securing alternative location to cater for training needs	Central location with opportunity to re-purpose existing facilities

### 2.2.3 Development of ‘Lazy Lands’

Minimal residential development within Tom Price is causing housing pressure due to several factors, including:

- Economic drivers (iron ore pricing)
- Lack of freehold land availability
- Construction costs
- Continued reliance on FIFO workforce practices

This impacts business viability, economic development, and local service industries, as small businesses are unable to attract and retain staff. Over the past five years, the medium rent in Tom Price has nearly tripled from \$550 to \$1,625 per week, with the sale value of residential dwellings exhibiting a similar trend.

Most of the undeveloped land in Tom Price is constrained by drainage issues, compounded by RTIO’s railway which runs along the western edge of the southern part of the town, creating an additional obstacle for flood water. Sites likely to be build-ready in the short term are ‘lazy lands’ adjacent to drainage systems, none of which will be able to yield substantial numbers of dwellings without impacting the town’s drainage network. These sites are currently zoned ‘parks, recreation and drainage’ and require local planning scheme amendments to proceed.

Land available for residential development in Tom Price can be broadly categorised as follows (reflected in the Development Investigation Areas in Figures 11, 12 & 13) –

- Small sites are generally not heavily constrained and can be progressed to a build-ready stage in the short term (DIA1, DIA4, DIA8).
- Larger parcels of land (DIA1, DIA2) holding the potential to yield a relatively large number of lots. However, a greater degree of work is required through planning and infrastructure provision before these sites can be build-ready.
- Sites with long-term development potential (DIA6, DIA7) have potential as future growth areas. However, little work has been undertaken to assess the level to which they are constrained, and further assessment is required to determine whether development would be cost-effective.

In total and depending on residential densities and subdivision configuration, these DIAs have the potential to yield between 100 – 160 new lots (assuming an upper density coding of R30).



Figure 11: Concept Plan – ‘Lazy Lands’ development



DIA4



DIA5



DIA6



DIA7



DIA8

- 01 Potential single housing family lots (for non-RTIO workers)
- 02 Incorporation of four lots on north side of Marradong Place into alternative housing and accommodation options provides the precinct with flexibility for workers accommodation and/or short stay accommodation for visiting sporting teams.
- 03 Local neighbourhood park and playground
- 04 Redesign/divert drainage corridor to enable new entry road to subdivision providing paved verges to future built form to activate the streetscape

Figure 12: Concept Plan – ‘Lazy Lands’ development constraints & opportunities

DIA	SITE	LAND TENURE	LPS ZONE	CONSTRAINTS	OPPORTUNITIES	ANTICIPATED RELEASE SHORT (0-5 Yrs)	ANTICIPATED RELEASE MEDIUM (5-10 Yrs)	ANTICIPATED RELEASE LONG (10+ yrs)
DIA 1	279 Killawarra Drive	Crown Reserve	Parks, Recreation & Drainage	Currently Crown Reserve class x – drainage. The site will require rezoning and infrastructure provision re: piping of drainage, power, sewer and water to proceed.	The site becomes an extension of existing residential lots with the opportunity to create a new access road from Killawarra Drive to service southern facing lots.			
DIA 2	900 Killawarra Drive	Private Freehold Land	Parks, Recreation & Drainage	Currently covered in bush scrub, the site will require substantial groundworks, fill, planning, and infrastructure works to create build-ready lots.	Part owned by RTIO the site was zoned for residential development. To mitigate the need for additional fill, development should work with the existing contours.			
DIA 3	1001-1004 Marradong Place	Local government, company freehold, State government	Residential (R20), Parks, Recreation & Drainage, Local Road	A mix of Lot ownership: Local Government, RTIO, State Government – some tenanted and others vacant. Partial rezoning and road closure are required.	Potential redevelopment to provide additional service worker accommodation – an alternative location for Pilot Housing Project			
DIA 4	271 Killawarra Drive	Crown Reserve	Residential (R20) and Parks, Recreation & Drainage	Currently Crown Reserve class c – public recreation. The site will require rezoning and infrastructure provision re: power, sewer and water to proceed.	A 'lazy lands' program site, anticipated to yield an estimated 9 dwellings with access potentially provided from Killawarra Drive.			
DIA 5	292 Poinsettia Street	Crown Reserve	Parks, Recreation & Drainage	Currently Crown Reserve class c – public recreation. The site will require rezoning. It is adjacent to a reticulation bore, storage tank, electricity sub-station, and underground cables traversing the site represent a constraint to development.	Located in close proximity to Essential Services Precinct. Future development of the site would be advantageous to provide for service worker accommodation in a convenient location.			
DIA 6	3001 Doradeen Road	Crown Reserve	Residential (R30)	Much of the southern land on this site is unsuitable for residential development due to drainage requirements and flood risk.	The site is zoned residential (R30), has access restricted from Doradeen Road and Ngardi.			
DIA 7	274 Bauhinia Street	Crown Reserve	Parks, Recreation & Drainage	Currently Crown reserve class – public recreation, drainage infrastructure traverses the site represents a constraint to development. The site requires rezoning.	The site has been identified through the Tom Price 'lazy lands' project with access from Bauhinia Street and Palm Street.			
DIA 8	294 Hibiscus Street	Crown Reserve	Parks, Recreation & Drainage	Currently Crown Reserve class c – public recreation the site will require rezoning and infrastructure provision re: power, sewer, and water to proceed.	The site has been identified through the Tom Price 'lazy lands' project anticipated to yield an estimated 4 – 6 dwellings.			

Figure 13: Concept Plan – ‘Lazy Lands’ potential development yields

DIA	SITE	LOT AREA	R20 AVERAGE DENSITY		R30 AVERAGE DENSITY	
			POTENTIAL LOT YIELD <sup>1</sup>	ADDITIONAL POPULATION <sup>2</sup>	POTENTIAL LOT YIELD <sup>1</sup>	ADDITIONAL POPULATION <sup>2</sup>
DIA 1	279 Killawarra Drive	14,746	19	56	29	83
DIA 2	900 Killawarra Drive	30,260	39	114	59	171
DIA 3	1001-1004 Marradong Place	4,201	5	16	8	24
DIA 4	271 Killawarra Drive	6,569	9	25	13	37
DIA 5	292 Poinsettia Street	3,333	4	13	6	19
DIA 6	3001 Doradeen Road	9,300 <sup>3</sup>	12	35	18	53
DIA 7	274 Bauhinia Street	8,777	11	33	17	50
DIA 8	294 Hibiscus Street	3,021	4	11	6	17
	TOTAL	103,729	104	302	156	454

<sup>1</sup> Potential lot yield for the project is indicative only accounting for 35 per cent of land necessary to support land requirements for public open space and streets (Liveable Neighbourhoods, 2015) has been factored into these figures. Final lot/dwellings yields will be determined by further detailed planning.

<sup>2</sup> The population yield per dwelling is calculated at 2.9 people per dwelling unit (Average people per household for the Ashburton (S) Australian Bureau of Statistics, 2021 Census).

<sup>3</sup> Reflective of the potential developable area from Lot area 3.2ha located adjacent to drainage corridor.

### ESTIMATED ADDITIONAL RESIDENTIAL LAND SUMMARY

For residential land use, potential capacity has been calculated according to scenarios that assume different average development densities that are applicable to each area. Potential additional lot and population yields have been estimated for future development opportunities as they relate to each relevant residential DIA in Tom Price.



### 2.2.4 Hospital Site Redevelopment

The current Hospital Site will provide a significant land redevelopment opportunity once a new hospital is built. The site's scale and location within a residential neighbourhood make it well suited to development for medium-density housing in future and could potentially attract investment from a residential property developer(s) to provide more freehold residential housing options.

Discussions with local Aboriginal communities in September 2022 highlighted a strong desire to develop accommodation for community elders within the town centre. Aligned with the low population proportion of elderly residents and limited demand, there is currently no designated aged persons housing in Tom Price. Having no aged care housing severely affects the town's long-term liveability, and consequently community retention capacity.

A concept plan depicting a possible redevelopment option for the Hospital Site is shown in Figure 14.

SITE	LOT AREA		R20 AVERAGE DENSITY		R30 AVERAGE DENSITY	
	SITE (SQM)	35% STREET / POS (SQM)	POTENTIAL LOT YIELD <sup>1</sup>	ADDITIONAL POPULATION <sup>2</sup>	POTENTIAL LOT YIELD <sup>1</sup>	ADDITIONAL POPULATION <sup>2</sup>
Lot 862 Hospital Drive	11,568	4049	15	44	23	65
Lot 863 Hospital Drive	8,420	2947	11	32	16	48
Lot 861 Hospital Drive	2,267	793	3	9	4	13
Lot 864 Hospital Drive	7,373	2581	10	28	14	42
TOTAL	29,628		39	112	58	168

<sup>1</sup> Potential lot yield for the project is indicative only accounting for 35 per cent of land necessary to support land requirements for public open space and streets (Liveable Neighbourhoods, 2015) has been factored into these figures. Final lot/dwellings yields will be determined by further detailed planning.

<sup>2</sup> The population yield per dwelling is calculated at 2.9 people per dwelling unit (Average people per household for the Ashburton (S) Australian Bureau of Statistics, 2021 Census).



Figure 14: Concept Plan – Old Hospital Site Redevelopment

### 2.2.5 Regenerate Lot 2 Central Road

RTIO provides both company housing for residential employees and FIFO workforce accommodation in several locations across the Shire. Within Tom Price, Windawarri Village provides 455 accommodation rooms in a central location. Adjacent to Windawarri Village, Lot 2 Central Road accommodates approximately 102 rooms for transient worker accommodation (TWA).

In 2021 RTIO reviewed options to increase the capacity of its FIFO workforce accommodation through a staged expansion of Windawarri Village, to reduce the dependency on Jundunmunnah Village, which operates under a time-limited approval and is currently due to expire in December 2023 and may be extended a further 10 years.

Within Tom Price, much of the TWA demand is met by the Marandoo mine site camp, although many contractors who do not have access to camp beds must find alternative accommodation. In discussions with stakeholders over the 2022 engagement period, TWA options were understood to be under-supplied, evidenced by the substantial numbers of transient workers staying at caravan parks and other short-stay dwellings.

The proposed expansion of Marandoo Village is intended to accommodate up to 450 workforce accommodation units. However, high construction costs and land tenure have impacted the short-term viability and progress of this proposal. This presents RTIO and the Shire with an opportunity to address future accommodation needs of service workers within the town centre.

The concept plan in Figure 15 depicts a potential redevelopment option for Lot 2, with the potential to yield more than 100 new accommodation units.. Consideration will need to be given to the traffic impacts of the proposal.

CONCEPT PLAN	1 BEDROOM	2 BEDROOM	COMMERCIAL / COMMUNITY
	(UNIT)	(UNIT)	(SQM)
Ground	24		1,500
Level 1	31	21	
Level 2	11	21	
TOTAL	66	42	1500



Figure 15: Concept Plan – Lot 2 Central Road Redevelopment option



- 01 Redevelopment of childhood centre to integrate potential mix of community/commercial uses on ground level and residential units above (level 1 & 2)
- 02 Potential reintegration of Nintirri Centre within mix use community/commercial space on ground floor and residential uses above (level 1 & 2)
- 03 Potential redevelopment of the Youth Centre over two storey's fronting the village green
- 04 Access lane for car parking sleeved by commercial uses on the Ground level
- 05 Redevelopment of existing north-south vehicle lane for dedicated pedestrian pathway linking the village green to tourist precinct north
- 06 Opportunity to provide larger two storey units with separate access and outlook
- 07 Potential integration of single level modular units to accommodate service worker dwellings



## 2.2.6 RTIO Housing Replacement Program

Through the process of engagement over the April to November 2022 period, discussions with RTIO workers highlighted the predominance of 1970's 3 x 1 housing stock which is not conducive to modern family demands for larger open-plan living. This was reiterated by RTIO which is implementing an ongoing renewal and replacement program for its existing stock of houses in need of upgrades.

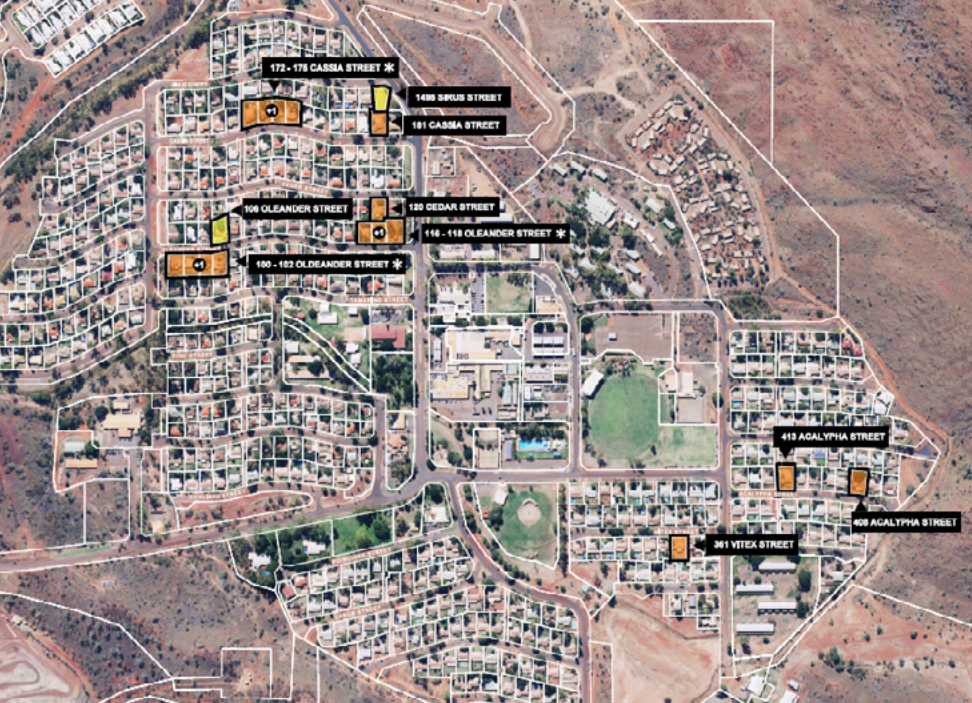
The following table provides a snapshot of RTIO's current housing stock and utilisation:

RTIO Housing	
Property utilisation	95%.
Of these RTIO employees	670
External (non employees)	178
Occupied properties	848
<b>Total properties.</b>	<b>955</b>
Properties out of service	29
Lease signups	25
Lease vacates	26
Housing Improvement Program in progress	32
Intrasite housing wait-list total	134

Programming of refurbishments needs to balance supply and demand for incoming RTIO employees and the recruitment processes that are variable depending on personal circumstances and family needs.

RTIO has identified the potential for redevelopment of several sites in the central Tom Price areas (Figures 16 & 17). Over the years some of the houses have been refurbished, however, most of the houses are “stumped” houses and small in size on large lots, which may lend itself to future subdivision and redevelopment. Those that remain as vacant lots are the more challenging to develop due to topographical, drainage, soil conditions and servicing. The cost of construction is a further impediment to the pace of RTIO's housing renewal and replacement program.

Figure 16: RTIO Housing Replacement Project



Typical model 4 x 2 family home on reduced Lot



Zone	R30
Total Lot	599 sqm
Outdoor Space	423 sqm
Building Footprint	167 sqm
Shade	25.4 sqm
Front Setback	6m

Figure 17: RTIO Housing – Potential for Redevelopment & Analysis of Current Property Type



### LEGEND

- Aged, Potential Redevelopment
- Not Hamersley Iron Pty Ltd.
- Not Planned
- Planning Redevelopment



### LEGEND

- 3 Bedroom Property
- 4 Bedroom Property
- Easements
- House Style - (Not Stumped)



## 2.3 Commercial

Future commercial success within Tom Price is impacted by a high proportion of commercial land being owned by RTIO, a lack of supply of unencumbered commercial land, unexplored options for a training economy, and a lack of population growth to support expansion and attraction of local businesses.

In response to these issues, the CLIP recommends four Commercial Strategies and 16 Actions (see Figure 18 over page), which are focussed on creating spaces that can support existing businesses and unlocking more commercial land that can be used for commercial and light industrial purposes, developing a training economy and promoting business development. These initiatives will be augmented and enabled through a range of future studies, plans and strategies, such as the Shire’s proposed Draft Local Planning Strategy and Local Planning Scheme No. 8.

The Strategies listed in Figure 18 are reflected in the Commercial Master Plan in Figure 19 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Commercial Strategies are discussed in more detail in subsections 2.3.1 – 2.3.4 of this report.



STRATEGY	ACTIONS
<b>1. Activation of Village Green</b> Facilitate the redevelopment of the Tom Price Village Green into an accessible public space capable of accommodating events and a variety of community uses. <i>For further detail see subsection 2.3.1.</i>	<div>a. Develop a Business Case examining different options for redevelopment of the Tom Price Village Green, including integration of communal spaces, likely scope of works, design considerations and estimated costs.</div> <div>b. Subject to the outcome of the Business Case, prepare a Local Events and Attractions Program and a Marketing and Communications Strategy to promote use and activation of the Village Green.</div> <div>c. Implement the Marketing and Communications Strategy and the Events and Attractions Program.</div> <div>d. Carry out ongoing monitoring of the success of the events and attractions program.</div>
<b>2. In-Town Training Program</b> Explore the feasibility of establishing a training economy within Tom Price to attract investment, and diversify the economy and the skillset of the Tom Price workforce. <i>For further detail see subsection 2.3.2.</i>	<div>a. Partner with training providers to provide in-town training options for resource and non-resource sector training.</div> <div>b. Develop a Business Case to support the delivery of an In-Town Training Program, including identification of suitable sites, refurbishment options and estimated costings.</div> <div>c. Subject to the outcomes of the Business Case and partnership with training providers, implement the training program.</div> <div>d. Carry out ongoing monitoring of the success of the training program.</div>
<b>3. Create the opportunity to establish commercial lots along Nameless Valley Drive</b> Investigate the development potential of land along Nameless Valley Drive to diversify the commercial and light industrial offerings and provision of employment of Tom Price. <i>For further detail see subsection 2.3.3.</i>	<div>a. Develop a business case to support delivery of ‘build-ready’ lots along Nameless Valley Drive to accommodate light industrial/commercial businesses, inclusive of estimated costs and feasibility.</div> <div>b. Prepare and implement a Marketing and Communications Strategy to attract investment in commercial/light industrial development in Tom Price, including reviewing partnering or funding opportunities with DevelopmentWA and the Regional Development Trust.</div> <div>c. Subject to the outcomes of the business case, undertake an expression of interest for the development of proposed commercial/tourism/light industrial lots.</div>
<b>4. Strengthen Local Business Investment</b> Work with the Pilbara Inland Chamber of Commerce and Industry to support the establishment and growth of small and medium sized businesses. <i>For further detail see subsection 2.3.4.</i>	<div>a. Review planning framework to streamline development approval requirements for businesses within the Town Centre.</div> <div>b. Work with the Pilbara Inland Chamber of Commerce and Industry to support entrepreneurial business operators, innovators and start-ups.</div> <div>c. Support the Pilbara Inland Chamber of Commerce and Industry to grow business membership through programs and sponsoring annual business awards.</div> <div>d. Investigate a town centre based business hub which acts as a co-working /incubator facility for small business. This is a linked action with 2.4.1 Community / Co-working space.</div>

Figure 18: Commercial Strategies & Actions



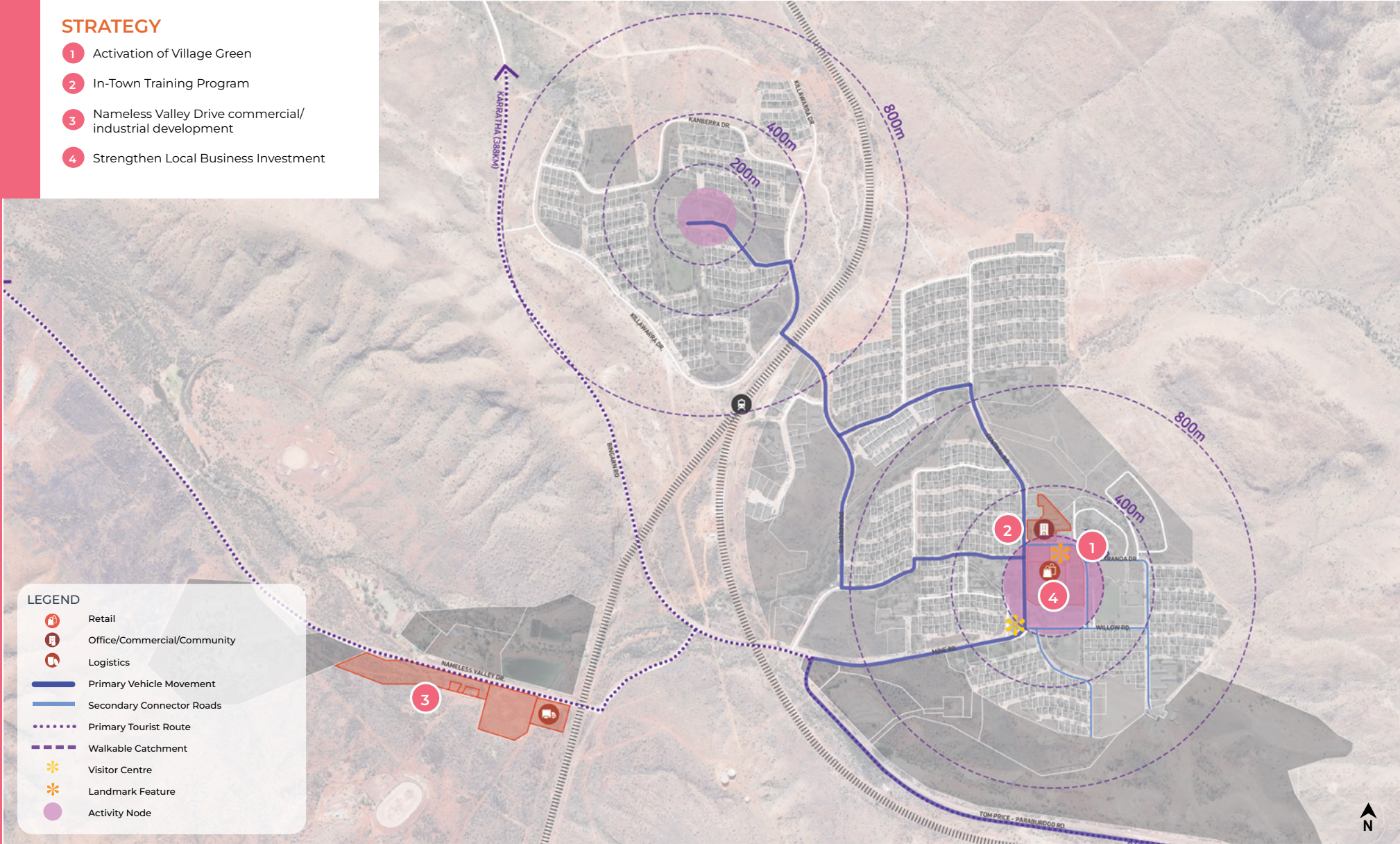


Figure 19: Commercial Master Plan

### 2.3.1 Activation of Village Green

In regional towns and communities, town centres are the focal point for community engagement and activity. These are the areas where much of the intended and incidental social interactions occur and where economic activity, particularly population servicing activity, happens.

Effective and vital town centres result from good design, accessible and engaging built form and formal and informal events and activities and are instrumental in setting the tone of the town's appeal to residents, visitors, and businesses.

Existing centres are a legacy of past planning and historical design and development and can often lack diversity and intensity of uses. Built form and precinct layouts function to disperse rather than concentrate activity and key community assets like the Tom Price green space are underutilised.

The Tom Price Village Green is currently an under-utilised space that is typically just traversed to get to the shops. Revitalising the Village Green, providing a greater range of amenities, landscape softening and 'plug and play' infrastructure will enable the space to be used more readily for key community events throughout the year.

A concept plan illustrating how the Village Green could be redeveloped and activated in future is provided in Figure 20.

Figure 20: Concept Plan – Revitalisation of Village Green





### 2.3.2 In-Town Training Program

Consultation with RTIO has revealed that the company and its various contractors and service partners have around 3,000 personnel (both FIFO and residential) active in or near Tom Price and Paraburdoo that require some form of training across a wide range of areas. This number is expected to increase with the Western Ranges project coming online.

From discussion with stakeholders and the community in July 2022, there is a recognised need and potential for an industry training hub that could be based in Tom Price to service a range of areas like leadership training, maintenance, automation, Systems Applications and Products (SAP) in data processing, cultural training and transferable skills training in response to a shift from a mechanical engineering workforce to electrical vehicle maintenance over the coming years. The full spread of training can cover much of this supply chain shift as well as expand opportunities for future investors and contractors.

Presently, RTIO workforce training occurs either through bringing in training providers to deliver training at their mine sites, flying their Tom Price residential workforce to Perth, or keeping their FIFO workforce in Perth for blocks of training time. RTIO has indicated a willingness to explore opportunities for local training provision.

It is reasonable to assume that if RTIO has an unmet need for local training provision, then so too might other resource companies operating near Tom Price and Paraburdoo.

The creation of a training economy could have a catalytic effect on the development of supporting infrastructure and broader training and education programs.

The redevelopment of Lot 2 Central Road and future upgrading of the existing TAFE can create substantial additional floor space and facilities available for in-town training programs.

### 2.3.3 Nameless Valley Drive Commercial/Industrial Development

Local businesses reported the need for greater access to light industrial lots, as the current light industrial zoned land accessed from Doradeen Road is heavily constrained by topographical and drainage issues restricting the future expansion of the area.

The Shire’s new planning scheme identifies land for future industrial development, however final adoption of the scheme is still 2 – 4 years away. In the meantime, industrial, commercial and tourism business operators are seeking to lease or purchase flat industrial land near Tom Price. The absence of such is driving businesses, and investment and employment, out of town.

With limited availability of industrial land in Tom Price suitable for development in the short term, the identification of additional land in the surrounding area will be critical to facilitate economic development and diversification.

Figure 21 depicts the conceptual subdivision of Lots 500 – 502 and 41 Nameless Valley Drive into around 50 commercial/industrial lots ranging in size from 2,000m2 – 4,000m2.

Figure 21: Concept Plan – Nameless Valley Drive Industrial/Commercial Development





### 2.3.4 Local Business Investment

In discussion with stakeholders and the community, it was identified there is a lack of affordable or inspiring space to function as a local business incubator. In discussion with stakeholders and the community, it was identified there is a lack of affordable or inspiring space to function as a local business incubator and promote local business investment.

The Tom Price town centre would benefit from a central, shared space to facilitate business-to-business and business-to-customer engagement and networking. To grow local innovation and entrepreneurship capability.

The CLIP recommends working with the Pilbara Inland Chamber of Commerce and Industry (PICCI) to establish, mentor and invest in the growth of small and medium businesses within Tom Price. This collaboration with PICCI also overlaps with section 2.4.1 of the CLIP by establishing co-working spaces via town centre business hub.

### 2.4 Community & Civic

Investment in social infrastructure can help build the social capital and fabric of a community by enabling active living, learning opportunities, social interactions and supporting programs that help people innovate, express themselves and adapt to major life events. It is social capital that makes a community liveable, inclusive, competitive and diverse.

The provision of community services, particularly health-related, is challenging in regional areas. These challenges are well known and, whether real or perceived, are often cited as a concern for those considering settling in the regions.

The Tom Price Hospital has reached the end of its functional life and funding commitments have been made by the State Government and RTIO to construct a new hospital. This presents a significant opportunity for the Shire to leverage this investment to create a modern and consolidated Essential Services Precinct, in conjunction with the newly built fire and emergency services complex and childcare centre. Emergency air transport to the new Hospital is critical to the town and the region generally, having regard to the ageing Paraburdoo Hospital that is under review for redevelopment or repurposing.

Like the Tom Price Hospital, the Shire Administration and Library buildings no longer provide optimal service to the community. Redevelopment of these buildings presents the opportunity to re-vision what these community assets can offer and deliver, to be inviting, inclusive and adaptable to become a core component of the town.

The timing and priority for the redevelopment of the Shire's Administration and Library buildings will need to be carefully considered and balanced against the needs of the community to renew or replace ageing public buildings and sporting facilities that are no longer fit for purpose or adequately catering for the needs of users.

Central to the success of these initiatives will be meaningful and inclusive engagement with not only the town's residents, but also those living in remote Aboriginal Communities. This engagement will greatly contribute to shaping assets that Aboriginal people connect with and are adaptable and fit for purpose for a wide range of cultural activities.

In response to these issues, the CLIP recommends five Community and Civic Strategies and various actions (see Figure 22 over page), which are focused on improving critical infrastructure to support community and civic life in Tom Price. These initiatives will be augmented and enabled through a range of future studies, plans and strategies, such as the Shire's proposed Draft Local Planning Strategy and Local Planning Scheme No. 8.

The Strategies listed in Figure 22 are reflected in the Community and Civic Master Plan in Figure 23 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Community and Civic Strategies are discussed in more detail in subsections 2.4.1 – 2.4.5 of this report.





STRATEGY	ACTIONS
<b>1. Community / Co-working Space</b> Develop a shared service co-working space in the Tom Price town centre to support community and non-resource sector enterprises. <i>For further detail see subsection 2.4.1.</i>	<div>a. Engage with community groups and local businesses to undertake a community needs assessment that determines spatial parameters and operational needs for a community / co-working space.</div> <div>b. Utilising the community needs assessment, evaluate possible sites within the town centre to identify the most suitable site for a community / co-working space ('preferred site').</div> <div>c. Prepare a Business Case to support the development of the preferred site into a community / co-working space.</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contract to deliver the project.</div> <div>e. Establish a management board for the structure, operation and management of the community / co-working space.</div> <div>f. Carry out ongoing monitoring of the usage of the community / co-working / maker space(s).</div>
<b>2. New Hospital and Consolidation of Essential Services Precinct</b> Establish an Essential Services Precinct that includes the development of a new Tom Price Hospital. <i>For further detail see subsection 2.4.2.</i>	<div>a. Partner and engage with key stakeholders to secure in-principle agreement to develop an Essential Services Precinct, inclusive of project costs and apportionment, timeframes, and management/delivery structure.</div> <div>b. Based on the Concept Plan, prepare a Business Case to support the establishment of the Essential Services Precinct. The Business Case should include - a detailed site analysis of the Essential Services Precinct; Costs associated with providing infrastructure, servicing and civil works; Funding opportunities; and Opportunities to leverage the Hospital construction works to provide infrastructure and servicing for the broader Essential Services Precinct.</div> <div>c. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div>
<b>3. New Shire Administration &amp; Library</b> To develop a new Shire Administration and Library building within a consolidated Civic Precinct along Central Road. <i>For further detail see subsection 2.4.3.</i>	<div>a. Determine the spatial and operational needs for a new Administration and Library building.</div> <div>b. Undertake a feasibility study and business case for a consolidated Civic Precinct anchored by a new Administration and Library building. The feasibility</div> <div>c. study should assess the timing and priority for development compared to other required community and sporting facility upgrades; canvas opportunities and interest for other complementary uses and/or shared spaces from community groups and government service providers; and define estimated costs, funding sources and asset renewal benefits.</div> <div>d. Subject to the outcomes of b. above, prepare and implement a project plan for the development of a new Administration and Library building that incorporates and provides for the temporary relocation of existing services.</div>
<b>4 Tom Price RFDS Aerodrome</b> To identify a suitable site near Tom Price for a Royal Flying Doctor Service Aerodrome. <i>For further detail see subsection 2.4.4.</i>	<div>a. Engage an appropriately qualified and experienced consultant to identify, evaluate and rank possible sites near Tom Price for their suitability as an RFDS aerodrome.</div> <div>b. Undertake a feasibility study of the highest-ranking site to determine development and regulatory requirements, estimated construction costs and timeframes.</div> <div>c. Using the feasibility study, prepare a Business Case to determine funding and revenue sources, opportunities for third-party access and use, ongoing operational and maintenance costs, and a management structure.</div> <div>d. Using the Business Case, partner with key stakeholders to secure in-principle agreement to develop the RFDS aerodrome, inclusive of project costs and apportionment, timeframes, and management delivery structure.</div>
<b>5. Reconciliation Action Plan and Community Development Strategy</b> To prepare the Shire's first Reconciliation Action Plan and an integrated Community Development Strategy. <i>For further detail see subsection 2.4.5.</i>	<div>a. Utilising in-house expertise or with the assistance of an appropriate consultant, prepare a Reconciliation Action Plan under the Reconciliation Australia framework.</div> <div>b. Develop the Reconciliation Action Plan in collaboration with Traditional Owners, community groups and stakeholders, ensuring ongoing engagement during its implementation.</div> <div>c. Prepare a Community Development Strategy, integrating applicable actions of the Reconciliation Action Plan.</div>

Figure 22: Community & Civic Strategies & Actions



Figure 23: Community & Civic Master Plan



### 2.4.1 Community / Co-working space

Residents in remote regional towns such as Tom Price often experience a sense of ‘disconnect’ due to their geographical separation from family and friends, emphasized by the high cost and long duration of intra and interstate travel. An added impediment to residents enjoying a more vibrant lifestyle in Tom Price is the limited retail options and distance from neighbouring town centres.

From co-located maker spaces and community art centres to educational and physical activations that leverage boutique store offerings, the fabric of retail is constantly changing to meet the needs of local, individualised markets.

While Tom Price offers a range of free and programmed experiences and is a welcoming and inclusive part of Ashburton's social fabric, during community consultation for the CLIP, community members shared a strong desire for co- working space. There are currently limited spaces available for small enterprises (e.g. partners of resource sector workers) to function.

Figure 24 identifies five Development Investigations Areas (DIAs) that may be suitable for use or development as a community/co-working space. These sites warrant further evaluation through the actions relating to this Strategy.

Figure 24: Development Investigation Areas that may be suitable for Community/Coworking space.



#### INVESTIGATION AREAS

- DIA1.** Potential integration of community / co-working space within re-purposed Child Care Centre
- DIA2.** Potential integration of community / co-working space within relocated library
- DIA3.** Negotiation with existing commercial landowners for development of uses fronting a redeveloped Village Green - medium term option
- DIA4.** Potential re-purposed of SES site for community / co-working space - medium/ longer term option
- DIA5.** Potential integration of community / co-working space within Civic Centre

DIA	SITE	TENURE	ZONE	CURRENT USE	SQM	CONSTRAINTS & ISSUES <sup>1</sup>	ANTICIPATED DWELLING RELEASE		
							SHORT (0-5 Yrs)	MEDIUM (5-10 Yrs)	LONG (10+ Yrs)
					SITE AREA				
DIA 1	Lot 2 Central Rd	Hamersley Iron	Commercial & Civic	Vacant	~ 504	1966 - SoA Local Government Heritage Inventory (Category 3) - could restrict future redevelopment			
DIA 2	Lot 315 Central Rd	State of WA	Public Purpose	Tom Price Library	~ 285	1968 - SoA Local Government Heritage Inventory (Category 2) - restrict future redevelopment			
DIA 3	Lot 1 Stadium Rd	Penhall Investments	Commercial & Civic	Vacant	~ 239	1967 - SoA Local Government Heritage Inventory (Category 3) - could restrict future redevelopment			
DIA 4	Lot 492 Coolibah St	Hamersley Iron	Residential	Vacant	~ 318	1966 - Vacent site in demand by other services			
DIA 5	Lot 316 Tanunda St	State of WA	Public Purpose	Civic Centre	~ 822	1970's - away from the town centre			

<sup>1</sup> Constraints and issues codes: Local Gov. Heritage Inventory (LGHII) - Category 1: Exceptional Significance- rare or outstanding example, Category 2: Considerable Significance - high degree of integrity / authenticity, Category 3: Some Significance - may have some altered or modified elements

### 2.4.2 New Hospital Consolidation of Essential Services Precinct

In February 2021, a funding agreement was signed between the State Government and RTIO to rebuild the 54-year-old Tom Price Hospital with a new \$32.8 million facility. This investment is supported by a \$20 million contribution from RTIO with the balance to be provided by the State Government.

This is a long-awaited facility required to support the local community. Planning for the new facility is already underway and the design includes a modern emergency department, consulting rooms for visiting services and a four-bed inpatient ward. Escalating construction costs have delayed funding priorities from the State Government.

Land currently occupied by the existing Hospital, Police Station and St John Ambulance are valuable sites within the town centre that are better suited to community and residential use. Relocation of these activities to the Essential Services Precinct is recommended where all services can be consolidated into the one area.

The concept plan in Figure 25 depicts a potential design for the consolidated Essential Services Precinct.



Figure 25: Concept Plan – Consolidation of Essential Services Precinct

- 01 New Ninitirri Childcare Centre
- 02 New Emergency Services Centre
- 03 Approval for development of new Hospital subject to funding in the short term
- 04 Opportunity for the potential integration of Tom Price Police Station and St John Ambulance
- 05 Potential integration of new service worker accommodation within 'lazy lands' - currently zoned 'Parks & Recreation' - estimated to yield 8-10 dwellings if zoned 'Residential' R50
- 06 Potential infill of residential lots adjacent to Essential Services facilities to provide an additional two lots for service worker accommodation - currently zoned 'Residential' R30
- 07 Greening of public realm with additional tree planting along pedestrian corridors linked to the town centre



### 2.4.3 New Shire Administration & Library

A strategic review of Shire facilities was undertaken in December 2019 and key challenges were noted for the attraction and retention of staff (especially families) in Tom Price. These included limited schooling opportunities, a lack of services, entertainment, shopping options, and employment for spouses and children, and a lack of modern and inviting facilities.

Responding to these challenges, Tom Price town centre has experienced some revitalisation through upgrades to commercial/ retail spaces and public domain improvements - promoting the town centre as the commercial and community hub. This has been enhanced through landscaping and mature trees, art, seating, shade structures and playgrounds for children.

To define its ‘Civic Precinct’ the Shire has investigated several options for the potential relocation or upgrading of the Shire Administration building and amalgamation of the Tom Price Library and community meeting rooms.

A new Shire Administration building is proposed to be located on the current site at the periphery of the designated Tom Price Civic Precinct. Surrounded by several activities on entry to the town, this enables the redevelopment to better connect the community with the town centre.

The timing and prioritisation of this project will need to be carefully determined and balanced against the Shire’s many other competing projects for new or upgraded community and recreational facilities needed to enhance the liveability and appeal of Tom Price.

A concept plan is provided in Figure 26, illustrating how the Shire’s new civic precinct and combined Administration and Library building could be configured.



Figure 26: Concept Plan – Civic Precinct with new Shire Administration & Library Building

- 01 New Shire Administration building - providing office space over two levels along with Council Chambers
- 02 Centralised reception space and meeting rooms with access north and south of the building.
- 03 Integration of new library providing flexible space to accommodate a range of activities.
- 04 Staff and visitor car parking to the rear of the building.
- 05 Linking of pedestrian pathways from the Skate Park and Primary School.
- 06 Upgrade of Mine Rd, Central Rd and Willow Rd intersection - to slow traffic on approach to the town centre improving safe connections for pedestrians and visitors.
- 07

### 2.4.4 RFDS Aerodrome

Regional areas of Australia tend to be remote from critical medical care facilities, inadequately serviced by GPs, and therefore reliant on alternatives such as e-health services and the Royal Flying Doctor Service (RFDS).

Constructing an aerodrome near Tom Price is vital to improve accessibility to Royal Flying Doctor Services and mitigate risks and delays associated with travel to Paraburdoo Airport for emergency care and patient air transfers.

The Shire has previously undertaken investigations to determine land requirements to meet the Royal Flying Doctor Service’s standards, and to obtain in-principle support from the Department of Planning, Lands and Heritage.

Lot 111, at the intersection of Tom Price-Paraburdoo Road and Karijini Drive, has been identified as a candidate site for an RFDS aerodrome. The property is unallocated Crown land and would require resolution of native title or an Indigenous Land Use Agreement (ILUA) if this concept were to proceed. Until funding is secured for the project, costs associated with resolving native title or securing an ILUA are unknown. For these reasons, the Department of Transport had previously postponed consideration of the proposal.

To make the project viable and contribute to ongoing maintenance costs, it has been recommended that consideration also be given to the use of the airstrip by other commercial airline/aircraft operators. This would undeniably elevate Tom Price’s Karijini ‘gateway’ status and tourism appeal but would also be expected to greatly increase the cost of construction to cater for larger and more frequent commercial airline traffic.

In the meantime, WA Country Health Service (WACHS) is encouraged to consider the provision of a helipad at the new Tom Price Hospital/Health Campus for emergency patient air services.

### 2.4.5 Reconciliation Action Plan and Community Development Strategy

The Shire is committed to fostering meaningful relationships and creating enduring opportunities for Aboriginal and Torres Strait Islander peoples. In alignment with this commitment, the Shire will prepare a Reconciliation Action Plan (RAP) alongside an integrated Community Development Strategy.

Harnessing either in-house expertise or external consultancy within the Reconciliation Australia framework, the RAP will be developed collaboratively with Traditional Owners, community groups, and other stakeholders to ensure a culturally sensitive and effective strategy. Continuous engagement will be maintained throughout the implementation phase to adapt and evolve the plan as necessary.

Parallel to this, a Community Development Strategy will serve as an overarching guide for community development initiatives. This Strategy will harmonise with the RAP, incorporating applicable actions to ensure that reconciliation measures are deeply embedded within broader community development goals.

This dual approach will advance reconciliation and facilitate an integrated community development framework. It brings to the forefront the Shire’s commitment to social responsibility, inclusive governance, and community engagement, thereby aligning with broader objectives of social cohesion, cultural recognition, and community well-being.



## 2.5 Tourism

Tom Price’s tourism sector faces significant constraints, including limited short-stay RV facilities, an absence of a centralised Visitor Information Centre, and untapped Astro tourism opportunities. The central challenge is to reposition Tom Price as a multifaceted tourism hub, capitalising on its distinct cultural, natural, and astronomical features. Collaboration with Aboriginal communities, local stakeholders, and governmental bodies is vital for this transformation.

A planned RV Short Stay Parking facility north of the town centre aims to manage increased visitor numbers while optimising traffic flow. Similarly, a strategically located Visitor Information Centre will provide a gateway to diverse cultural and natural experiences. Capitalising on Astro tourism opportunities will help transition Tom Price into a leading stargazing destination while preserving its unique dark skies. Additional projects, such as the Pilbara Experience Centre and Kings Lake eco-tourism further contribute to this comprehensive vision.

The Shire of Ashburton are currently developing a Mountain Bike Trails Masterplan covering Tom Price and Paraburdoo. It is recognised that great potential exists in Tom Price and Paraburdoo to become a mountain bike destination of State & National Significance. Above the 26th parallel in Western Australia, there are currently no recognised mountain bike destinations of significance. The unique terrain, winter weather, elevation and complementary activities available in Karijini National Park mean that

Tom Price and Paraburdoo are well placed to become mountain biking destinations of choice.

The CLIP recommends seven Tourism Strategies and various actions (see Figure 27 over page), which are focused on transitioning Tom Price from an incidental stop on a journey somewhere else, to a compelling tourism destination in itself. These strategies align with broader local planning frameworks, aiming for economic diversification and enhanced community well-being.

The Strategies listed in Figure 27 are reflected in the Tourism Master Plan in Figure 28 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Tourism Strategies are discussed in more detail in subsections 2.5.1 – 2.5.6 of this report.



STRATEGY	ACTIONS
<b>1. RV Short Stay Parking</b> Enhance the town's capacity to accommodate and manage short-stay RV parking by developing a 50-60 site facility immediately north of the town centre, while optimising traffic flow and visitor experience.	<div>a. Evaluate the movement patterns of RVs/Caravans in the town centre to identify intersections that may require upgrades to enhance pedestrian and vehicle safety.</div> <div>b. Develop a Business Case to define the existing concept into a more detailed design, schedule of costs, delivery program and ongoing management plan.</div> <div>c. Subject to the outcomes of the Business Case, obtain necessary approvals and deliver the works in two separate stages:<div><div>• Stage 1 – Deliver the 50-60 bay short-stay RV facility; and</div><div>• Stage 2 – Install necessary traffic calming and intersectional upgrades, particularly at the intersection of Mine, Central and Willow Roads.</div></div></div> <div>d. Carry out ongoing monitoring of traffic movement and RV park occupancy.</div>
<b>2. Visitor Information Centre</b> Establish a strategically positioned Visitor Information Centre to help Tom Price pivot into a tourism focal point for the region.	<div>a. Undertake a feasibility and site selection analysis to confirm the best possible position for a proposed Visitor Information Centre.</div> <div>b. Establish an ongoing engagement protocol between the Shire, TOs and Aboriginal corporations to accurately interpret and integrate cultural and historical narratives into the Visitor Centre and surrounding precinct.</div> <div>c. Develop a Business Case to define the project into a more detailed design, schedule of costs, delivery program and ongoing management plan.</div> <div>d. Subject to the outcome of the Business Case, obtain all necessary approvals and deliver the Centre including high-quality hard and soft landscaping.</div> <div>e. Create and disseminate a ‘Welcome Pack’ including a useful town centre map and vouchers/discounts to attract patronage to local tourism businesses and accommodation.</div> <div>f. Collect visitor data for Tom Price and the wider Pilbara region.</div>
<b>3. Astrotourism</b> Transform Tom Price into a premier stargazing destination by partnering with local entities and indigenous communities to develop prime observation sites, enrich visitor experiences, and safeguard the area's unique dark skies.	<div>a. Partner with key stakeholders to secure in-principle agreement to capitalise on Astrotourism opportunities, clarify cost-sharing arrangements, project timelines and establish ongoing engagement protocols between stakeholders.</div> <div>b. Develop an EOI to identify and invite commercial operators or partners to deliver event-based Astrotourism activities.</div> <div>c. Establish a dedicated observation site and associated amenities at Lot 325 northeast of the town within the Conservation, Recreation, and Natural Landscape Zone.</div> <div>d. Prepare and implement a Marketing and Communications Strategy and a framework for ongoing data collection on Astrotourism event attendance.</div> <div>e. Investigate implementing Dark Sky’s Principles into the local planning framework in accordance with the WAPC’s Dark Sky and Astrotourism Position Statement (2022)</div>
<b>4. Pilbara Experience Centre</b> Enrich Tom Price's cultural landscape by establishing the Pilbara Experience Centre, a multi-functional hub designed to showcase the region's unique arts and culture.	<div>a. Partner with key stakeholders to secure an in-principle agreement to deliver the Pilbara Experience Centre, outlining roles, cost-sharing mechanisms, and project timelines.</div> <div>b. Develop a Business Case to define the project, cost estimates, delivery program and management plan.</div> <div>c. Establish a management board to oversee the ‘Pilbara Experience Centre’ and coordinate cultural and arts programming.</div> <div>d. Subject to the outcomes of the Business Case, obtain all necessary approvals and appoint a contractor to deliver the project.</div> <div>e. Collect visitor data to gather insight into length of stay and engagement with arts and cultural activities.</div>

Figure 27: Community & Civic Strategies & Actions



STRATEGY	ACTIONS
<b>5. Kings Lake Eco-Tourism Destination</b> Convert Kings Lake into a sustainable eco-tourism and recreational hub to diversify the local economy and enhance community well-being.	<div>a. Partner with key stakeholders to secure in-principle agreement to undertake water quality monitoring, site remediation, establish cost-sharing mechanisms and project timelines to make Kings Lake safe and available for public use.</div> <div>b. Engage specialist consulting services to assess water quality, establish and implement a monitoring program and identify remediation measures.</div> <div>c. Deliver necessary remediation works to make Kings Lake safe for public use.</div> <div>d. Develop an EOI to identify and invite commercial and tourist operators to deliver eco-tourism experiences at Kings Lake.</div> <div>e. Implement a maintenance plan including ongoing water quality monitoring to ensure the long-term safety and viability of Kings Lake as a public recreational space.</div>
<b>6. Golf Course Overflow Caravan Park</b> Bolster Tom Price's viability as a tourist destination by integrating free overflow RV parking at the Golf Course to extend visitor stays and stimulate local economic growth.	<div>a. Collaborate with Tom Price Golf Club to refine and develop the concept of integrating free overflow RV parking within the golf course.</div> <div>b. Undertake site works including realignment of affected golfing drives, connecting pedestrian pathways and screen planting where appropriate.</div> <div>c. Develop a management plan to facilitate ongoing management, operation and maintenance of this free facility.</div>
<b>7. Other</b> Other investigative opportunities	<div>a. Engage with TOs to identify opportunities for Mt Nameless / Jarndunmunha to accommodate a scenic lookout.</div> <div>b. Investigate opportunities to provide dedicated short-term and long-vehicle parking areas.</div> <div>c. Investigate the installation of a distinctive entry statement at the intersection of Mine Road and Tom Price – Paraburdoo Road.</div> <div>d. Investigate opportunities to visually integrate the adjacent hills and make them accessible by exploring opportunities to enhance tracks/trails and access to lookouts for pedestrians and cyclists., including continuing to develop the Mountain Bike Masterplan to become a destination of state and national significance.</div>

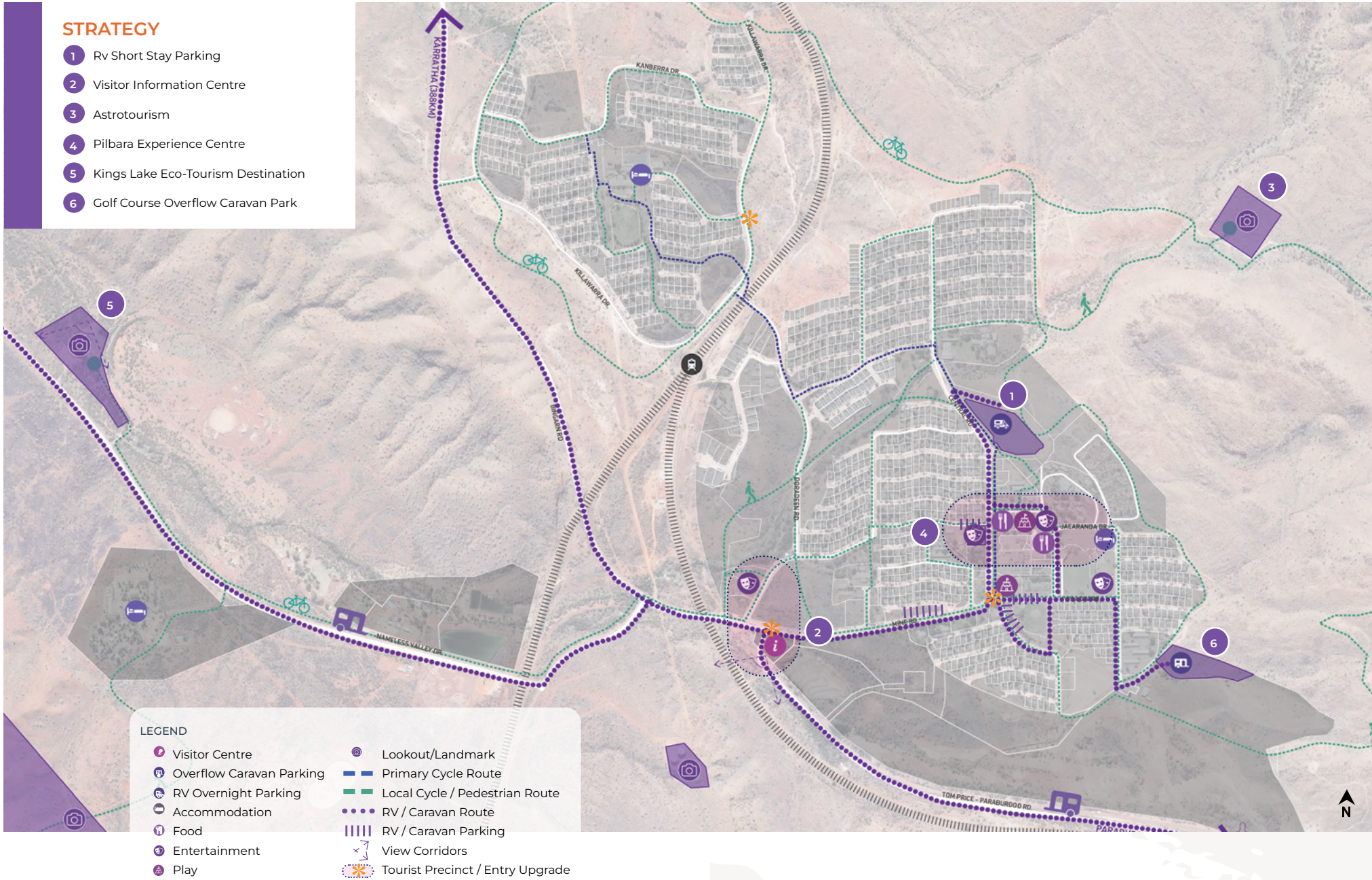


Figure 28: Tourism Master Plan



## 2.5.1 RV Short Stay Site

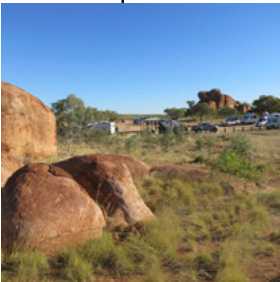
Among Tom Price's places, the Tourism Precinct north of the town centre is different. It offers an open, north-westerly aspect with views to Mt Nameless / Jarndunmunha and easy access to the town centre. It provides a frame to the surrounding landscape within a distinctive Pilbara setting. The experience of being in this unique landscape has been identified as one of the things people love most about Tom Price. This unified landscape experience has the potential to transition from a distinctive 'urban' setting of the town centre to an immersive parkland landscape.

A central element of the strategy is to provide adequate infrastructure to increase the length of stay for visitors, linking them with the numerous tourist hotspots and stimulating spending within the local economy. Development of the short-stay RV site to become a more distinctive and natural edge to the town centre will complement the emerging redevelopment of Lot 2 Central Road.

A concept plan illustrating one option for the development of the short-stay RV site is provided in Figure 29. Detailed planning will need to consider the requirement for earthworks on the site.

- 01 Formal entry to RV parking
- 02 Reception building
- 03 Formal RV parking
- 04 Drop point
- 05 Existing rock outcrops
- 06 Informal grassed RV parking for potential overnight stays
- 07 Buffer planting to boundary
- 08 Screen planting to interface
- 09 Ablution facilities
- 10 Kitchen facilities
- 11 Emergency exit
- 12 Shade shelters & picnic facilities
- 13 Informal gravel pedestrian paths

Figure 29: Concept Plan – RV Short Stay Site



EXAMPLE SHORT-STAY RV PARKING



EXAMPLE RV DROP POINT



EXAMPLE RV SHORT-STAY PARKING BAY



EXAMPLE RV AMENITIES

## 2.5.2 Visitor Information Centre

Due to the Pilbara's unique and diverse natural, cultural and heritage assets, tourism should be a major component of Tom Price's economy. There are strong opportunities for this sector to expand. Surrounded by the natural assets of nearby attractions including Karajini National Park, Millstream- Chichester National Park and Mt Nameless / Jarndunmunha, these are key comparative advantages that will enable Tom Price to tap into the growing nature and eco-tourism market. To leverage this, Tom Price must provide adequate access to accommodation and attractions for visitors, linking tourist hotspots and stimulating spending within the local economy.

From stakeholder engagement in April to August of 2022, it was noted that Tom Price continues to be largely bypassed by the tourism sector. This means the town is missing out on economic growth opportunities generated by the attraction of regional visitor activity, resulting in the continuation of the status quo and the slow decline of this tourism base.

Redefining an 'Entry Precinct' with a new Visitor Centre at the junction of Mine Road and Tom Price-Paraburdoo Road could draw visitors to local attractions, enhance the visitor experience, and assist in promoting and showcasing annual events such as the Karijini Experience. An alternative location could consider co-locating the developed Visitor Information Centre with a key tourism attraction such as the Pilbara Experience Centre. Studies in Western have shown that co-locating Visitor Information Centres with tourism attractions can provide synergistic advantages for both venues and reduce costs. Studies in Western Australia have shown that co-locating Visitor Information Centres with tourism attractions can provide synergistic advantages for both venues and reduce costs.

## 2.5.3 Astrotourism

The wide-open starry night sky landscapes across the Shire of Ashburton currently form part of the Astrotourism trails in WA where visitors are encouraged to hit the open road and discover sunrises, sunsets and everything in between across the North West of the state.

Establishing an observation site for stargazing with appropriate infrastructure and destination marketing would allow Tom Price to leverage tourism spend and length of visitor stay. Aboriginal participation in the planning and delivery of Astrotourism opportunities will be vital to incorporate a cultural perspective that recognises and respects 50,000 years of connection between the region's Aboriginal peoples and the vast Pilbara night skies.

## 2.5.4 Pilbara Experience Centre

Beyond the Tom Price Community Arts and Cultural Centre located behind the service station on Mine Rd, Tom Price lacks a dedicated facility in the heart of the town centre providing visitors with a uniquely Pilbara experience.

Discussions with Aboriginal Corporations between April and August 2022 highlighted the desire to create a space for Aboriginal communities to engage, celebrate and showcase the area's unique cultural and environmental qualities beyond mining.

The opportunity to tap into the creative industries offers incredible value to people and communities, as well as significant economic, tourism, health and social benefits. This allows diverse traditional cultures and stories to thrive, reflecting enduring beliefs, values and heritage.

Despite this, there is currently limited capacity and coordinated support provided to local or regional artists, limited opportunities to showcase the expressions for living on country, innovative or quality works, and limited visitor access to a diverse range of arts and cultural experiences or activities.

A concept plan is included in Figure 30 depicting one option for the development of an integrated Pilbara Experience Centre.



Figure 30: Concept Plan – Integrated Pilbara Experience Centre



### 2.5.5 Kings Lake Eco-Tourism Destination

Kings Lake, located 5 km west of the town, is an artificial lake developed by RTIO for use by the community in the early establishment of Tom Price. Surrounded by an expansive grassed area the lake fronts onto Mt Nameless / Jarndunmunha, making it a desirable location for sightseeing, picnics and barbecues.

Due to its proximity to the town's wastewater treatment plant upstream, which has experienced overflow issues causing contamination of the lake and waterways downstream, swimming is prohibited, therefore currently limiting the use of the lake for broader tourism opportunities.

In discussions with RTIO through the engagement process in April to August 2022, it was understood while RTIO currently manages the maintenance and monitoring of the lake's water quality, there is a desire to hand over this asset for wider use by the community and tourism. To ensure its usability as a future recreation and tourism destination, the aging wastewater treatment plant upstream will require remedial works and ongoing monitoring to mitigate its current impact on public enjoyment of the lake.

### 2.5.6 Golf Course Overflow RV/Caravan Parking

Tom Price can improve its visitor market capture by increasing the supply of short-stay accommodation, developing tourism infrastructure and attractions, and delivering an extended program of events and activities.

Providing overflow RV/Caravan Parking at the golf course will support the self-driving visitor economy by making Tom Price a convenient and attractive stopover and visitor destination. In turn, this is likely to extend the frequency and duration of visitor stays in the towns and the opportunity to generate increased visitor expenditure.

A concept plan showing the potential layout of this overflow parking area is provided in Figure 31.

Figure 31: Concept Plan – Golf Course Overflow RV/Caravan Parking





## 2.6 Sport & Recreation

As part of essential social infrastructure, investment in sport and recreation helps build the social capital and fabric of a community by enabling active living, learning opportunities, social interactions and supporting programs that help people innovate, express themselves and adapt to major life events.

As one of Tom Price’s largest and most active public spaces, Clem Thompson Sports Precinct can build on its already extensive program of activities to support greater community health and well-being.

By co-locating facilities within a multi-purpose Sports and Recreation Centre, Tom Price will improve its chances of attracting a greater range of indoor events touring the Pilbara. To unlock this opportunity, the upgrade of Minna Oval will enable a greater variety of active sports programs to be coordinated in ‘Area W’, defining this precinct as another resource for the community.

Tom Price plays a central role as the ‘Gateway to Karijini’ with an opportunity to improve the network of places and movement corridors that define its location.

Currently, one-third of Tom Price’s residents live within 800 metres of the town centre. Creating more comfortable, appealing and connected routes linking the town centre will encourage people within the wider catchments to walk more and cycle more, making it an everyday accessible destination for pedestrians and cyclists alike.

Priority connections, such as strengthening links along Mine Road and the Entry Precinct will create a more seamless and higher-quality network of places and experiences. It will also reduce the potential for conflicts between pedestrians and electric bicycles and scooters on shared paths.

New and emerging connections, including the new Heritage Trail behind the Cultural Centre, provide further opportunities to link Tom Price directly to the existing destinations, such as the Caravan Park and new pump track, contributing to the planned network of pedestrian and cycle connections.

The Shire of Ashburton are currently developing a Mountain Bike Trails Masterplan covering Tom Price and Paraburdoo. Early investigations have identified potential sites for further investigation and stakeholder engagement.

The CLIP recommends four Sport and Recreation Strategies and various actions (see Figure 32 over page), which are focused on strengthening connections, removing barriers and expanding the network of logical, convenient, attractive and safe pedestrian and cycling experiences throughout Tom Price.

The Strategies listed in Figure 32 are reflected in the Sport & Recreation Master Plan in Figure 33 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Sport and Recreation Strategies are discussed in more detail in subsections 2.6.1 – 2.6.4 of this report.



STRATEGY	ACTIONS
<b>1. Upgrade of Minna Oval</b> Upgrade Minna Oval to accommodate a greater range of sporting and recreational activities. Develop a wide range of inclusive play spaces and facilities for all ages and abilities in different landscape settings surrounding. <i>For further detail see subsection 2.6.1.</i>	<div>a. Partner with key stakeholders, namely the Department of Education, to secure in-principle agreement for upgrading Minna Oval, inclusive of project costs and apportionment, timeframes, and management/delivery structure.</div> <div>b. In collaboration with key stakeholders, prepare a Concept Design for the upgrades to Minna Oval and surrounding roads.</div> <div>c. Prepare a Business Case, inclusive of the Concept Design, cost estimates, construction schedule, cost apportionment and management plan.</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div>
<b>2. Multi-Purpose Sports &amp; Recreation Centre</b> Develop a new multi-purpose sports and recreation centre, co-located with other community facilities at Clem Thompson Oval. <i>For further detail see subsection 2.6.2.</i>	<div>a. Partner with key stakeholders, namely the Department of Education, to secure in-principle agreement to construct a new Multi-purpose Sport and Recreation Centre, inclusive of project costs and apportionment, timeframes and management/delivery structure.</div> <div>b. In collaboration with key stakeholders and based on a community needs assessment, prepare a Concept Plan for the Multi-Purpose Sports and Recreation Centre.</div> <div>c. Prepare a Business Case to support the design and construction of a Multi-Purpose Sports and Recreation Centre.</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div> <div>e. Develop and implement a management plan for the Centre and monitor usage over time.</div>
<b>3. Town Centre Walking and Cycle Plan</b> Prepare a Plan that establishes a network of paths and routes to support active transport within and around the Tom Price townsite. <i>For further detail see subsection 2.6.3.</i>	<div>a. Prepare a Walking and Cycling Plan for Tom Price based on existing travel patterns and to link destinations and facilities within the townsite.</div> <div>b. The Walking and Cycling Plan will identify infrastructure requirements, capital costs and an implementation schedule.</div> <div>c. Investigate grant funding through the Department of Transport’s Western Australia Bicycle Network Grants Program for the Walking and Cycling Plan, and subsequent implementation works.</div>
<b>4. Town Based Mountain Bike Trails</b> To establish a network of mountain bike trails near the townsite to support recreation and tourism. <i>For further detail see subsection 2.6.4.</i>	<div>a. Engage with key stakeholders to secure in-principle agreement and to identify preliminary issues, to develop a network of mountain bike trails on land surrounding Tom Price.</div> <div>b. Prepare a Mountain Bike Trail Strategy to identify a network of trails, land tenure arrangements, infrastructure requirements, costs and project delivery.</div> <div>c. Obtain necessary approvals and appoint a contractor to deliver the project.</div> <div>d. Continue development of the Mountain Bike Trails Masterplan to become a destination of state and national significance.</div>

Figure 32: Sport & Recreation Strategies & Actions



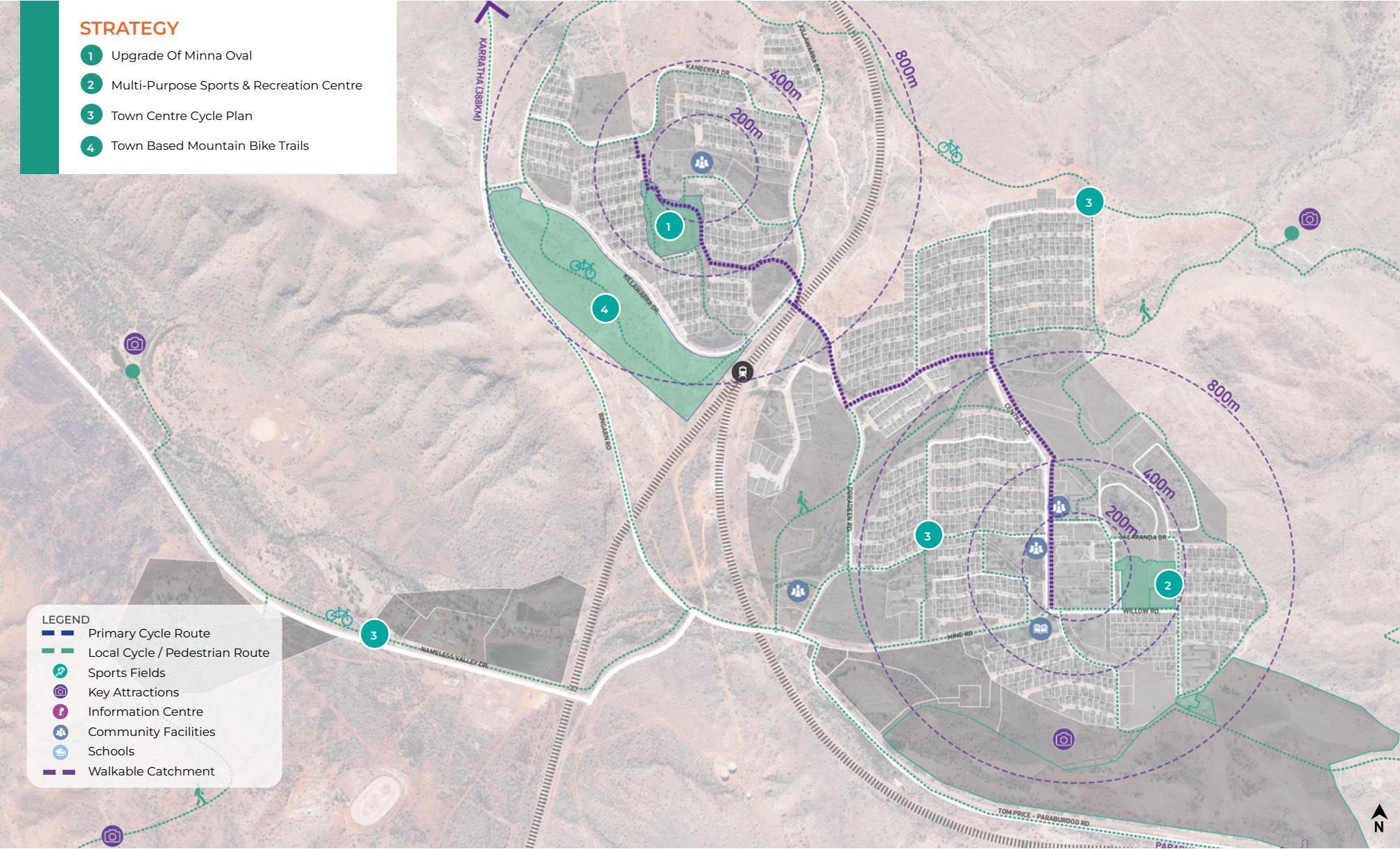


Figure 33: Sport & Recreation Master Plan

## 2.6.1 Upgrade of Minna Oval

Clem Thompson Oval is currently running at capacity, exacerbating ongoing costs to the Shire. Recent upgrades funded by the State Government Royalties for Regions Program, RTIO, the Department of Sport and Recreation and the Shire of Ashburton comprise a function area, bar, kitchen, and change rooms all within a larger pavilion. The success of this redevelopment has contributed to increased oval demand and ongoing Shire costs.

An exposed drainage corridor surrounds the Minna Oval perimeter, reducing the oval size, the variety of playable sports and separating the change-room facilities from the spectator experience.

Upgrading Minna Oval and surrounding facilities to increase utilisation by sports clubs and community groups will reduce the pressure on Clem Thompson Oval and its facilities which are operating at capacity.

Piping the open drainage surrounding Minna Oval will also increase its usability and flexibility to accommodate a range of sporting activities, and will be supported by appropriate drainage calculations.

Importantly, the upgrade of Minna Oval provides an opportunity to develop a range of inclusive play facilities for all ages and abilities in different landscape settings. These facilities could include water play, physical challenges and sensory experiences that encourage healthy activity and create opportunities to connect with others.

A concept plan illustrating options to upgrade Minna Oval is proposed in Figure 34 (over page).





Figure 34: Concept Plan – Minna Oval upgrades



CONCEPT PLAN

- 01 Potential soccer, rugby and athletics track
- 02 Play area adjacent to small cafe
- 03 Amphitheater walls overlooking new soccer & rugby fields
- 04 Greening opportunities to the existing streetscape
- 05 Potential pavilions integrating small cafe
- 06 Potential car parking to future sports pavilions
- 07 Car parking and bus drop-off for primary school, Civic Centre and oval activities
- 08 Realign & connect existing roads to provide better connection
- 09 Amphitheater walls overlooking hard courts with shade structure
- 10 Potential short stay accommodation
- 11 Drainage to be piped through fields to activate space

MINNA OVAL UPGRADE & FACILITIES	AREA (SQM)
Piping of drainage	15,400
Oval upgrade	19,000
Pavilion 1 and play space	750
cafe	200
storage	100
bathrooms	50
play space	400
Pavilion 2	450
change rooms	250
store	90
meeting rooms	80
comms	30
Car Park upgrades	9,000

2.6.2 Multi-Purpose Sports & Recreation Centre

The current Recreation Centre located at Tom Price High School is an ageing shared-use facility managed between the Shire and the Department of Education (DoE). The Shire currently subsidises the performance of the Recreation Centre as the current services revenue does not cover the cost of operating the facility.

Consultation with High School students and staff, the Shire, sporting groups and the wider community revealed the Centre is no longer fit for purpose and, as such, a high priority was attached to the development of a new multi-purpose indoor sports complex to meet current demands as well as providing future opportunities to accommodate a greater range of events and activities.

Clustered to the east of Clem Thompson Oval, additional facilities constructed in the early 1970s in need of replacement include the Squash Courts, Bowls Club and Gym. Income-generating activities like the gym, events, bowls, and basketball have the potential to grow in scale and viability but are heavily constrained by a lack of suitable space and limited membership services.

The development of a multipurpose sports and recreation centre will provide a focal point for organised sports and recreational activities in one co-located facility, enabling several sporting clubs to relocate from their current unsatisfactory accommodation into a modern, fit-for-purpose facility.

The new Centre will facilitate social interaction, contribute to community health and wellbeing, provide programs within and across age groups, and provide a venue for elite indoor sport as well as touring events within a defined Clem Thompson Sports Precinct.

As stated in section 2.4.3 earlier, the timing and prioritisation of this project will need to be carefully determined and balanced against the Shire’s many other competing projects for new or upgraded facilities, such as the redevelopment of the Shire’s Administration building and Library.

Concept plans are provided in Figures 35, 36 and 37 illustrating how the Multi-Purpose Sports and Recreation Centre could be configured and developed.

Figure 35: Concept Plan – Multi-Purpose Sports & Recreation Centre



- 01 New multi-purpose sports and recreation centre integrating Squash, Bowling Club, Gym, basket ball courts and amenities
- 02 Retained bowling green
- 03 Integrated play space
- 04 Car parking - with ability to be extended west
- 05 New Women's / Junior Change Room and car parking
- 06 Development Investigation Area north - possible expansion of car parking or short stay accommodation
- 07 Existing Clem Thompson Sports Pavilion and Nature Playground
- 08 Southern entry gateway to Clem Thompson Oval
- 09 Potential expansion of Oval to full AFL sized oval



Figure 36: Concept Plan – Multi-Purpose Sports & Recreation Centre (Integration of Facilities)

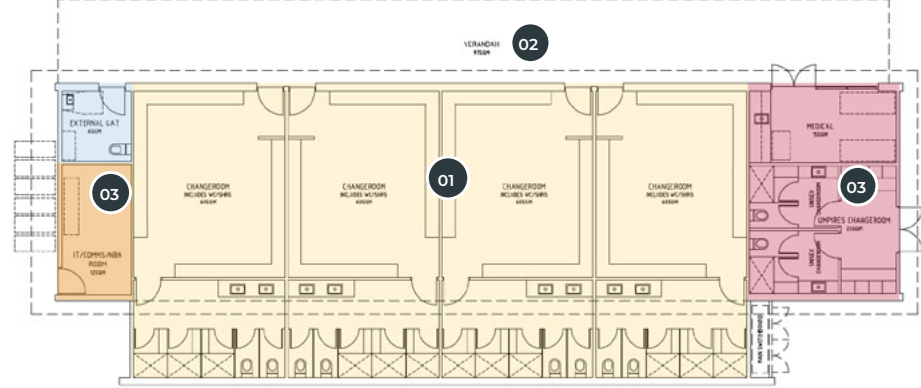


CONCEPT PLAN

- 01 Entry foyer / reception to multi-purpose Sports and Recreation Centre
- 02 Two Squash Courts
- 03 Office space
- 04 Function area and kitchen
- 05 Two basketball courts with runoff space and bleach seating either side - creating flexible space for a range of indoor events accommodating between 300-500 people
- 06 Storage space
- 07 Changerooms
- 08 Existing bowling green

SPORTS & REC CENTRE FACILITIES	AREA (SQM)
Foyer	130
Squash	110
Office	45
Function + kitchen	360
Courts+ seating	1800
Office	45
Store	180
Changeroom	250
TOTAL	2,920

Figure 37: Concept Plan – Multi-Purpose Sports & Recreation Centre (Integration of Facilities)



FUNCTIONAL SPACE	PROVIDED	04
Change Rooms	x4 change rooms (60m² each) 240 m²	
Umpires Change Room	x1 at 25 m²	
IT Room (3x4m, external access)	x1 at 12 m²	
First Aid Room	x1 at 15 m²	
External UAT (Reserve Toilet)	x1 at 6 m²	
OTHER		
External Verandah	Verandah 75m²	
ESTIMATED TOTAL	402 m²	

CONCEPT PLAN

- 01 Indicative layout of new Women's and Junior Change room
- 02 Shade structure to frontage
- 03 Integration of umpire change room / medical room / IT storage
- 04 Indicative areas to provide functional space
- 05 Indicative front and rear elevations providing opportunity to utilise distinctly local material

INDICATIVE FUNCTIONAL SPACES - WOMEN'S / JUNIOR CHANGE ROOM



EXAMPLE FRONT / REAR ELEVATIONS



### 2.6.3 Town Centre Walking and Cycle Plan

Walking and cycling are popular activities in Tom Price and are convenient modes of transport for people living and working near the town centre. However, the supporting pedestrian and cycling infrastructure is ageing, incomplete in sections, approaching the end of its asset life, and has not kept pace with growing demand.

Community feedback highlighted concerns about conflicts on pathways between fast-moving cyclists, e-scooter riders and slower-moving pedestrians and parents with prams. It is a key strategy for the master plan to increase this active transport network while improving safety for all users. This will mean maintaining but encouraging slower movement along pathways and creating a convenient alternate route for faster-moving commuters.

Central Road will play a critical role in contributing to an expanded town centre cycle and active transport network.

Introducing dedicated and attractive cycleways can transform the network into a new breed of 'destination street' in Tom Price while alleviating conflicts. Protecting the bikeway from traffic and slowing the street will expand Central Road's appeal to a broader range of cyclists and enable a wider range of trip types, connecting local neighbourhoods and surrounding destinations.

Among other things, the Town Centre Walking and Cycle Plan is expected to:

- Provide for missing connections between Area W and Lions Park, the town centre and Tom Price Tourist Park.
- Identify opportunities for green corridors with shade trees to provide higher levels of amenity and comfort to users.
- Provide a new pathway between the town centre and the Caravan Park and the Community Arts and Cultural Centre.
- Provide for a path network to capitalise on the redevelopment of Minna Oval and Clem Thompson Oval.
- Provide for the development of the eastern trail linking the reserves adjacent to the Tom Price High School to the Mountain View Sporting Club.

### 2.6.4 Town based Mountain Bike Trails

Mountain biking is one of the fastest-growing recreational and adventure tourism activities and Western Australia is following this global trend. Located close to Karijini National Park, Tom Price is surrounded by some of the best terrain in the Pilbara region providing excellent mountain biking potential. This could become a regionally significant attraction catering for 2-3 days of unique riding experiences, which could include Aboriginal tourism experiences, bike touring and heli biking.

While expanding Tom Price's tourism niche, the provision of town-based mountain bike trails will also provide added recreational amenity for Tom Price residents.

Most of the land surrounding Tom Price is unallocated Crown land (UCL) under RTIO mining tenements. As such, RTIO is a significant stakeholder in the future development of mountain biking. Future planning of mountain biking will need an integrated approach by public and private partners, including state and local government agencies, land managers and native title holders, as well as the business and corporate sector.

Preparation of a Mountain Bike Trails Strategy will identify key sites for trail development, delivery partners, and connections with other new or existing path/ trail networks (see potential sites in Figure 38).



Figure 38: Potential sites for town-based Mountain Bike Trails

## 2.7 Greening & Connection

Tom Price offers a range of free and programmed experiences and is a welcoming and inclusive part of Shire's social fabric, celebrating a relaxed lifestyle and culture.

A key focus of the Greening and Connection theme is growing Tom Price's role as a green oasis at the gateway to Karijini National Park that celebrates the local culture, climate and vegetation.

In support of this focus, the CLIP recommends four Greening and Connection Strategies and various actions (see Figure 39 over page), which concentrate on increasing the extent and quality of greenery and landscape appeal across Tom Price, leveraging water and waste management, environmental resilience, urban heat mitigation and digital connectivity.

The Strategies listed in Figure 39 are reflected in the Greening & Connection Master Plan in Figure 40 and correspond with the numbered labels and descriptions shown on the overall Tom Price Master Plan (Figure 6).

The recommended Greening & Connection Strategies are discussed in more detail in subsections 2.7.1 – 2.7.4 of this report.





STRATEGY	ACTIONS
<b>1. Wayfinding strategy to integrate interpretive landscape connections</b> To assist community understanding, access to and enjoyment of public spaces by preparing a wayfinding strategy. <i>For further detail see subsection 2.7.1.</i>	<div>a. Develop a Wayfinding Strategy in liaison with the community and key stakeholders including Traditional Owners, Aboriginal corporations, PDC and RTIO. The Strategy will support the Shire's place-making and activation initiatives and should address the location, scale, appropriateness, design, cost and timing of works such as entry signage, digital signage, directional signage, trail marker signage, street and place name signs, community and visitor information/interpretative signage, and car parking signage.</div> <div>b. Implement the Tom Price Wayfinding Strategy, including cultural/historical narratives.</div> <div>c. Implement a maintenance program for the upkeep of signage and gateway statements.</div>
<b>2. Recreational Drainage Corridor</b> Prepare a Recreational Drainage Corridor Strategy to promote safe and continuous pedestrian/cycle access with the provision of footpaths, shade and green landscapes, with a focus on key pieces of infrastructure as a 'destination' experience. <i>For further detail see subsection 2.7.2.</i>	<div>a. Develop a Business Case to support the Tom Price Recreational Drainage Corridor Strategy, including scope of capital works, schematic design, cost to provide detailed mapping and design of drainage corridors to be prioritised for recreational pathways and maintenance cost of the works.</div> <div>b. Engage with key stakeholders, including the Eastern Garuma Aboriginal Corporation.</div> <div>c. Subject to the outcomes of the Business Case, prepare and implement the Tom Price Recreational Drainage Corridor Strategy.</div> <div>d. Implement a maintenance program for identified parks and recreation reserves.</div>
<b>3. Integrated Streetscape Greening Program</b> Prepare a Streetscape Greening Program that enhances Tom Price's landscape features and strengthens understanding of Traditional Landowners relationship with the landscape. <i>For further detail see subsection 2.7.3.</i>	<div>a. Develop a Business Case to support the Tom Price Streetscape Greening Program, including schematic design, species type, identification of priority streetscapes and priority corridors for replanting and integration of water-sensitive urban design principles.</div> <div>b. Engage with key stakeholders, including the Eastern Garuma Aboriginal Corporation to explore opportunities for increased indigenous recognition in the landscape response.</div> <div>c. Subject to the outcomes of the Business Case, prepare and implement the Tom Price Streetscape Greening Program.</div> <div>d. Implement a maintenance program for the Tom Price Streetscape Greening Program.</div>
<b>4. Upgrade of Wastewater Treatment Plant</b> Undertake a holistic review of water/ wastewater availability and use within Tom Price to ensure that strategies and actions from the CLIP can be implemented. <i>For further detail see subsection 2.7.4.</i>	<div>a. Partner with Rio Tinto to secure support for modelling and monitoring of water and wastewater quality and quantity in Tom Price, including the capacity of the Tom Price Wastewater Treatment Plant, and the potential to treat, harvest and distribute recycled water.</div> <div>b. Subject to the outcomes of the proposed partnership, commence monitoring of current groundwater levels and groundwater quality, current wastewater quality, overall water use within Tom Price and investigate the potential use of recycled water and/or supplementing existing groundwater for irrigation.</div> <div>c. Review predicted water demands from CLIP strategies and actions and prepare an Irrigation Strategy to accommodate additional demand.</div> <div>d. Examine the feasibility and opportunities to monitor water use in Tom Price.</div>

Figure 39: Greening & Connection Strategies & Actions

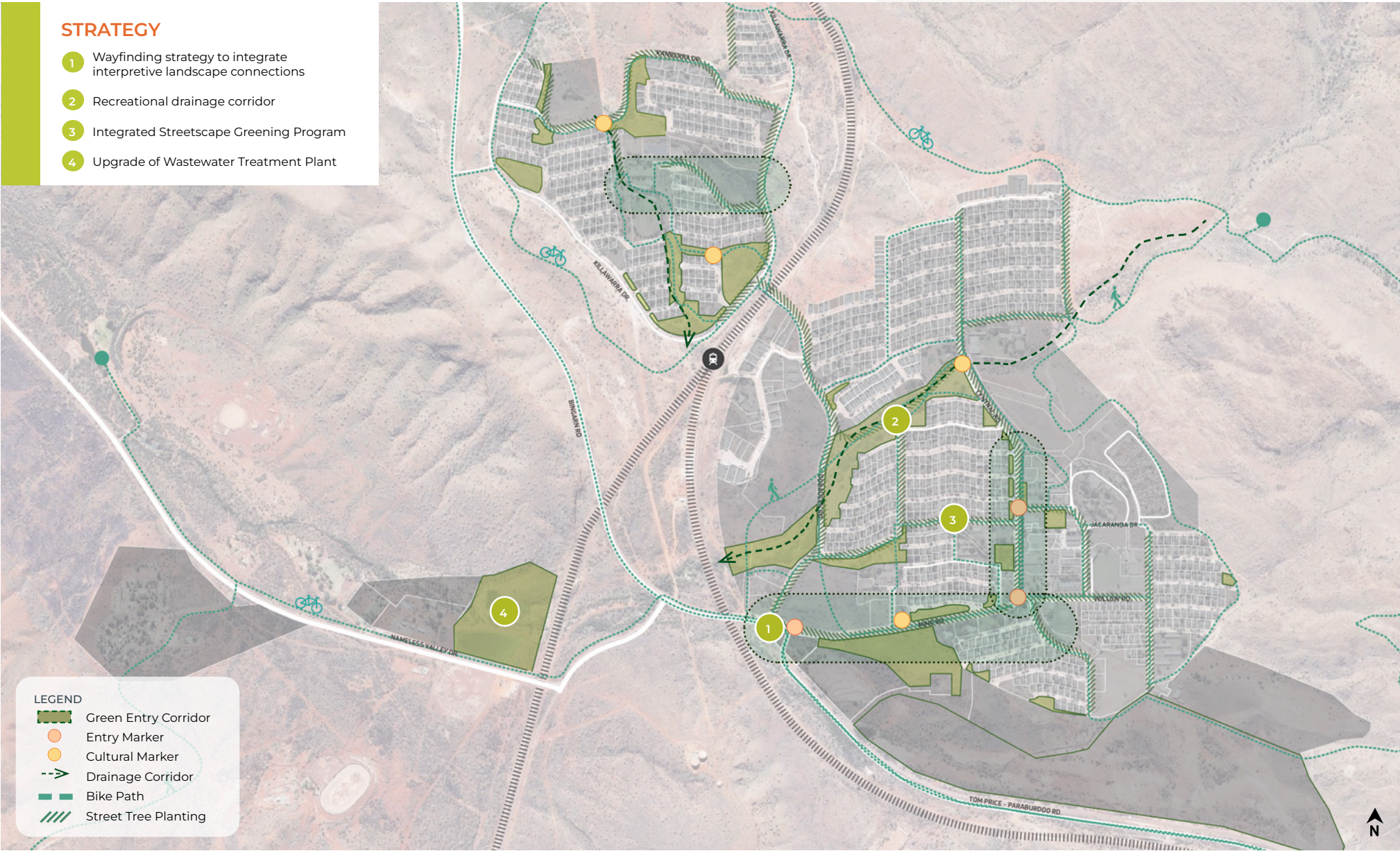


Figure 40: Greening & Connection Master Plan



### 2.7.1 Wayfinding Strategy

Tom Price is strategically located as the closest service hub to the Karijini National Park; however, it is not promoted as a tourist destination in its own right.

In discussions with the community, visitors and stakeholders through the CLIP engagement process, it was noted that congestion and conflicts arise in the town centre during peak tourist season due to the volume of caravans and RV parking directly in the town centre, consuming any available car parking space.

Visitors arriving by caravans and RVs also expressed frustration at the lack of clear directional signage, resulting in a poor visitor experience when trying to navigate an unfamiliar and illegible street layout, usually after driving a significant distance through the Pilbara.

Preparing and implementing a Wayfinding Strategy will enhance the visitor experience, by establishing a sense of arrival and providing legible signage and connections between key destinations and attractions.

### 2.7.2 Recreational Drainage Corridors

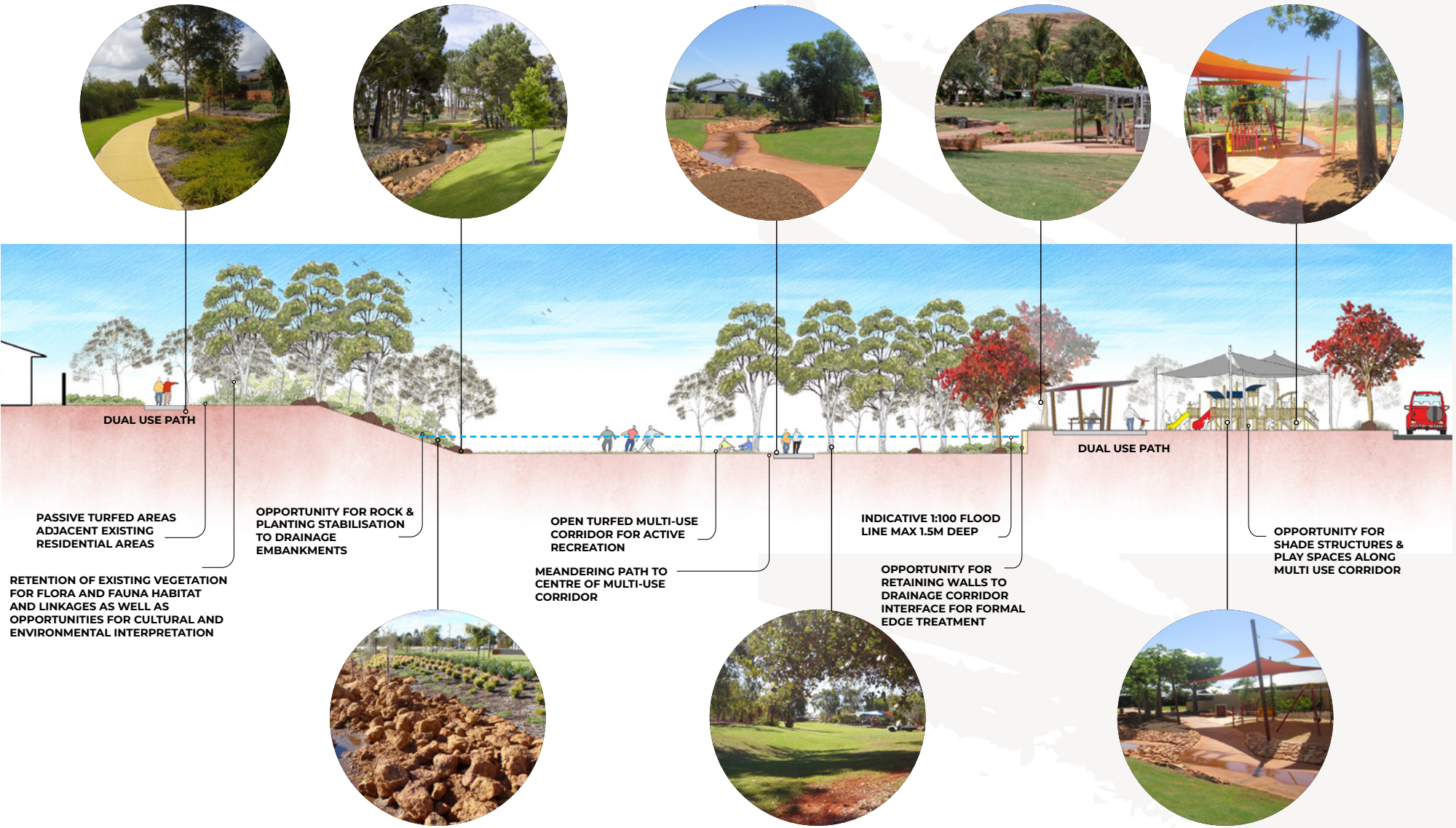
Tom Price experiences infrequent and intense rainfall events that can generate large volumes of surface runoff and potential flooding. This risk of flooding needs to be mitigated to minimise erosion, silt/sedimentation and contaminated water potentially entering sensitive environments. It is therefore important to maintain existing flow paths through the town and identify areas for further planning and drainage management that have experienced flooding or erosion in the past.

Existing drainage corridors in Tom Price have some path networks through/ across them. For example, the drainage corridor edging Minna Oval through Area W has a Frisbee Golf Course located along it. Most other drainage corridors however appear to have been left to natural processes rather than a coordinated effort to landscape these areas sympathetically with local species.

A coordinated approach to link recreational drainage corridors will provide an opportunity to stabilise embankments with the retention of existing vegetation for flora and fauna habitats and facilitate linkages to cultural and environmental interpretation.

A design concept for a recreational drainage corridor is illustrated in Figure 41.

Figure 41: Concept Plan – Recreational Drainage Corridor





### 2.7.3 Integrated Streetscape Greening Program

The Pilbara region is one of the nation's fifteen biodiversity hotspots with a rich biodiversity of vegetation and fauna found across the region. Many of the species of plants and animals found in the region are highly endemic and not found anywhere else in Australia (DBCA 2017).

While Tom Price is well provisioned with greenspaces and landscape amenity, one of the key aspects that has been identified for the CLIP is the consolidation of these amenities.

Promotion of pedestrian connectivity through the greening of streetscapes and provision of shade – linking key pieces of landscape infrastructure as 'destination' experiences to supplement the existing town centre experience.

During the CLIP engagement process, it was also noted that Tom Price (and Paraburdoo) exhibit a lack of indigenous recognition in the landscape response.

These issues can be addressed through the preparation of a Business Case to support an Integrated Streetscape Greening Program which will provide a framework for 'greening' Tom Price through site-specific landscape responses, design details, project costings, and identifying funding sources.

A concept plan is provided in Figure 42 depicting a possible greening program in the form of Arboretum Park abutting Mine Road.

### 2.7.4 Upgrade of Wastewater Treatment Plant

Potable water supply and wastewater treatment infrastructure in Tom Price (and Paraburdoo) are both managed by RTIO. This infrastructure is 50 years old and generates ongoing maintenance costs for RTIO.

From discussions in April 2022, it was understood the town's water supply and wastewater treatment plant were able to sustain the current and potential future growth. However, with gaps in available data regarding the current quality and quantity of supply and disposal, it is difficult to ascertain the reliability and longevity of existing sources of water at this time.

Undertaking a holistic review of water/wastewater quality, quantity and future capacity will be critical to ascertaining the life and capacity of existing water and wastewater infrastructure and resources to service the growth of the town and support the implementation of other water-dependent CLIP strategies.

Figure 42: Concept Plan – Arboretum Park, Mine Road



#### CONCEPT PLAN

- 1 Potential RV / Caravan parking adjacent to the new Shire Administration and park facilities.
- 2 Regeneration of the Arboretum Botanical Park on entry into the town centre - promoting the areas indigenous planting.
- 3 Entry signage to navigate visitors to parking and information about the area.
- 4 Additional visitor parking within Arboretum Park, linking pedestrian pathways to potential new Visitor Centre.
- 5 Existing church and car parking retained
- 6 Potential opportunity to link Coolibah St through to Hospital Drive.
- 7 Street tree planting and interpretive signage linking people into the town centre.
- 8 Entry signage into visitor car parking - time limited.
- 9 Change of road treatment to slow traffic on approach to the intersection of Mine Rd and Willow Rd - enabling safe crossing for children and visitor moving between the school, park and Shire Administration.



# 3 Paraburdoo

## 3.1 Introduction

This section of the CLIP sets out the recommended Strategies and Actions for Paraburdoo, to achieve the following vision –



These Strategies and Actions are aligned with the CLIP's five guiding Principles of Consolidation, Regeneration, Connection, Integration, and Optimisation, and have been grouped into the CLIP's six core Themes of Housing, Commercial, Community, Tourism, Sports and Recreation, Greening, and Connection (as described in section 1.3 earlier).

For each of these Themes, the following sections of this report describe the key issues facing Paraburdoo, the Strategies and Actions that are recommended to address those issues, and the impact that those measures are expected to have –

- 3.2 Housing
- 3.3 Commercial
- 3.4 Community
- 3.5 Tourism
- 3.6 Sports & Recreation
- 3.7 Greening & Connection

An overall Master Plan has been prepared for Paraburdoo (Figure 44 over page) and shows the distribution of the CLIP's recommended Strategies across the town. The Actions required to implement these Strategies are described for each Theme in the proceeding sections of this report, which also includes Theme-specific Master Plans and Concept Plans.

An Implementation Plan for Paraburdoo is included as Appendix 1 and outlines key project priorities, potential funding sources and partners, along with indicative development costs, staging and timelines.

A colour-coding system has been used to distinguish between the CLIP's six core Themes and this colour-coding is continued throughout the report. This colour-coding system is shown in Figure 43, which provides an overview of the CLIP's structure, as it relates to Paraburdoo.

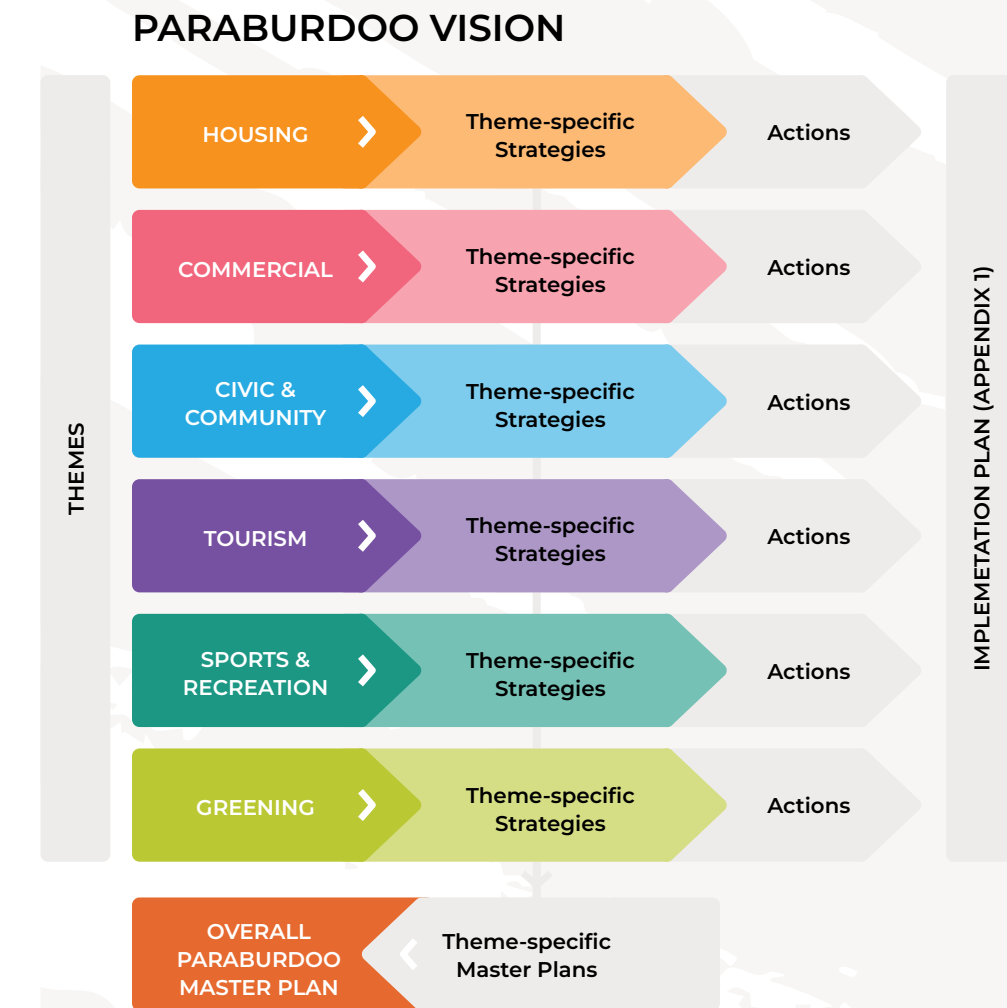


Figure 43: Illustration of CLIP Arrangement (Paraburdoo)



Figure 44: Paraburdoo Master Plan



## 3.2 Housing

The availability of both aged care and diverse housing options in Paraburdoo is severely limited, posing challenges for community retention and long-term liveability. Aged residents often face the necessity of leaving the community due to inadequate facilities and housing, a situation further intensified by a lack of dedicated aged care housing. Meanwhile, economic factors, land availability constraints, and the persistence of FIFO workforce dynamics contribute to escalating housing costs and limited residential development.

In addressing the absence of aged care facilities, the Shire will collaborate with key stakeholders including the Yinghawanka Aboriginal Corporation to develop targeted aged care and retirement living solutions. Such facilities not only meet a pressing community need but also hold the potential for greater intergenerational activities, ultimately improving the standards of living and well-being for Aboriginal residents. Lazy lands adjacent to drainage systems are opportunities for potential development but require comprehensive planning and feasibility studies to ensure compatibility with local landscape goals and community needs.

In response, the CLIP outlines two key strategies. The first focuses on a Housing Alliance with Traditional Owners to facilitate a 10–12 unit aged care/retirement village, enabling aging in place and enhancing community cohesion. The second strategy calls for the investigation of infill development potential in 'lazy lands,' aimed at augmenting the housing stock while minimising environmental impact.

These initiatives align with overarching local planning frameworks, targeting not just housing diversity but also increased community retention and improved quality of life. The strategic interventions are designed to offer a more balanced demographic profile for Paraburdoo, with benefits ranging from improved housing affordability to enhanced community well-being.

The Strategies listed in Figure 45 are reflected in the Housing Master Plan in Figure 46 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Plan (Figure 44).

The recommended Housing Strategies are discussed in more detail in subsections 3.2.1 – 3.2.3 of this report.





STRATEGY	ACTIONS
<b>1. Housing Alliance with Traditional Owners – Aged Care</b> Facilitate the delivery of a 10-12 unit aged care/retirement village to facilitate aging in place and provide secure housing to those most in need. <i>For further detail see subsection 3.2.1.</i>	<div>a. Partner with key stakeholders to secure in-principle agreement to develop aged care/retirement accommodation and social/affordable housing in the town centre area.</div> <div>b. Develop a Business Case to support the design and delivery of aged care/retirement accommodation and social/affordable housing options, inclusive of site selection, project costs and apportionment, timeframes, and management/delivery structure.</div> <div>c. Undertake an EOI Process to attract private and/or state investment to deliver the project.</div> <div>d. Work with project partners, if any, to deliver the development in accordance with the business case.</div> <div>e. Carry out ongoing monitoring of supply and demand for aged care/retirement accommodation and social/affordable housing.</div>
<b>2. Infill Development of Lazy Lands</b> Investigate the potential of 'lazy land' to accommodate future residential development in proximity to parks and other amenities. <i>For further detail see subsection 3.2.2.</i>	<div>a. Review the planning framework to enable the development of 'lazy lands', prioritising Development Investigation Areas (DIAs) that are more readily developable in the short term.</div> <div>b. Develop a Business Case for approval by Council to support the delivery of 'build-ready' lots, including the scope of capital works and estimated costings.</div> <div>c. Implement a Marketing and Communications Strategy to attract investment in residential development in Paraburdoo.</div> <div>d. Subject to the outcomes of the Business Case and Marketing and Communications Strategy, release an EOI to deliver build-ready lots in Paraburdoo.</div> <div>e. Carry out ongoing monitoring of residential market land supply and demand.</div>
<b>3. Other Opportunities</b> Other investigative opportunities <i>For further detail see subsection 3.2.3</i>	<div>a. Review Local Planning Scheme R-Codes to facilitate infill and natural diversification of housing stock.</div> <div>b. Investigate how the Shire can attract and accommodate alternative development models such as build-to-rent, rent-to-buy and modular housing.</div> <div>c. Prepare and implement Design Guidelines that incentivise and support the delivery of more affordable housing, embracing climate-responsive design and taking advantage of the DevelopmentWA's Pilbara Vernacular Handbook (2012).</div>

Figure 45: Housing Strategies & Actions

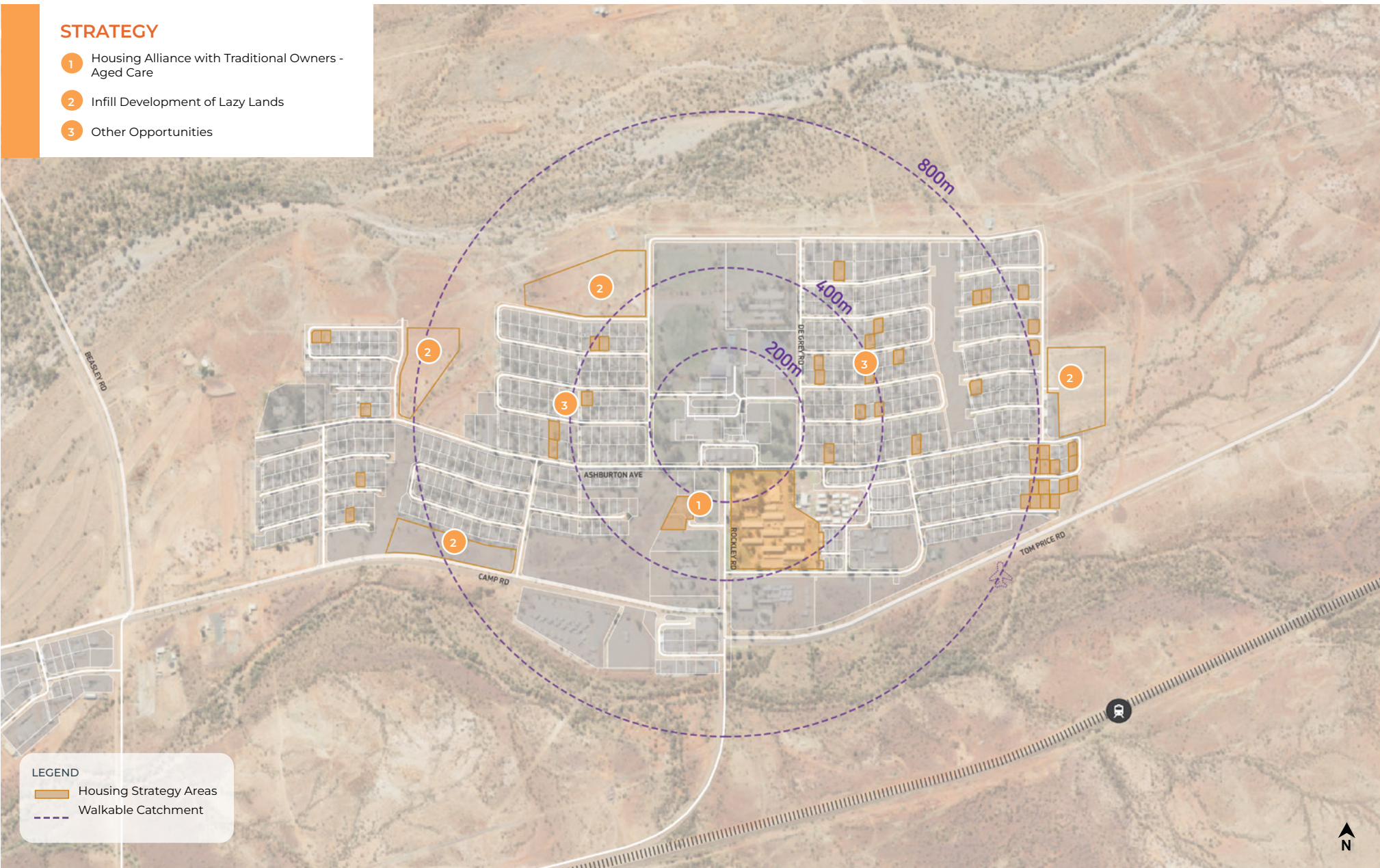


Figure 46: Housing Master Plan



### 3.2.1 Housing Alliance with Traditional Owners for Aged Care

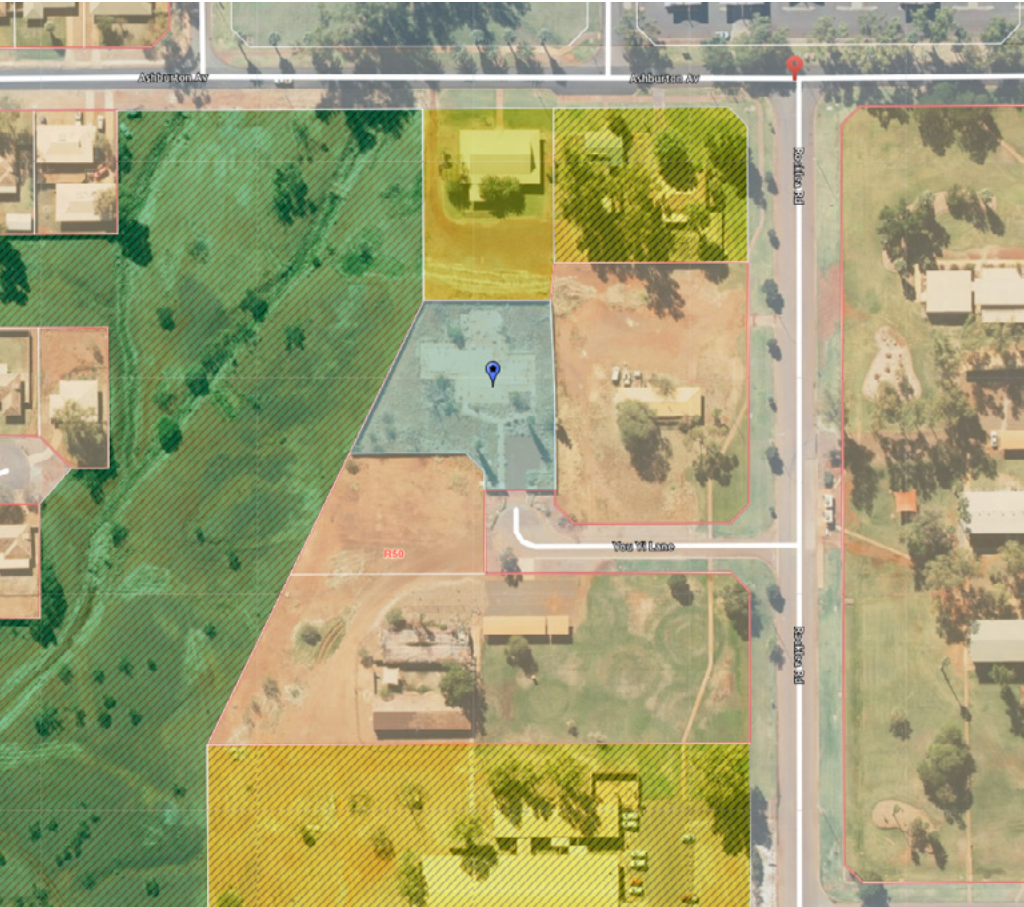
Limited retirement living and aged care accommodation options in Paraburdoo means residents typically leave town when the housing and medical facilities can no longer satisfy their needs. This strategy aims to address the former (housing) part of this issue.

Engagement with the Yinghawanka Aboriginal Corporation highlighted an appetite to establish facilities that will enable the older population (particularly Aboriginal residents) to age in place in Paraburdoo.

Accordingly, the CLIP identifies the potential to partner with the Yinghawanka Aboriginal Corporation to deliver a 10-12 unit aged care/retirement village near the town centre and sets out a conceptual design that integrates indoor and outdoor living spaces with well-shaded and serviced shared outdoor living spaces including kitchen/laundry, seating and a fire pit.

A concept plan illustrating how this type of unique housing could be realised is depicted in Figure 47.

Figure 47: Housing Alliance with Traditional Owners for Aged Care / Retirement Living



SITE	OWNER	ZONE	SQM
Lot 606 Rocklea Road,	Yinhawangka Aboriginal Corporation	Residential R50	2,958

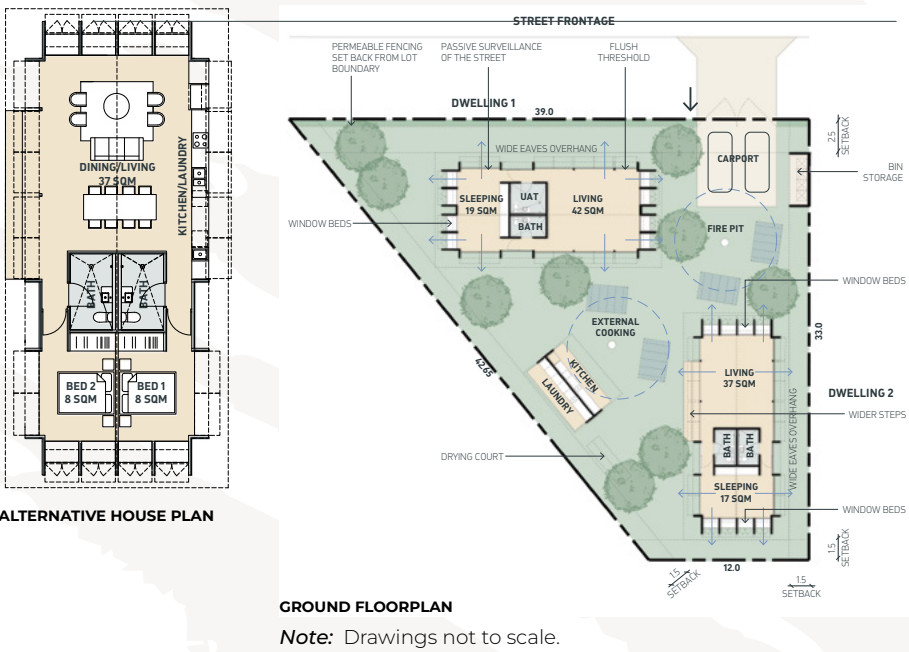


Figure 8: Concept Plan - Alternate intergenerational / retirement housing

An alternative design for the potential for a future dwellings addresses open and permeable spaces with views to external spaces. Individual bedrooms cater for larger spaces for sleeping. Living spaces are designed as a seamless space opening to the courtyard with deeper steps from providing the ability for seating. The design provides well shaded internal and external spaces whilst allowing cross ventilation through the length and width of the home.



### 3.2.2

## Infill Development of Lazy Lands

Limited residential development in Paraburdoo has led to increased housing pressure, influenced by factors such as iron ore pricing, land availability, high construction costs, and continued reliance on FIFO workforce practices. This affects local businesses and economic development by making it difficult to attract and retain staff.

This strategy aims to diversify housing options to meet the evolving needs and aspirations of the Paraburdoo community. Specific development projects should consider the natural contours and conditions of potential sites to maintain natural drainage and ecology.

Land available for residential development in Paraburdoo are generally larger parcels of land with the potential to yield a relatively large number of lots. The DIAs shown in Figure 48 are generally proximate to existing infrastructure and utilities but may require careful management of existing stormwater drainage. A review of the planning framework may indicate further detailed planning in the form of a Structure Plan may be desirable to coordinate infrastructure delivery and road design, in which case the land may be zoned Urban Development instead of Residential.

In total and depending on residential densities and subdivision configuration, the DIAs shown in Figure 48 have the potential to yield ~40 new lots assuming they are developed to an average of 30 dwellings/hectare.

### 3.2.3

## Other Opportunities

Other opportunities include more general infill development through generally higher R-Codes, alternative tenure (build to rent/rent to buy), modular and other innovative construction models and better housing design guidelines that appropriately respond to Paraburdoo’s unique climate, demographic and cultural settings.

Figure 48: Concept Plan – ‘Lazy Lands’ development



DIA	SITE	LAND TENURE/OWNERSHIP	ZONE R Code (where applicable)	SQM	CONSTRAINTS & ISSUES*									ANTICIPATED RELEASE SHORT (0-5 Yrs)	ANTICIPATED RELEASE MEDIUM (5-10 Yrs)	ANTICIPATED RELEASE LONG (10+ yrs)
					E	H	L	M	NT	P	S	TG	Z			
DIA 1	LOT 30 Beasley Rd	State of Western Australia	Residential R20	3,800			Y			Y	Y					
DIA 2	Lot 30 Channar Ave	State of Western Australia	Residential R30	4,190	Y		Y			Y	Y					
DIA 3	Lot 141 Camp Rd	State of Western Australia	Residential R20	2,230	Y						Y					
DIA 4	Lot 30 Ashburton Ave	State of Western Australia	Residential R20	3,220	Y					Y	Y					

\*Constraints and issues codes: Environmental (E), heritage (H), land assembly (L), mining lease (M), native title (NT), planning (P), servicing-power, sewer, water (S), topography and geology (TG), and zoning (Z).



### 3.3 Commercial

Future commercial success within Paraburdoo is impacted by a perceived lack of activation of public spaces and a lack of population growth to support expansion and attraction of local businesses.

To address these issues, the CLIP recommends three Commercial Strategies and 12 Actions (see Figure 49 over page), which are focussed on creating spaces that can support existing businesses and unlocking more commercial land that can be used for commercial and light industrial purposes, developing a training economy and promoting business development. These initiatives will be augmented and enabled through a range of future studies, plans and strategies, such as the Shire's proposed Draft Local Planning Strategy and Local Planning Scheme No. 8.

The Strategies listed in Figure 49 are reflected in the Commercial Master Plan in Figure 50 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Master Plan (Figure 44).

The recommended Commercial Strategies are discussed in more detail in subsections 3.3.1 – 3.3.3 of this report.

STRATEGY	ACTIONS
<b>1. Upgrade of the Paraburdoo Village Green</b> Prioritise the development of the village green amphitheatre to optimise the use of the space and attract people and development back into the Town Centre. <i>For further detail see subsection 3.3.1.</i>	<div>a. Develop a Business Case to support the design and delivery of the upgrade of Paraburdoo Village Green, including scope of capital works, design review process, management of facilities, realignment of existing infrastructure and estimated costings.</div> <div>b. Subject to the outcome of the Business Case, upgrade the Paraburdoo Village Green.</div> <div>c. Prepare and implement an Events and Attractions program that delivers at least 6 events a year, occurring every 2 months.</div> <div>d. Carry out ongoing monitoring of attendance at events.</div>
<b>2. Place Activation Strategy - Paraburdoo</b> Establish a business-focused advocacy group that ensures Paraburdoo supports the establishment and growth of small business and increases community attendance and involvement within the Town Centre. <i>For further detail see subsection 3.3.2.</i>	<div>a. Review planning framework to streamline development approval requirements for businesses within the Town Centre.</div> <div>b. Prepare terms of reference for a Business Development and Mentoring Network that supports entrepreneurial businesses, innovators and start-ups.</div> <div>c. Undertake expression of interest from community business owners and operators within Paraburdoo to join the Business Development and Mentoring Network.</div> <div>d. Appoint a Place Manager to coordinate, communicate and promote Paraburdoo place-based initiatives and investment in local businesses.</div>
<b>3. Integrated Water Management Strategy</b> To undertake a holistic review of water quality and use within Paraburdoo and ensure that strategies and actions contained in the CLIP can be implemented. <i>For further detail see subsection 3.3.3.</i>	<div>a. Partner with Rio Tinto and the Yinhawangka Aboriginal Corporation to secure in-principle support for the preparation of an Integrated Water Management Plan.</div> <div>b. Undertake modelling of the water demand associated with the delivery of CLIP projects in Paraburdoo.</div> <div>c. Subject to the outcomes of the proposed partnership, monitor the current groundwater levels and groundwater quality, current wastewater quality and overall water use within Paraburdoo.</div> <div>d. Prepare and implement an Integrated Water Management Strategy, considering the potential use of recycled water and/or supplementing existing groundwater for irrigation.</div>

Figure 49: Commercial Strategies & Actions



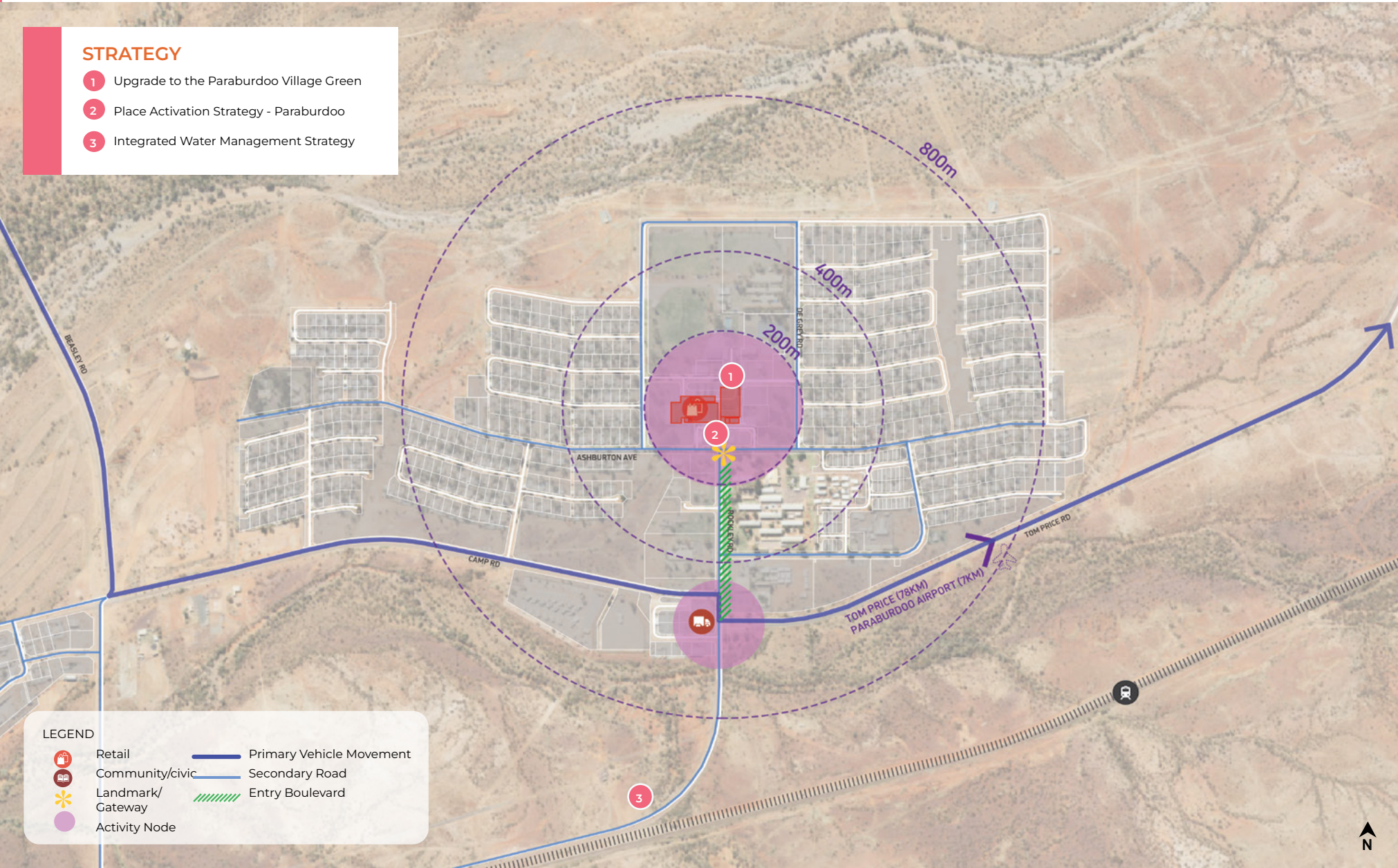


Figure 50 Commercial Master Plan

### 3.3.1 Activation of Village Green

In regional towns and communities, town centres are the focal point for community engagement and activity. These are the areas where much of the intended and incidental social interactions occur and where economic activity, particularly population servicing activity, happens.

Effective and vital town centres result from good design, accessible and engaging built form and formal and informal events and activities and are instrumental in setting the tone of the town's appeal to residents, visitors, and businesses.

Existing centres are a legacy of past planning and historical design and development and can often lack diversity and intensity of uses. Built form and precinct layouts function to disperse rather than concentrate activity and key community assets like the Paraburdoo green space are underutilised, which is typically just traversed to get to the shops.

Revitalising the Village Green was well received by the community during CLIP consultation and provides a greater range of amenity, landscape softening and 'plug and play' infrastructure will enable the space to be used more readily for key community events throughout the year.

A concept plan illustrating how the Village Green could be redeveloped and activated in future is provided in Figure 51.



Figure 51: Concept Plan – Revitalisation of Village Green



### 3.3.2 Place Activation Strategy – Paraburdoo

The Paraburdoo Town Centre is configured from east to west and features a variety of cafes and small retail offerings. During the consultation, the community and stakeholders identified that there is a lack of accessible spaces within Paraburdoo Town Centre to support local businesses or enable the community to connect.

To activate the Paraburdoo Town Centre, the CLIP recommends establishing a business-focused advocacy group to ensure that Paraburdoo can support the establishment and growth of small business and increase community attendance and involvement within the Town Centre. The Shire will also review its small business-related regulatory framework to streamline and simplify processes and necessary approvals to assist with business establishment, operation and adaptation.

### 3.3.3 Integrated Water Management Strategy

Potable water supply and wastewater treatment infrastructure in Paraburdoo and Tom Price are both managed by RTIO. From discussions in 2022, it was understood that the current infrastructure supplying water to Paraburdoo is capable of handling up to 10 Gigalitres per year and was constructed to handle 3,000 (ERM 2018). However, this infrastructure is 50 years old and generates ongoing maintenance costs for RTIO.

There are gaps in available data regarding the current quality and quantity of supply and disposal and it is difficult to ascertain the reliability and longevity of existing sources of water at this time.

Undertaking a holistic review of water/wastewater quality, quantity and future capacity will be critical to ascertaining the life and capacity of existing water and wastewater infrastructure and resources to service the growth of the town and support the implementation of other water-dependent CLIP strategies.



## 3.4 Community & Civic

Investment in social infrastructure can help build the social capital and fabric of a community by enabling active living, learning opportunities, social interactions and supporting programs that help people innovate, express themselves and adapt to major life events. It is social capital that makes a community liveable, inclusive, competitive and diverse.

The provision of community services, particularly health-related, is challenging in regional areas. These challenges are well known and, whether real or perceived, are often cited as a concern for those considering settling in the regions.

The Paraburdoo Hospital has reached the end of its functional life. The planned new hospital in Tom Price will provide regional-level services, presenting an opportunity for the Paraburdoo site to be redeveloped and repurposed for localised needs. The redeveloped facility can also provide training options for health practitioners as well as be complemented by allied health services. Vacant land near the facility is to be investigated further for aged care housing.

Greater community involvement is to be supported by providing spaces for community activities, small enterprises, and creative pursuits. These spaces can help in building community capacity to deliver life opportunities through increased volunteerism, connection to the community and entrepreneurial enterprise.

The CLIP recommends two Community and Civic Strategies and various actions (see Figure 52 over page), which are focused on improving critical infrastructure to support community and civic life in Paraburdoo. These initiatives will be augmented and enabled through a range of future studies, plans and strategies, such as the Shire's proposed Draft Local Planning Strategy and Local Planning Scheme No. 8.

The Strategies listed in Figure 52 are reflected in the Community and Civic Master Plan in Figure 53 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Master Plan (Figure 44).

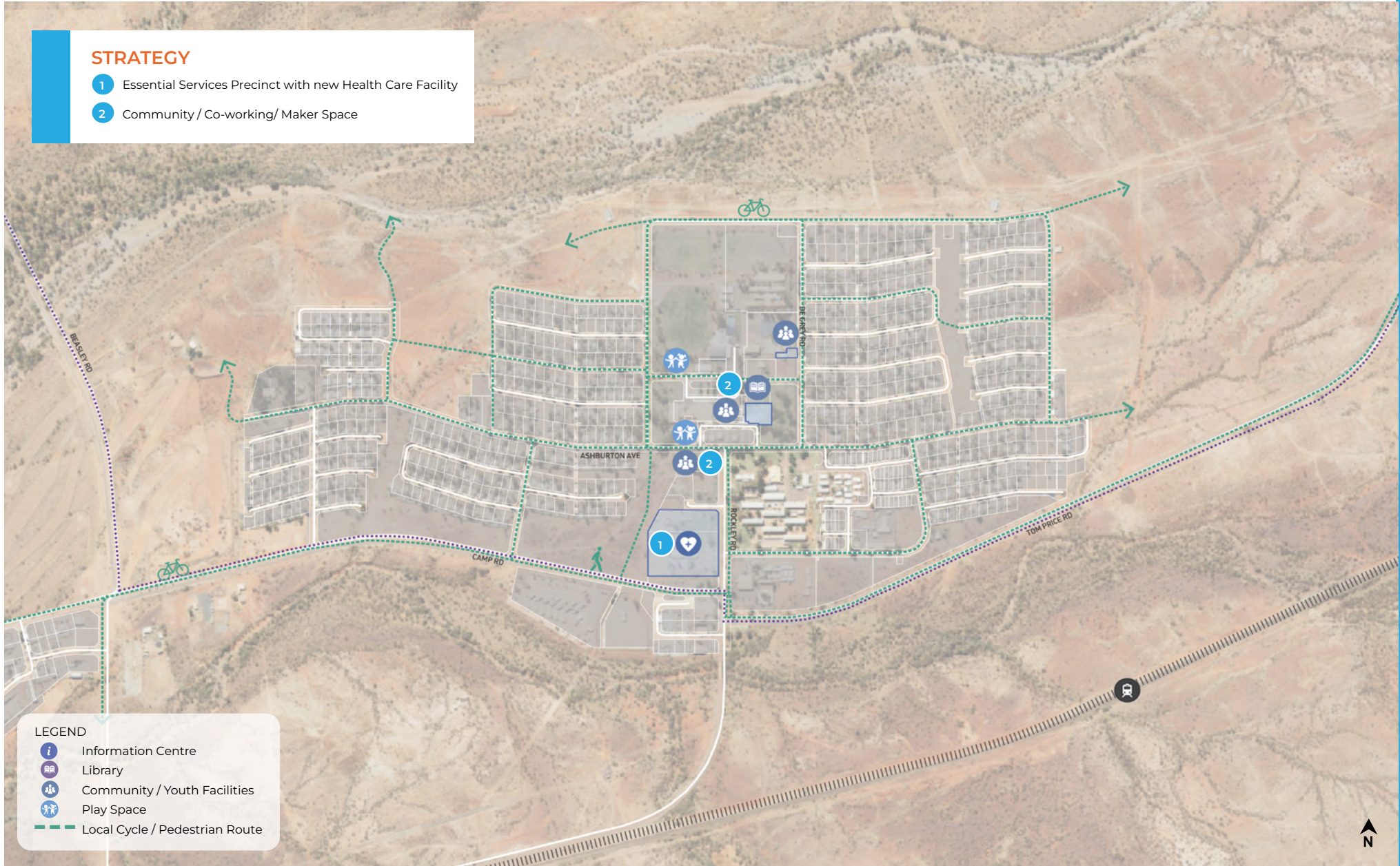
The recommended Community and Civic Strategies are discussed in more detail in subsections 3.4.1 – 3.4.3 of this report.



STRATEGY	ACTIONS
<b>1. Essential Services Precinct with new Health Care Facility</b> Establish an Essential Services Precinct comprising a new medical health care facility, support services and opportunity for aged care/retirement living. <i>For further detail see subsection 3.4.1.</i>	<div>a. Partner and engage with key stakeholders and community groups to secure in-principle agreement to develop an Essential Services Precinct, inclusive of project costs and apportionment, timeframes, and management/delivery structure.</div> <div>b. In collaboration with key stakeholders and community groups, undertake a feasibility study and community needs assessment, and prepare a Concept Plan for the Essential Services Precinct.</div> <div>c. Based on the Concept Plan, prepare a Business Case to support the establishment of the Essential Services Precinct. The Business Case would include:<div><div>• A detailed site analysis of the Essential Services Precinct;</div><div>• Development costs, including infrastructure, servicing and civil works;</div><div>• Integration of community/allied services; and</div><div>• Funding opportunities.</div></div><div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div></div>
<b>2. Community / Co-working / Maker Spaces</b> Develop shared space(s) in the Paraburdoo town centre to support community, small enterprise and creative endeavours. <i>For further detail see subsection 3.4.2.</i>	<div>a. Engage with community groups and the Pilbara Inland Chamber of Commerce and Industry to undertake a community needs assessment that determines spatial parameters and operational needs for community / co-working / maker space(s).</div> <div>b. Utilising the community needs assessment, evaluate possible sites within the town centre to identify the most suitable site for community / co-working / maker space(s).</div> <div>c. Prepare a Business Case to support the development of the preferred site(s) into community / co-working / maker space(s).</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div> <div>e. Establish a management board for the structure, operation and management of the community / co-working / maker space(s).</div> <div>f. Carry out ongoing monitoring of the usage of the community / co-working / maker space(s).</div>

Figure 52: Community & Civic Strategies & Actions

Figure 53: Community & Civic Master Plan





### 3.4.1 Essential Services Precinct with new Health Care Facility

The current hospital has structural issues, is not fit for purpose and the Doctor has had to be relocated to Tom Price. A new facility is required that enables the provision of medical services by nurses and a doctor.

The new hospital proposed for Tom Price will provide hospital-level services to Tom Price and Paraburdoo. This provides an opportunity for the Paraburdoo Hospital site to be repurposed as a new healthcare facility/nurse's station that provides localised care, with more acute medical conditions to be transferred to Tom Price Hospital. The health care facility can be utilised for training purposes and complemented by allied health services on the adjacent land.

The surrounding land is to be investigated for aged care/retirement living.

The concept plan in Figure 54 depicts a potential design for the Essential Services Precinct.



### 3.4.2 Community / Co-working / Maker space

There is a high turnover of residents living in the Paraburdoo community. Retaining residents and families as well as attracting new residents and families is critical to a sustainable future.

There is the opportunity to develop greater community involvement and ownership over the future direction of the Paraburdoo community.

Support is needed to establish community-led initiatives through a coordinated approach that builds local capacity to deliver improved life opportunities through increased volunteerism and connection to the community.

There are currently no serviced spaces for small enterprises (e.g. partners of the resource sector or community groups) to function.

There is an opportunity to provide shared spaces within the townsite to accommodate small enterprises, community and creative pursuits. The spaces can become focal points to foster and build long-term working relationships with public, private and community stakeholders.

Figure 55 identifies potential locations that may be suitable for use or development as a community/co-working/maker space. These sites warrant further evaluation through the actions relating to this Strategy.





## 3.5 Tourism

The tourism potential in Paraburdoo is constrained by multiple factors including a lack of dedicated cultural facilities, limited short-stay accommodation options, and untapped natural environment and Astrotourism opportunities. Partnerships with various stakeholders, including local entities, Indigenous communities, and government agencies, are crucial to evolve into a tourism destination and leverage its unique cultural, natural, and astronomical assets.

Establishing a Multi-Purpose Visitor Centre and Art Gallery as a cultural hub will enhance the town's cultural vibrancy and foster community engagement while highlighting the local biodiversity and rich Aboriginal heritage. Redeveloping the existing Caravan Park will cost-effectively expand the town's accommodation capacity. Paraburdoo has the potential to become a Mountain Biking Destination of significance. As a combined destination with Tom Price and leveraging the broader Karijini National Park opportunity, Paraburdoo can cement itself as a key hub in the Ashburton Ranges as a Mountain Bike Trails destination.

This project will attract a broader range of visitors, extend their stays and stimulate local economic growth. The final step is to explore ways to leverage Paraburdoo's unique dark skies by fostering partnerships with local organisations and Indigenous communities to establish prime observation sites and enrich visitor experiences.

These CLIP-endorsed strategies form a comprehensive tourism master plan to enhance Paraburdoo's appeal as a diverse and inviting tourism destination.

The Strategies listed in Figure 56 are reflected in the Tourism Master Plan in Figure 57 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Master Plan (Figure 44).

The recommended Tourism Strategies are discussed in more detail in subsections 3.5.1 – 3.5.4 of this report.

STRATEGY	ACTIONS
<b>1. Multi-purpose Visitor Centre / Art Gallery</b> Develop a Multi-Purpose Visitor Centre and Art Gallery in Paraburdoo's town centre to enhance cultural vibrancy, foster community collaboration, and promote both local biodiversity and Aboriginal heritage. <i>For further detail see subsection 3.5.1.</i>	<div>a. Partner with key stakeholders such as the Yinhawangka Aboriginal Corporation to undertake a feasibility study to confirm the site and develop a Concept Plan</div> <div>b. Develop a Business Case to define the existing concept into a more detailed design, schedule of costs, delivery program and ongoing management planning.</div> <div>c. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div> <div>d. Create and disseminate a 'Welcome Pack' including a useful town centre map and vouchers/discounts to attract patronage to local tourism businesses and accommodation.</div> <div>e. Establish a management structure to determine responsibilities to foster community collaboration, undertake event, exhibition and activity programming and collect/monitor visitor data and feedback.</div>
<b>2. Redevelopment of Caravan Park</b> Enhance the town's capacity to accommodate and manage short-stay RV and Caravans to attract visitors, extend stays and stimulate local economic growth <i>For further detail see subsection 3.5.2.</i>	<div>a. Develop a Business Case to improve the existing caravan park with modern facilities and amenities and install high-quality soft/hard landscaping to make it an appealing stopover destination.</div> <div>b. Subject to the outcomes of the Business Case and formal agreement with RTIO, transfer responsibility for the caravan park to the Shire.</div> <div>c. Obtain all necessary approvals and deliver the project in accordance with the approved business case.</div> <div>d. Develop and implement a management plan for the facility and monitor uptake and visitation over time.</div>
<b>3. Astrotourism</b> Capitalise on Astro tourism opportunities by partnering with local entities and indigenous communities to respectfully capitalise on prime observation sites, enrich visitor experiences, and safeguard the area's unique dark skies. <i>For further detail see subsection 3.5.3</i>	<div>a. Partner with key stakeholders to secure in-principle agreement to capitalise on Astrotourism opportunities, identify potential observation sites, clarify cost-sharing arrangements, and project timelines and establish ongoing engagement protocols between stakeholders.</div> <div>b. Develop an EOI to identify and invite commercial operators or partners to deliver event-based Astro Tourism activities near Paraburdoo.</div> <div>c. Support chosen operator/s to establish one or more observation sites near Paraburdoo.</div> <div>d. Prepare and implement a Marketing Strategy and Framework for ongoing data collection on Astrotourism event attendance.</div> <div>e. Investigate implementing Dark Sky's Principles into the local planning framework in accordance with the WAPC's Dark Sky and Astrotourism Position Statement (2022)</div>
<b>4. Mountain Bike Trails</b> To establish a network of mountain bike trails near the townsite to support recreation and tourism. <i>For further detail see subsection 3.5.4</i>	<div>a. Engage with key stakeholders to secure in-principle agreement and to identify preliminary issues, to develop a network of mountain bike trails on land surrounding Paraburdoo.</div> <div>b. Prepare a Mountain Bike Trail Strategy to identify a network of trails, land tenure arrangements, infrastructure requirements, costs and project delivery.</div> <div>c. Obtain necessary approvals and appoint a contractor to deliver the project.</div> <div>d. Continue development of the Mountain Bike Trails Masterplan to become a destination of state and national significance.</div>

Figure 56: Tourism Strategies & Actions



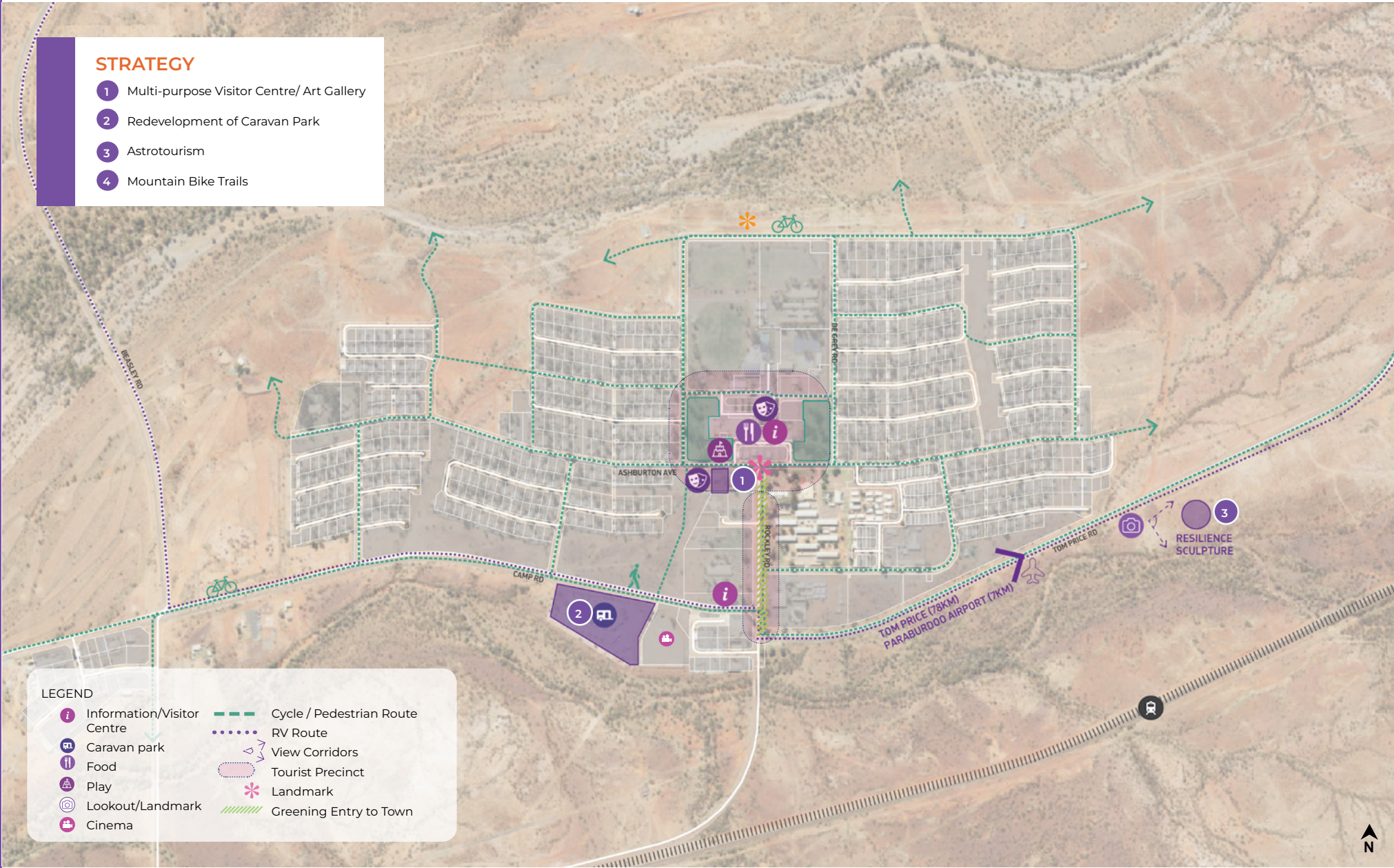


Figure 57: Tourism Master Plan

### 3.5.1 Multi-purpose Visitor Centre / Art Gallery

The Pilbara region is considered to be one of the nation's 15 biodiversity hotspots with a rich biodiversity of vegetation and fauna found across the Pilbara region. Many of the species of plants and animals found in the region are highly endemic and not found anywhere else in Australia.

In November 2022 the Yinhawangka Aboriginal Corporation expressed their desire to establish a multi-purpose facility in the town center. The facility should reflect the distinctive qualities of Paraburdoo's environment and the strong cultural connection of living on country.

A concept plan illustrating a potential site for the development of the Multi-purpose Visitor Centre / Art Gallery is provided in Figure 58.

Figure 58: Location plan – Yinhawangka Aboriginal Corporation Multi-purpose Visitor Centre





### 3.5.2 Redevelopment of Caravan Park

The Shire recognises the untapped potential of the existing caravan park in Paraburdoo and aims to transform it into a premier stopover destination. A comprehensive Business Case will be developed to outline the modernisation of facilities and landscaping enhancements. Subject to formal agreements and successful outcomes of the Business Case, the responsibility for the caravan park will transition to the Shire.

Subsequently, all requisite approvals will be obtained, and the project will proceed in alignment with the approved Business Case. A management plan will oversee the facility's operations and continually monitor visitation metrics. This strategic approach aims to boost tourism, contribute to local economic growth, and align with broader community development objectives within the Shire of Ashburton.



### 3.5.3 Astrotourism

The Shire of Ashburton is poised to capitalise on emerging Astrotourism opportunities, particularly around the area of Paraburdoo. Despite its expansive landscapes ideal for stargazing and proximity to landmarks like the 'Resilience' sculpture and Karijini National Park, Paraburdoo has yet to fully leverage its potential as an Astrotourism destination. A comprehensive approach will involve multiple phases, including stakeholder engagement to secure in-principle agreements for observation sites and cost-sharing, followed by a formal Expression of Interest (EOI) to identify commercial operators for event-based Astrotourism.

The selected operators will receive support for the establishment of observation sites, enhancing the town's capacity to offer unique stargazing experiences. Marketing strategies and a data collection framework will be developed to sustain and measure the impact of these initiatives. One crucial aspect will be the potential integration of Dark Sky Principles into the local planning framework, in alignment with the Western Australian Planning Commission's Dark Sky and Astrotourism Position Statement from 2022.

This multi-pronged approach aims to extend the duration of visitor stays, involve the Aboriginal community in showcasing their 50,000-year connection to the landscape, and ultimately benefit the social and economic fabric of Paraburdoo. The venture promises to not only protect and celebrate the natural nightscapes but also link the Pilbara to broader Astrotourism trails in Western Australia. The initiative is expected to produce a range of benefits, from job creation in the tourism sector to the conservation of dark sky locales, aligning with broader community goals and regional development objectives.





### 3.5.4 Mountain Bike Trails

Above the 26th parallel in Western Australia, there are currently no recognised mountain bike destinations of significance. The unique terrain, winter weather, elevation and complementary activities available in Karijini National Park mean that Tom Price and Paraburdoo are well placed to become mountain biking destinations of choice.

The Shire of Ashburton are currently developing a Mountain Bike Trails Masterplan covering Tom Price and Paraburdoo. It is recognised that great potential exists in Tom Price and Paraburdoo to become a mountain bike destination of State & National Significance.

Preliminary assessments of the area have identified two potential sites for further investigation and stakeholder engagement, which are shown in Figure 59.



Figure 59: Potential Local and Adventure Trails – Paraburdoo

## 3.6 Sport & Recreation

As part of essential social infrastructure, investment in sport and recreation helps build the social capital and fabric of a community by enabling active living, learning opportunities, social interactions and supporting programs that help people innovate, express themselves and adapt to major life events.

Sports and recreation facilities are consolidated within the town centre, providing easy access for residents. Paraburdoo is generally well-provisioned with a range of recreational facilities, sporting clubs and community groups.

The centrally located Western Green presents an excellent opportunity to provide a pump track, a new destination playground and to expand the skate park. These facilities would attract and bring children and youth to the town centre, and offer a consolidated and concentrated space for informal activity and socialising, complementing the retail and commercial offerings of the Paraburdoo shopping precinct.

The existing dog park is proposed to be relocated to a space south of Ashburton Ave, offering a larger area for vigorous exercise and added amenities.

To further encourage active movement and to take advantage of the town’s relatively concentrated spatial extent, a walking and cycling plan is proposed. This plan will analyse existing routes and identify gaps, areas for improvement and opportunities to improve mobility within the townsite and to interact with the surrounding environment.

The CLIP recommends three Sport and Recreation Strategies and various actions (see Figure 60 over page), which are focused on strengthening connections, removing barriers and expanding the network of logical, convenient, attractive and safe pedestrian and cycling experiences throughout Paraburdoo.

The Strategies listed in Figure 60 are reflected in the Sport & Recreation Master Plan in Figure 61 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Master Plan (Figure 44).

The recommended Sport and Recreation Strategies are discussed in more detail in subsections 3.6.1 – 3.6.3 of this report.



STRATEGY	ACTIONS
<b>1. Pump Track and Destination Playground within Western Green</b> To develop a new youth activity space near the town centre, comprising a skate park, pump track and destination playground. <i>For further detail see subsection 3.6.1.</i>	<div>a. Implement a Community Engagement Strategy to establish community expectations for a youth activity space.</div> <div>b. Incorporating community feedback, prepare a Concept Design for the youth activity space.</div> <div>c. Prepare a Business Case, inclusive of the Concept Design, cost estimates, construction schedule, cost apportionment and management plan.</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div>
<b>2. Relocation of Dog Park</b> To construct a new multi-purpose sports and recreation centre, co-located with other community facilities at Clem Thompson Oval. <i>For further detail see subsection 3.6.2.</i>	<div>a. Undertake a site analysis and prepare a Concept Plan for the new dog park on Lot 66 Ashburton Ave, Paraburdoo.</div> <div>b. Implement a Community Engagement Strategy to obtain community feedback on the Concept Plan.</div> <div>c. Prepare a Business Case to support the design and construction of the dog park.</div> <div>d. Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.</div>
<b>3. Town Centre Walking and Cycle Plan</b> Prepare a Plan that establishes a network of paths and routes to support active transport within and around the Paraburdoo townsite. <i>For further detail see subsection 3.6.3.</i>	<div>a. Prepare a Walking and Cycling Plan based on existing travel patterns and to link destinations and facilities within the townsite.</div> <div>b. The Walking and Cycling Plan will identify infrastructure requirements, capital costs and an implementation schedule.</div> <div>c. Investigate grant funding through the Department of Transport's Western Australia Bicycle Network Grants Program for the Walking and Cycling Plan, and subsequent implementation works.</div>

Figure 60: Sport & Recreation Strategies & Actions

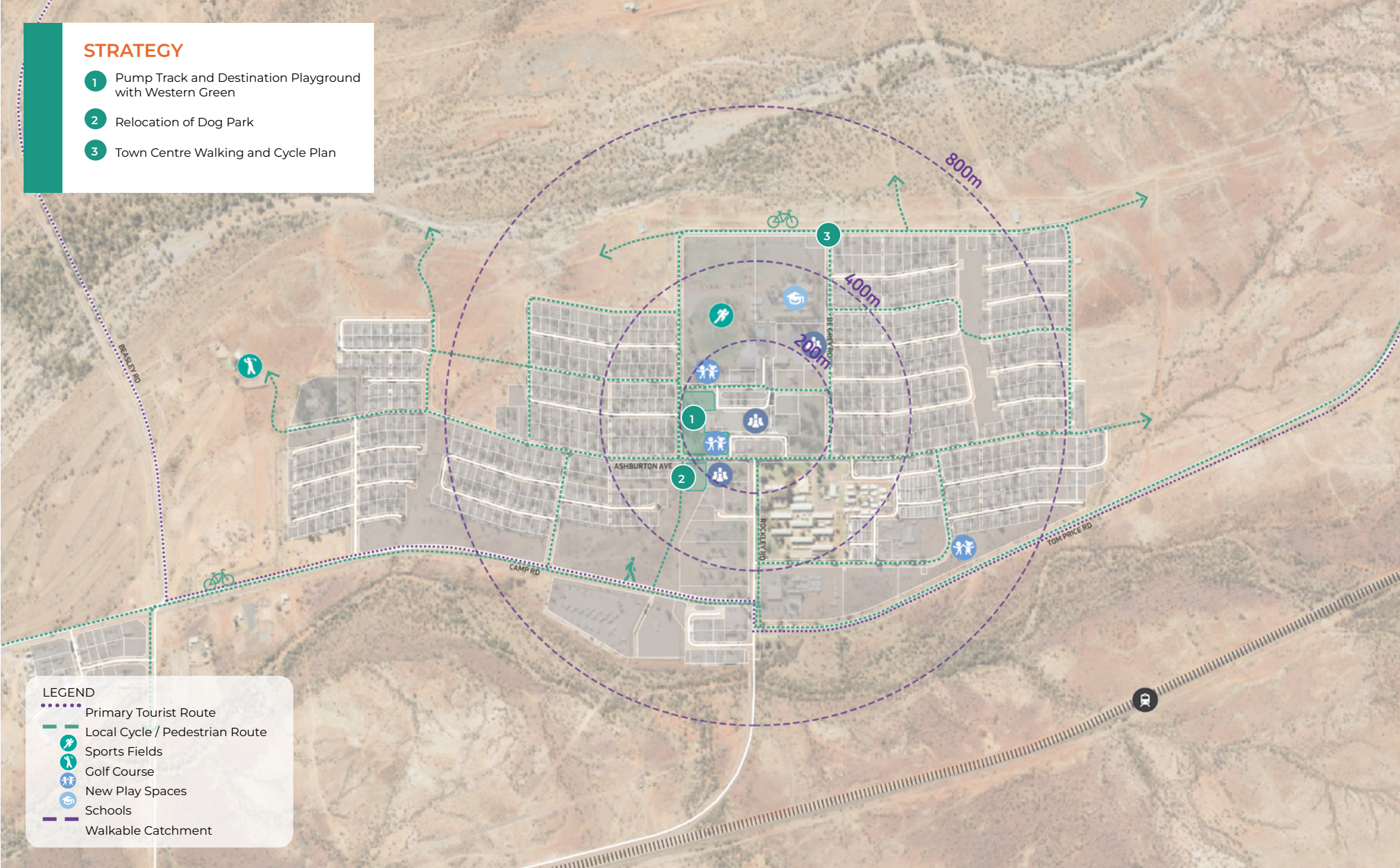


Figure 61: Sport & Recreation Master Plan



### 3.6.1 Pump Track and Destination Playground with Western Green

There is a need for more healthy engagement options for children and youth activity outside of the skatepark, youth centre and formalised sports. Improved children and youth facilities will help create better lifestyle opportunities and support the retention of families in the town.

As part of essential social infrastructure, investment in sport and recreation helps build the social capital and fabric of a community by enabling active living, learning opportunities, social interactions and supporting programs.

The Tom Price pump track has been very successful with youth, including some travelling from Paraburdoo to use the facility. The Western Green open space of the town centre presents a great opportunity to provide a pump track for the Paraburdoo townsite, as well as a destination playground for children of younger ages. Both facilities will complement the recently completed skate park which is also marked for expansion.

A concept plan illustrating the pump track and destination playground at the Western Green is proposed in Figure 62 (over page).



Figure 62: Concept Plan – Pump Track and Destination Playground



### 3.6.2 Relocation of Dog Park

The existing dog park is located in a prime location within the town centre where other youth and community facilities for people would be better located. Although popular, the dog park is reported to be small and limited in size and amenities for dog exercise.

The existing town green spaces and their proximity to the shops and town centre services are better used for people-focused recreation, cultural and engagement activities.

There is the opportunity to relocate the dog park to a larger, disused site across the road from the main town centre park. This site would be large enough to enable dogs to exercise vigorously, include some dog agility equipment, as well as be fenced to keep the dogs contained.

A Concept plan is provided in Figure 63 illustrating the location and potential design of the relocated dog park south of Ashburton Avenue, Paraburdoo.



Figure 63: Concept Plan – Dog Park Ashburton Ave

#### CONCEPT PLAN

- 01 Relocation of dog park to vacant reserve south of Ashburton Ave
- 02 Eastern drainage corridor redirected to the outside of the POS to enable greater useable space for the dog park
- 03 North-south drainage corridor maintained
- 04 Pedestrian pathways connecting the dog park
- 05 Planting and greening of space surrounding the park
- 06 Public amenities provided

### 3.6.3 Town Centre Walking and Cycle Plan

Paraburdoo is relatively compact and accessible, lending itself to being a walkable town. Anecdotaly, there are increasing numbers of people travelling by electric-powered scooters and bikes. However, the supporting infrastructure has largely not changed to keep pace with growing demand.

Community feedback highlighted growing concerns about conflicts on pathways between fast-moving cyclists, e-scooter riders and slower-moving pedestrians and parents with prams. It is a key strategy for the master plan to increase this active transport network while improving safety for all users. This will mean maintaining but encouraging slower movement along pathways and creating a convenient alternate route for faster-moving commuters.

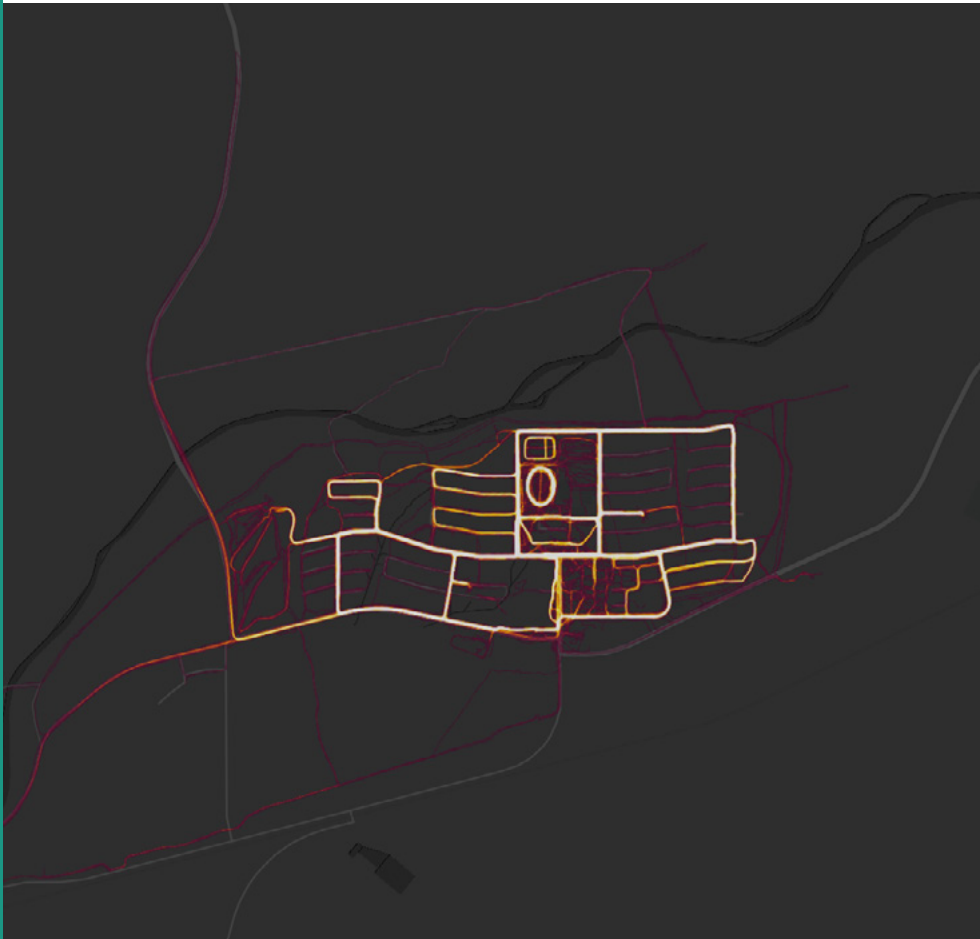
It is proposed that a Walking and Cycling Plan will be prepared for Paraburdoo to achieve the following objectives:

- To support existing active travel behaviours by identifying gaps and infrastructure in need of upgrade;
- To link key destinations within the town, such as the primary school, shopping centre, and new youth activity spaces;
- To identify surrounding landscapes or destinations that can be linked with active transport; and
- To identify infrastructure requirements, capital costs and an implementation schedule.

Figures 64 and 65 (over page) provide an ‘At a glance’ spatial depiction of the current active travel routes of the Paraburdoo community.



Figure 64: Paraburdoo Pedestrian Activity, source: Strava Maps



At a glance

- A high degree of foot traffic occurs within the town centre – with strong connections occurring through the public open space network.
- Secondary roads create connections through the neighbourhood.
- Sports ovals form key destinations linked back to the town centre.
- Recreation walking trails extend to the outskirts of town.

Figure 65: Paraburdoo Bicycle Activity, source: Strava Maps



At a glance

- Cycling routes navigate primary road connections through the town centre.
- Strong connections exist to recreational loops on the outskirts of town.
- Generally, children are safe to cycle around the town centre with several pathways linking through the surrounding public open space network.

### 3.7 Greening and Connection

Paraburdoo boasts a variety of social, sporting and community groups offering something of interest for everyone. A key focus of the Greening and Connection theme is to improve upon Paraburdoo's well-provisioned green spaces/shade and landscape amenities.

In support of this focus, the CLIP recommends three Greening and Connection Strategies and various actions (see Figure 66 over page), which concentrate on increasing the extent and quality of greenery and landscape appeal across Paraburdoo, leveraging environmental resilience, urban heat mitigation and digital connectivity.

The Strategies listed in Figure 65 are reflected in the Greening & Connection Master Plan in Figure 66 and correspond with the numbered labels and descriptions shown on the overall Paraburdoo Master Plan (Figure 44).

The recommended Greening & Connection Strategies are discussed in more detail in subsections 3.7.1 – 3.7.3 of this report.





STRATEGY	ACTIONS
<b>1. Wayfinding Strategy to Integrate Interpretative Landscape Connections</b> To assist community understanding, access to and enjoyment of public spaces by preparing a Wayfinding Strategy. <i>For further detail see subsection 3.7.1.</i>	<div>a. Develop a Business Case to support the Paraburdoo Wayfinding Strategy, including the approval requirements, types and locations of signage, entry statements, public art, capital works, and maintenance costs.</div> <div>b. Prepare and implement a Consultation Plan that includes key stakeholders, including the Yinhawangka Aboriginal Corporation.</div> <div>c. Subject to the outcomes of the Business Case, prepare and implement the Paraburdoo Wayfinding Strategy including cultural/historical narratives.</div> <div>d. Carry out regular maintenance of signage and gateway statements.</div>
<b>2. Recreational Drainage Corridor</b> Prepare a Recreational Drainage Corridor Strategy to promote safe and continuous pedestrian/cycle access with the provision of footpaths, shade and green landscapes, focusing on key pieces of infrastructure to create a 'destination' experience. <i>For further detail see subsection 3.7.2.</i>	<div>a. Develop a Business Case to support the Recreational Drainage Corridor Strategy, including scope of capital works, schematic design, cost to provide detailed mapping and design of drainage corridors to be prioritised for recreational pathways and maintenance cost of the works.</div> <div>b. Subject to the outcomes of the Business Case, prepare a Recreational Drainage Corridor Strategy.</div> <div>c. Implement the Recreational Drainage Corridor Strategy.</div> <div>d. Carry out a maintenance program for identified recreational corridors.</div>
<b>3. Integrated Streetscape Greening Program</b> Prepare a Streetscape Greening Program that enhances the landscape features of Paraburdoo and strengthens understanding of Traditional Landowners relationship with the landscape. <i>For further detail see subsection 3.7.3.</i>	<div>a. Develop a Business Case to support the Paraburdoo Streetscape Greening Program (PSGP), including schematic design, species type, identification of priority streetscapes and priority corridors for replanting and integration of water-sensitive urban design principles.</div> <div>b. Prepare and implement a Consultation Plan that includes key stakeholders, including the Yinhawangka Aboriginal Corporation.</div> <div>c. Subject to the outcomes of the Business Case, prepare PSGP.</div> <div>d. Implement the PSGP.</div> <div>e. Carry out a maintenance program for PSGP.</div>

Figure 66: Greening & Connection Strategies & Actions



Figure 67: Greening & Connection Master Plan



### 3.7.1 Wayfinding Strategy to Integrate Interpretive Landscape

Paraburdoo is considered to be well provisioned with greenspaces/shade and landscape amenities, however, there are opportunities to improve the connectivity.

In discussions with the community and stakeholders through the CLIP engagement process, it was noted that a pedestrian footpath into Town does not exist.

Preparing and implementing a Wayfinding Strategy will enhance the visitor experience, by establishing a sense of arrival and providing legible signage and connections between key destinations and attractions.

### 3.7.2 Recreational Drainage Corridors

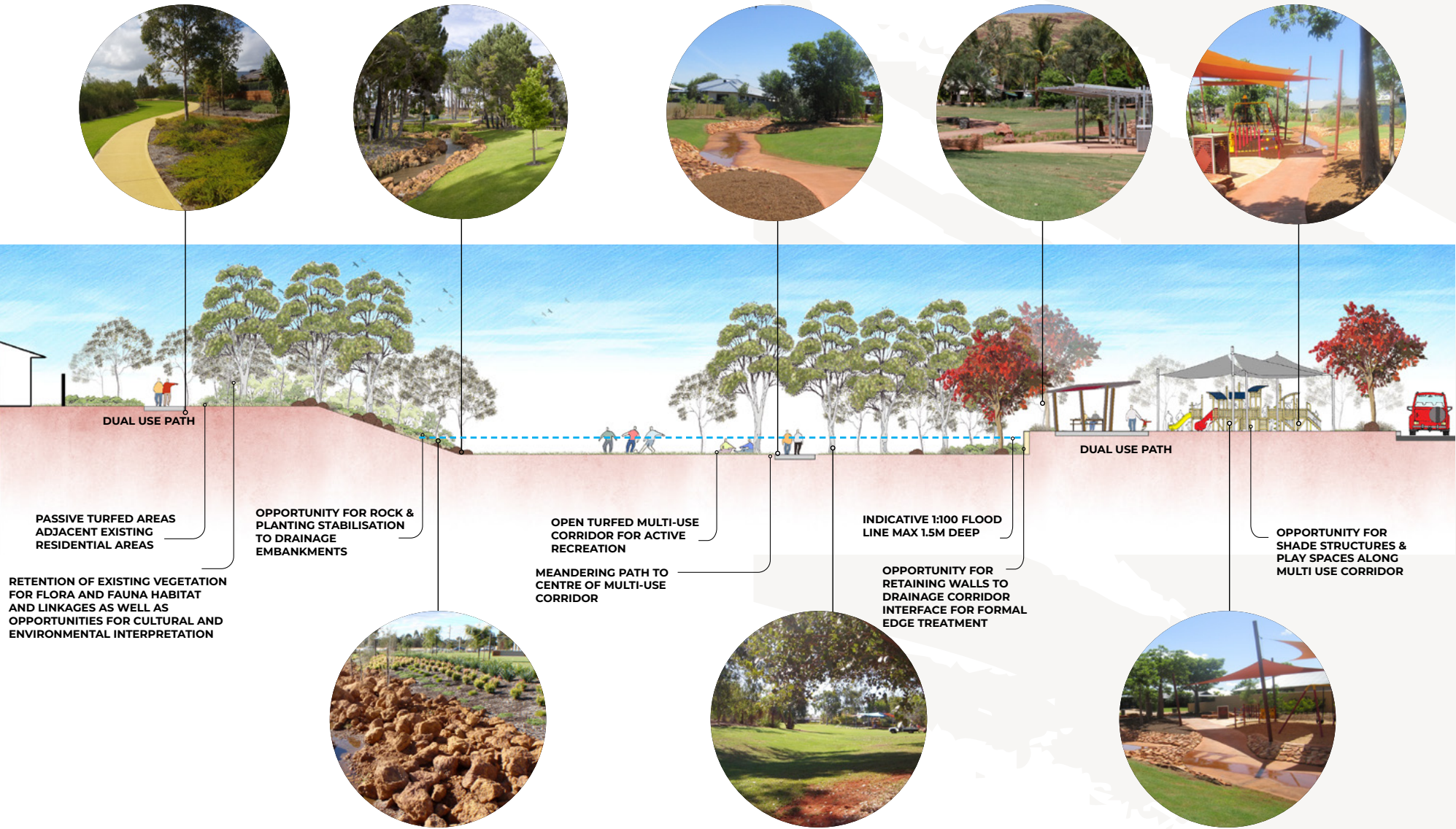
Paraburdoo experiences infrequent and intense rainfall events that can generate large volumes of surface runoff and potential flooding. This risk of flooding needs to mitigate erosion, silt/sedimentation and contaminated water entering sensitive environments. It is therefore important to maintain existing flow paths through the town and identify areas for further planning and drainage management that have experienced flooding or erosion in the past.

Paraburdoo features modified natural creeks that serve as runoff channels, providing support for native trees and vegetation, and providing ecological values and linkages through the Town.

A coordinated approach to link recreational drainage corridors will provide an opportunity to stabilise embankments with the retention of existing vegetation for flora and fauna habitats and to provide linkages to cultural and environmental interpretation.

A design concept for a recreational drainage corridor is illustrated in Figure 68.

Figure 68: Concept Plan – Recreational Drainage Corridor





### 3.7.3 Integrated Streetscape Greening Program

The Pilbara region is one of the nation’s fifteen biodiversity hotspots with a rich biodiversity of vegetation and fauna found across the region. Many of the species of plants and animals found in the region are highly endemic and not found anywhere else in Australia (DBCA 2017).

While Paraburdoo is well provisioned with greenspaces and landscape amenity that feature a mixture of native and non-native tree species, one of the key aspects that has been identified for the CLIP is the consolidation of this amenity.

Promotion of pedestrian connectivity through the greening of streetscapes and provision of shade – linking key pieces of landscape infrastructure as ‘destination’ experiences to supplement the existing town centre experience.

During the CLIP engagement process, it was also noted that both Paraburdoo and Tom Price exhibit a lack of indigenous recognition in the landscape response.

These issues can be addressed through the preparation of a Business Case to support an Integrated Streetscape Greening Program which will provide a framework for ‘greening’ Paraburdoo through site-specific landscape responses, design details, project costings, and identifying funding sources.

A concept plan is provided in Figure 69 depicting a possible greening program for the Paraburdoo Town Centre.



Figure 69: Concept Plan – Town Centre Greening.

#### CONCEPT PLAN

- 01 Surface treatment to car park to slow traffic moving between car parks
- 02 Additional planting to car parking for shade and amenity
- 03 Feature trees to edge of village green and open space
- 04 Street tree planting to define the hierarchy of streets leading into the town centre

## APPENDIX 1 - Implementation Tables





APPENDIX 1 – IMPLEMENTATION TABLE TOM PRICE

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
1	<b>HOUSING STRATEGIES</b>				
1.1	<b>Affordable Housing Pilot Project - Service Worker Accommodation</b> Undertake a detailed feasibility study for a 6-12 unit affordable housing pilot project in the Tom Price town centre, catering for non-resource sector workers, in a contemporary and site-responsive architectural form.			<b>\$0.2m</b>	
a.	Undertake a feasibility study and site selection for the Affordable Housing Pilot Project.	Feasibility Study	SA, RTIO, PDC, DC, NGOs	Ops Budget	Yr 1
b.	Based on the results of the feasibility study, promote key development sites identified in the CLIP and the Shire's Planning Scheme for affordable housing, and canvass support from government, RTIO and other key stakeholders for the Affordable Housing Pilot Project.	A partnership with one or more stakeholders to deliver the pilot project	SA, DC, NGOs, PDC	Ops Budget	Yr 1
c.	Investigate the establishment of a locally managed Service Worker Accommodation Scheme, similar to that formed by the City of Karratha, to provide a pool of housing for Service Workers.	Investigation Report	SA, DC, NGOs, RTIO	Ops Budget	Yr 1-2
d.	Review the planning framework for Lot 248 Canberra Drive to enable its potential development as an Affordable Housing Pilot Project, along with Lots 249 and 250, transferred from RTIO to the Shire.	Suitable planning framework	SA, DC, NGOs	Ops Budget	Yr 1-2
e.	Prepare or commission Design Guidelines that incentivise and support the delivery of more affordable housing, embracing climate responsive design, and taking advantage of DevelopmentWA's Pilbara Vernacular Handbook (2012).	Design Guidelines that supplement the R-Codes	SA, Consultant	\$0.2m	Yr 1-2
f.	Examine and implement options for monitoring the supply and demand for Service Worker Accommodation.	Data collection framework and regular reporting to Council	SA	Ops Budget	Ongoing
1.2	<b>Town Centre Short Stay Accommodation</b> Explore the feasibility of a Tourism Accommodation Development Pilot Program and associated delivery models and prepare and implement an Advocacy Program to attract at least one additional major commercial accommodation partner.			<b>\$0.05m</b>	
a.	Assess and monitor demand and supply of tourism / short stay accommodation by type and demographic cohort to better understand market depth and potential.	Market assessment report	SA, Consultant	\$0.05m	Yr 1
b.	Establish partnerships with state government, tourism operators and accommodation providers to drive delivery of in-town short stay accommodation.	In principle agreement(s) with key stakeholders	SA, RTIO, SG, TW	Ops Budget	Yr 1
c.	Partner with other Pilbara local governments to advocate for taxation settings at a state and federal level that support housing affordability, reduce transfer costs, and encourage productive investment in the Shire (such as build-to-rent).	Joint advocacy position statement	SA, WALGA	Ops Budget	Yr 1-2
d.	Develop an EOI for the design and delivery of in-town short stay accommodation.	EOI	SA	Ops Budget	Yr 1-2
e.	Promote development and investment in short stay accommodation through a Housing-specific Marketing and Communications Strategy.	Marketing and Communications Strategy	SA, RTIO	Ops Budget	Yr 1-2
1.3	<b>Integrate 'Lazy Land' for future Residential Development</b> Investigate the potential of 'lazy land' to accommodate future residential development in proximity to parks and other amenities.			<b>\$0.2m</b>	
a.	Review the planning framework to enable development of 'lazy lands', prioritising Development Investigation Areas (DIAs) that are more readily developable in the short-term.	Council report	SA	Ops Budget	Yr 1
b.	Develop a Business Case to support delivery of 'build-ready' lots, including scope of capital works and estimated costings.	Business Case	SA, Consultant, RTIO	\$0.1m	Yr 1

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
c.	Implement a Marketing and Communications Strategy to attract investment in residential development in Tom Price.	Marketing and Communications Strategy	SA, Consultant, RTIO	\$0.1m	Yr 1-2
d.	Subject to the outcomes of the Business case and Marketing and Communications Strategy, release an EOI for residential development of lots in Tom Price.	EOI	SA, RTIO, State agencies	Ops Budget	Yr 1-2
e.	Carry out ongoing monitoring of residential market land supply and demand.	Data collection and regular reporting	SA	Ops Budget	Ongoing
1.4	<b>Redevelop the Old Hospital Site</b> Facilitate redevelopment of the Old Hospital Site into affordable housing for key workers and an ageing Aboriginal population, to provide secure housing to those most in need.			<b>\$0.1m</b>	
a.	Partner with key stakeholders to secure in principle agreement for development of aged care/retirement accommodation and social/affordable housing, inclusive of project costs and apportionment, timeframes, and management/delivery structure.	In principle agreement(s) with key stakeholders	SA, RTIO, ACs, NGOs, State agencies	Ops Budget	Yr 1
b.	Develop a Business Case to support the design and delivery of aged care/retirement accommodation and social/affordable housing options on the Old Hospital Site.	Business Case	SA, Consultant, ACs	\$0.1m	Yr 1
c.	Review the planning framework to facilitate redevelopment of the Old Hospital site.	Suitable planning framework	SA	Ops Budget	Yr 1-2
d.	Carry out ongoing monitoring of supply and demand for aged care/retirement accommodation and social/affordable housing.	EOI	SACs	Ops Budget	Ongoing
1.5	<b>Regenerate Lot 2 Central Road</b> Ensure the future redevelopment of Lot 2 incorporates opportunities for additional, diverse housing in the town centre.				
a.	Review the planning framework to facilitate opportunities for development of Lot 2 for Mixed Use Residential (including service worker accommodation), Commercial & Civic use.	Suitable planning framework	SA, RTIO, WAPC	Ops Budget	Yr 1
b.	Partner with RTIO to secure agreement for the staged scale-back and relocation of Transient Worker Accommodation from Lot 2 to Windawarri Village, Marandoo Village or elsewhere in town, to enable redevelopment of Lot 2.	Agreement	SA, RTIO, PDC	Ops Budget	Yr 1-2
1.6	<b>RTIO Housing Replacement Program</b> Encourage RTIO consolidating and intensifying its residential land and housing stock to increase supply on the open market.				
a.	Liaise with RTIO to assess housing demand for worker accommodation by type and demographic profile to identify priority sites for redevelopment.	Housing demand determined	SA, RTIO	Ops Budget	Yr 1
b.	Advocate for and advance RTIO's delivery of new 4x2 family homes on smaller lots.	Advocacy position	SA, RTIO, PDC	Ops Budget	Yr 1
c.	Facilitate subdivision of precinct areas identified for housing replacement to increase diversity and availability of on smaller lots.	Subdivision Approvals	RTIO, SA	\$TBC	Yr 1-2
d.	Encourage and enable demolition and replacement of aged housing stock and refurbishment of houses to accommodate modern needs of RTIO workers.	New Housing	RTIO, SA	\$TBC	Yr 1-5



#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
<b>2</b>	<b>COMMERCIAL STRATEGIES</b>				
<b>2.1</b>	<b>Activation of Village Green</b> Facilitate the redevelopment of the Tom Price Village Green into an accessible public space capable of accommodating events and a variety of community uses.			<b>\$0.05-0.1m</b>	
a.	Develop a Business Case examining different options for redevelopment of the Tom Price Village Green, including integration of communal spaces, likely scope of works, design considerations and estimated costs.	Business Case	SA	Ops budget	Yr 1-2
b.	Subject to the outcome of the Business Case, prepare a Local Events and Attractions Program and a Marketing and Communications Strategy to promote use and activation of the Village Green.	Local Events and Attractions Program Marketing and Communications Strategy	SA	Ops Budget	Yr 1-2
c.	Implement the Marketing and Communications Strategy and the Events and Attractions Program.	Local Events and Attractions Program Marketing and Communications Strategy	SA	\$0.05-0.1m	Yr 1-2
d.	Carry out ongoing monitoring of the success of the events and attractions program.	Data Collection	SA	Ops budget	Yr 1-2
<b>2.2</b>	<b>In-Town Training Program</b> Explore the feasibility of establishing a training economy within Tom Price to attract investment, diversify the economy and the skillset of the Tom Price workforce.				
a.	Partner with training providers to provide in-town training options for resource and non-resource sector training.	Partnership agreement	State Agencies, NGO	Ops budget	Yr 1-2
b.	Develop a Business Case to support the delivery of an In-Town Training Program, including identification of suitable sites, refurbishment options and estimated costings.	Business Case	RTIO, SA, Community Groups, External/Design Consultant	\$0.1m	Yr 1-2
c.	Subject to the outcomes of the Business Case and partnership with training providers, implement the training program.	Design and refurbishment of existing facilities Pilot In-Town Training Program	RTIO, State Agencies, NGO, SA, External/ Design Consultant	\$1-5m	Yr 1-5
d.	Carry out ongoing monitoring of the success of the training program.	Performance indicators	RTIO, SA	On-going funding	Ongoing
<b>2.3</b>	<b>Create the opportunity to establish commercial lots along Nameless Valley Drive</b> Investigate the development potential of land along Nameless Valley Drive to diversify the commercial and light industrial offerings and provision of employment of Tom Price.			<b>\$0.1-0.25m</b>	
a.	Development a business case to support delivery of 'build-ready' lots along Nameless Valley Drive to accommodate light industrial / commercial businesses, inclusive of estimated costs and feasibility.	Business Case	SA	\$0.1-0.25m	Yr 1-2
b.	Prepare and implement a Marketing and Communications Strategy to attract investment in commercial/ light industrial development in Tom Price, including reviewing partnering or funding opportunities with DevelopmentWA and the Regional Development Trust	Marketing and Communications Strategy	SA, DevWA,	Ops Budget	Yr 1-5
c.	Subject to the outcomes of the business case, undertake an expression of interest for the development of proposed commercial/tourism/light industrial of lots	Expression of Interest	SA	Ops Budget	Yr 1-5

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
<b>2.4</b>	<b>Strengthen Local Business Investment</b> Establish a business focused advocacy group that ensures Tom Price supports the establishment and growth of small business.				
a.	Review the planning framework to streamline development approval requirements for businesses within the Town Centre.	Review of Local Planning Scheme No. 7 and Local Planning Strategy	SA	Ops Budget	Yr 1-2
b.	Prepare terms of reference for a business development and mentoring network that provides support for entrepreneurial business operators, innovators and start-ups.	Terms of Reference	SA	Ops Budget	Yr 1-5
c.	Undertake an expression of interest from business owners and operators within Tom Price to join the business development and mentoring network	Expression of Interest	SA,	Ops Budget	Yr 1-5
d.	Subject to the EOI, assist the business development and mentoring network in securing suitable premises to establish a community hub for the promotion of and investment in local businesses	Establish business development and mentoring network.	SA, CCI,	Ops Budget	Yr 1-5
<b>3</b>	<b>COMMUNITY &amp; CIVIC STRATEGIES</b>				
<b>3.1</b>	<b>Community / Co-working Spaces</b> Develop a shared service co-working space in the Tom Price town centre to support community and non-resource sector enterprises.			<b>\$3-6.1m</b>	
a.	Engage with community groups and local businesses to undertake a community needs assessment that determines spatial parameters and operational needs for a community / co-working space.	Community needs assessment	SA, RTIO	Ops Budget	Yr 1
b.	Utilising the community needs assessment, evaluate possible sites within the town centre to identify the most suitable site for a community / co-working space ('preferred site').	Site selection	SA, RTIO	Ops Budget	Yr 1
c.	Prepare a Business Case to support the development of the preferred site into a community / co-working space.	Business Case	SA	\$0.1m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Delivery of project	SA, RTIO, Lead Contractor	\$3-6m	Yr 1-5
e.	Establish a management board for the structure, operation and management of the community / co-working space.	Management board	SA, RTIO	Ops Budget	Ongoing
f.	Carry out ongoing monitoring of the usage of the community / co-working / maker space(s).	Performance indicators	SA, RTIO	Ops Budget	Ongoing
<b>3.2</b>	<b>New Hospital &amp; Consolidation of Essential Services Precinct</b> Establish an Essential Services Precinct that includes the development of a new Tom Price Hospital.			<b>\$35-45m</b>	
a.	Partner and engage with key stakeholders to secure in principle agreement to develop an Essential Services Precinct, inclusive of project costs and apportionment, timeframes, and management / delivery structure.	In principle agreement with key stakeholders	SA, State Government, RTIO	Ops Budget	Yr 1
b.	Based on the Concept Plan, prepare a Business Case to support establishment of the Essential Services Precinct. The Business Case would include: <ul style="list-style-type: none"> <li>• A detailed site analysis of the Essential Services Precinct;</li> <li>• Costs associated with providing infrastructure, servicing and civil works;</li> <li>• Funding opportunities; and</li> <li>• Opportunities to leverage the Hospital construction works to provide infrastructure and servicing for the broader Essential Services Precinct.</li> </ul>	Business Case	SA, RTIO, State Government	Ops Budget	Yr 1-2



#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
c.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Delivery of project	RTIO, Lead Contractor	35-45	Yr 1-2
<b>3.3</b>	<b>New Shire Administration &amp; Library</b> To develop a new Shire Administration and Library building within a consolidated Civic Precinct along Central Road.			<b>\$25-35.1m</b>	
a.	Determine the spatial and operational needs for a new Administration and Library building.	Spatial and operational needs assessment	SA	Ops Budget	Yr 1-2
b.	Undertake a feasibility study and business case for a consolidated Civic Precinct anchored by a new Administration and Library building. The feasibility study should assess the timing and priority for development compared to other required community and sporting facility upgrades; canvas opportunities and interest for other complementary uses and / or shared spaces from community groups and government service providers; and define estimated costs, funding sources and asset renewal benefits..	Feasibility study	SA	\$0.1m	Yr 1-2
c.	Subject to the outcomes of b. above, prepare and implement a project plan for the development of a new Administration and Library building that incorporates and provides for the temporary relocation of existing services.	Project plan and delivery	SA, Design Consultant	\$25-35m	Yr 1-2
<b>3.4</b>	<b>Tom Price RFDS Aerodrome</b> To identify a suitable site near Tom Price for a Royal Flying Doctor Service Aerodrome.			<b>\$0.5m</b>	
a.	Engage an appropriately qualified and experienced consultant to identify, evaluate and rank possible sites near Tom Price for their suitability as an RFDS aerodrome.	Site evaluation	SA, RTIO	\$0.2m	Yr 1-2
b.	Undertake a feasibility study of the highest-ranking site to determine development and regulatory requirements, estimated construction costs and timeframes.	Feasibility study	SA, RTIO	\$0.1m	Yr 1-5
c.	Using the feasibility study, prepare a Business Case to determine funding and revenue sources, opportunities for third party access and use, ongoing operational and maintenance costs, and a management structure.	Business Case	SA, RTIO	\$0.2m	Yr 1-5
d.	Using the Business Case, partner with key stakeholders to secure in principle agreement to develop the RFDS aerodrome, inclusive of project costs and apportionment, timeframes, and management delivery structure.	In principle agreement for project delivery and on-going management	SA, RTIO	Ops Budget	Yr 1-5
<b>3.5</b>	<b>Community Development Strategy</b> To prepare the Shire's first Reconciliation Action Plan and an integrated Community Development Strategy.			<b>\$0.35M</b>	
a.	Utilising in-house expertise or with the assistance of an appropriate consultant, prepare a Reconciliation Action Plan under the Reconciliation Australia framework.	Reconciliation Action Plan	SA, Consultant	\$0.1m	Yr 1
b.	Develop the Reconciliation Action Plan in collaboration with Traditional Owners, community groups and stakeholders, ensuring ongoing collaboration during its implementation.	Demonstrated engagement	SA, TOs, Community, AC, RTIO	\$0.2m	Ongoing
c.	Prepare a Community Development Strategy, integrating applicable actions of the Reconciliation Action Plan.	Community Development Strategy	SA	\$0.05m	Yr 2
<b>4</b>	<b>TOURISM STRATEGIES</b>				
<b>4.1</b>	<b>RV Short Stay Parking</b> Enhance the town's capacity to accommodate and manage short-stay RV parking by developing a 50-60 site facility immediately north of the town centre, while optimising traffic flow and visitor experience.			<b>\$5.5m</b>	

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
a.	Evaluate the movement patterns of RVs/Caravans in the town centre to identify intersections that may require upgrades to enhance pedestrian and vehicle safety.	Council Report	SA, TWA	Ops Budget	Yr 1
b.	Develop a Business Case to define the existing concept into a more detailed design, schedule of costs, delivery program and ongoing management plan.	Business Case	SA, RTIO, TWA	0.5	Yr 1
c.	Subject to the outcomes of the Business Case, obtain necessary approvals and deliver the works in two separate stages: · Stage 1 – Deliver the 50-60 bay short-stay RV facility; and · Stage 2 – Install necessary traffic calming and intersectional upgrades, particularly at the intersection of Mine, Central and Willow Roads.	Council Report	SA, Contractor	5	Yr 1-2
d.	Carry out ongoing monitoring of traffic movement and RV park occupancy.	Council Report	SA	Ops Budget	Ongoing
<b>4.2</b>	<b>Visitor Information Centre</b> Establish a strategically positioned Visitor Information Centre to help Tom Price pivot into a tourism focal point for the region.			<b>\$15-18.15m</b>	
a.	Undertake a feasibility and site selection analysis to confirm the best possible position for a proposed Visitor Information Centre.	Preferred site selected	SA	0.05	Yr 1-2
b.	Establish an ongoing engagement protocol between the Shire, TO's and Aboriginal corporations to accurately interpret and integrate cultural and historical narratives into the Visitor Centre and surrounding precinct.	Agreed engagement protocol	SA, AC, TOs, PDC	Ops Budget	Yr 1-2
c.	Develop a Business Case to define the project into a more detailed design, schedule of costs, delivery program and ongoing management plan.	Business Case	SA, Design Consultant	0.1	Yr 1-2
d.	Subject to the outcome of the Business Case, obtain all necessary approvals and deliver the Centre including high-quality hard and soft landscaping.	Delivery and construction of project	SA	15-18	Yr 1-2
e.	Create and disseminate a 'Welcome Pack' including a useful town centre map and vouchers/discounts to attract patronage to local tourism businesses and accommodation.	Welcome Pack and App	SA, TWA, PDC	Ops Budget	Yr 1-2
f.	Collect visitor data for Tom Price and the wider Pilbara region.	Data collection and reporting	SA, TWA, PDC	Ops Budget	Ongoing
<b>4.3</b>	<b>Astrotourism</b> Transform Tom Price into a premier stargazing destination by partnering with local entities and indigenous communities to develop prime observation sites, enrich visitor experiences, and safeguard the area's unique dark skies.			<b>\$3m</b>	
a.	Partner with key stakeholders to secure in-principle agreement to capitalise on Astrotourism opportunities, clarify cost-sharing arrangements, project timelines and establish ongoing engagement protocols between stakeholders.	In principle agreement with key stakeholders	SA, PDC, RTIO, TOs, AC, DBCA	Ops Budget	Yr 1-2
b.	Develop an EOI to identify and invite commercial operators or partners to deliver event-based Astrotourism activities.	Submissions received from interested operators and partners	SA	Ops Budget	Yr 1-2
c.	Establish a dedicated observation site and associated amenities at Lot 325 northeast of the town within the Conservation, Recreation, and Natural Landscape Zone.	Viewing Platform and Access	SA, PDC, Development Partner	\$2.5m	Yr 1.5



#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
d.	Prepare and implement a Marketing and Communications Strategy and a framework for ongoing data collection on Astrotourism event attendance.	Marketing and Communications Strategy	SA, TWA, PDC, AC	\$0.1m	Yr 1-5
e.	Investigate implementing Dark Sky's Principles into the local planning framework in accordance with the WAPC's Dark Sky and Astrotourism Position Statement (2022)	Local Planning Strategy / Scheme	SA	Ops Budget	Yr 1-5
<b>4.4</b>	<b>Pilbara Experience Centre</b> Enrich Tom Price's cultural landscape by establishing the Pilbara Experience Centre, a multi-functional hub designed to showcase the region's unique arts and culture.			<b>\$25-35.1m</b>	
a.	Partner with key stakeholders to secure an in-principle agreement to deliver the Pilbara Experience Centre, outlining roles, cost-sharing mechanisms, and project timelines.	In principle agreement with key stakeholders	SA, PDC, RTIO, TOs, AC, DBCA	Ops Budget	Yr 1-5
b.	Develop a Business Case to define the project, cost estimates, delivery program and management plan.	Business Case	SA, PDC, AC, TOs, Design Consultant	\$0.1m	Yr 1-5
c.	Establish a management board to oversee the 'Pilbara Experience Centre' and coordinate cultural and arts programming.	Management board established	SA, AC, TOs, PDC	Ops Budget	Yr 1-5
d.	Subject to the outcomes of the Business Case, obtain all necessary approvals and appoint a contractor to deliver the project.	Construct and delivery the project	SA, Lead Contractor, TOs	\$25-35m	Yr 5-10
e.	Collect visitor data to gather insight into length of stay and engagement with arts and cultural activities.	Data collection and reporting	SA, TOs	Ops Budget	Ongoing
<b>4.5</b>	<b>Kings Lake Eco-tourism Destination</b> Convert Kings Lake into a sustainable eco-tourism and recreational hub to diversify the local economy and enhance community well-being.			<b>\$3-5.15m</b>	
a.	Partner with key stakeholders to secure in-principle agreement to undertake water quality monitoring, site remediation, establish cost-sharing mechanisms and project timelines to make Kings Lake safe and available for public use.	In principle agreement with key stakeholders	SA, RTIO, PDC, TWA	Ops Budget	Yr 1-2
b.	Engage specialist consulting services to assess water quality, establish and implement a monitoring program and identify remediation measures.	Water Quality Monitoring Program	SA, RTIO	\$0.15m	Yr 1-5
c.	Deliver necessary remediation works to make Kings Lake safe for public use.	Remediation Works	RTIO	\$3-5m	Yr 1-5
d.	Develop an EOI to identify and invite commercial and tourist operators to deliver eco-tourism experiences at Kings Lake.	Submissions received from interested operators and partners	SA, RTIO, PDC	Ops Budget	Yr 5-10
e.	Implement a maintenance plan including ongoing water quality monitoring to ensure the long-term safety and viability of Kings Lake as a public recreational space.	Maintenance Plan and Monitoring Program	SA, RTIO	Ops Budget	Ongoing
<b>4.6</b>	<b>Golf Course Overflow Caravan Park</b> Bolster Tom Price's viability as a tourist destination by integrating free overflow RV parking at the Golf Course to extend visitor stays and stimulate local economic growth.			<b>\$0.5-1m</b>	
a.	Collaborate with Tom Price Golf Club to refine and develop the concept of integrating free overflow RV parking within the golf course.	Project and Works Plan	SA, Tom Price Golf Club	\$0.05m	Yr 1-2
b.	Undertake site works including realignment of affected golfing drives, connecting pedestrian pathways and screen planting where appropriate.	Construction and delivery of project	SA, Tom Price Golf Club	\$0.5-1m	Yr 1-5
c.	Develop a management plan to facilitate ongoing management, operation and maintenance of this free facility.	Management Plan	SA, Tom Price Golf Club	Ops Budget	Yr 1-5

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
<b>4.7</b>	<b>Other investigative opportunities</b>				
a.	Engage with Traditional Owners to identify opportunities for Mt Nameless / Jarndamunha to accommodate a scenic lookout.	Identification of scenic lookout	SA, TOs	Ops Budget	Yr 1-2
b.	Investigate opportunities to provide short-term long-vehicle parking.	Parking location identified	SA	Ops Budget	Yr 1-2
c.	Investigate the installation of a distinctive entry statement at the intersection of Mine Road and Tom Price – Paraburdoo Road.	Entry statement installed	SA, TOs	Ops Budget	Yr 1
d.	Investigate opportunities to visually integrate the adjacent hills and make them accessible by exploring opportunities to enhance tracks and access to lookouts by both pedestrians and cyclists.	Opportunities identified	SA, TOs	Ops Budget	Yr 1-2
<b>5</b>	<b>SPORTS &amp; RECREATION STRATEGIES</b>				
<b>5.1</b>	<b>Upgrade of Minna Oval</b> Upgrade Minna Oval to accommodate a greater range of sporting and recreational activities. Develop a wide range of inclusive play spaces and facilities for all ages and abilities in different landscape settings.			<b>\$20-27.2m</b>	
a.	Partner with key stakeholders, namely the Department of Education, to secure in principle agreement for upgrading Minna Oval, inclusive of project costs and apportionment, timeframes, and management/delivery structure.	In principle agreement with key stakeholders	SA, DoE	Ops Budget	Yr 1
b.	In collaboration with key stakeholders, prepare a Concept Design for the upgrades to Minna Oval and surrounding roads.	Concept Design	SA	\$0.1m	Yr 1-2
c.	Prepare a Business Case, inclusive of the Concept Design, cost estimates, construction schedule, cost apportionment and management plan.	Business Case	SA	\$0.1m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Construction and delivery of project	SA, Lead Contractor	\$20-27m	Yr 1-2
<b>5.2</b>	<b>Multi-purpose Sports &amp; Recreation Centre</b> Develop a new multi-purpose sports and recreation centre, co-located with other community facilities at Clem Thompson Oval.			<b>\$35-45.2m</b>	
a.	Partner with key stakeholders, namely the Department of Education, to secure in principle agreement for construction of a new Multi-purpose Sport and Recreation Centre, inclusive of project costs and apportionment, timeframes and management/delivery structure.	In principle agreement with key stakeholders	SA	Ops Budget	Yr 1
b.	In collaboration with key stakeholders and based on a community needs assessment, prepare a Concept Plan for the Multi-Purpose Sports and Recreation Centre.	Concept Design	SA	\$0.1m	Yr 1-2
c.	Prepare a Business Case to support the design and construction of a Multi-Purpose Sports and Recreation Centre.	Business Case	SA	\$0.1m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Construction and delivery of project	SA, Lead Contractor	\$35-45m	Yr 1-5
e.	Develop and implement a management plan for the Centre and monitor usage over time.	Management Plan	SA	Ops Budget	Yr 1-5
<b>5.3</b>	<b>Town Centre Walking and Cycle Plan</b> Prepare a Plan that establishes a network of paths and routes to support active transport within and around the Tom Price townsite.			<b>\$5-7.15m</b>	
a.	Prepare a Walking and Cycling Plan for Tom Price based on existing travel patterns and to link destinations and facilities within the townsite.	Walking and Cycle Plan	SA, Consultant, TOs, AC, RTIO	\$0.15m	Yr 1-2



#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
b.	The Walking and Cycling Plan will identify infrastructure requirements, capital costs and an implementation schedule.	Implementation Schedule	SA	Included above	
c.	Investigate grant funding through the Department of Transport's Western Australia Bicycle Network Grants Program for the Walking and Cycling Plan, and subsequent implementation works.	Grant funding, construction and delivery of works	SA, DoT	\$5-7m	
<b>5.4</b>	<b>Town Based Mountain Bike Trails</b> To establish a network of mountain bike trails near townsite to support recreation and tourism.			<b>\$3-6.15m</b>	
a.	Engage with key stakeholders to secure in principle agreement and to identify preliminary issues, to develop a network of mountain bike trails on land surrounding Tom Price.	Walking and Cycle Plan	SA, Consultant, TOs, AC, RTIO	\$0.05m	Yr 1-2
b.	Prepare a Mountain Bike Trail Strategy to identify a network of trails, land tenure arrangements, infrastructure requirements, costs and project delivery.	Implementation Schedule	SA	\$0.1m	Yr 1-2
c.	Obtain necessary approvals and appoint a contractor to deliver the project.	Construction and delivery of project	SA, DoT	\$3-6m	Yr 1-5
<b>6</b>	<b>GREENING AND CONNECTION STRATEGIES</b>				
<b>6.1</b>	<b>Wayfinding strategy to integrate interpretive landscape connections.</b> To assist community understanding, access to and enjoyment of public spaces by preparing a wayfinding strategy.			<b>\$0.1-0.2m</b>	
a.	Develop a Wayfinding Strategy in liaison with the community and key stakeholders including Traditional Owners, Aboriginal corporations, PDC and RTIO. The Strategy will support the Shire's place making and activation initiatives and should address the location, scale, appropriateness, design, cost and timing of works such as entry signage, digital signage, directional signage, trail marker signage, street and place name signs, community and visitor information/interpretative signage, and car parking signage.	Wayfinding Strategy	SA, External Consultant	\$0.1-0.2m	Yr 1-2
b.	Implement the Tom Price Wayfinding Strategy, including cultural/historical narratives.	Consultation Plan	SA	Ops Budget	Yr 1-2
c.	Implement a maintenance program for upkeep of signage, gateway statements.	Ongoing Maintenance Program	SA	Ops Budget	Yr 1-5
<b>6.2</b>	<b>Recreational Drainage Corridor</b> Prepare a Recreational Drainage Corridor Strategy to promote safe and continuous pedestrian / cycle access with provision of footpaths, shade and green landscapes, with a focus around key pieces of infrastructure as a 'destination' experience.			<b>\$2.5-3m</b>	
a.	Develop a Business Case to support the Tom Price Recreational Drainage Corridor Strategy, including scope of capital works, schematic design, cost to provide detailed mapping and design of drainage corridors to be prioritised for recreational pathways and maintenance cost of the works.	Business Case	SA	Ops Budget	Yr 1-2
b.	Engage with key stakeholders, including the Eastern Garuma Aboriginal Corporation.	Consultation Plan	SA	Ops Budget	Yr 1-5
c.	Subject to the outcomes of the Business Case, prepare and implement the Tom Price Recreational Drainage Corridor Strategy.	Tom Price Recreational Drainage Strategy	SA	\$2.5-3m	Yr 1-5
d.	Implement a maintenance program for identified parks and recreation reserves.	Ongoing maintenance program	SA	Ops Budget	Ongoing

#	Actions   Activity   Project	Deliverable	Key Stakeholder(s)	Estimated Cost	Timing
<b>6.3</b>	<b>Integrated Streetscape Greening Program</b> Prepare a Streetscape Greening Program that enhances Tom Prices landscape features and strengthens understanding of Traditional Landowners relationship with the landscape.				
a.	Develop a Business Case to support the Tom Price Streetscape Greening Program, including schematic design, species type, identification of priority streetscapes and priority corridors for replanting and integration of water sensitive urban design principles.	Business Case	SA	Ops Budget	Yr 1-2
b.	Engage with key stakeholders, including the Eastern Garuma Aboriginal Corporation to explore opportunities for increased indigenous recognition in the landscape response.	Stakeholder Consultation	SA	Ops Budget	Yr 1-2
c.	Subject to the outcomes of the Business Case, prepare and implement the Tom Price Streetscape Greening Program.	Tom Price Streetscape Greening Program	SA	Ops Budget	Yr 1-5
d.	Carry out maintenance program for the Tom Price Streetscape Greening Program.	Ongoing maintenance program	SA	Ops Budget	Yr 1-5
<b>6.4</b>	<b>Upgrade of Wastewater Treatment Plant</b> Undertake a holistic review of water availability and use within Tom Price to ensure that strategies and actions from the CLIP can be implemented.			<b>\$0.3-0.5m</b>	
a.	Partner with Rio Tinto to secure in principle support for monitoring of water quality and quantity processed through the Tom Price Wastewater Treatment Plant, and the potential to treat, harvest and distribute recycled water.	In Principle Agreement	SA, RTIO	Ops Budget	Yr 1-2
b.	Subject to the outcomes of the proposed partnership, commence monitoring of current groundwater levels and groundwater quality, current wastewater quality, overall water use within Tom Price and investigate the potential use of recycled water and/or supplementing existing groundwater for irrigation.	Groundwater Monitoring Program/Water Quality Monitoring Program for WWTP	RTIO, External Consultant	\$0.1-0.2m	Yr 1-2
c.	Review predicted water demands from CLIP strategies and actions and prepare an Irrigation Strategy to accommodate additional demand.	Irrigation Strategy	SA, RTIO, External Consultant	\$0.1-0.2m	Yr 1-5
d.	Examine the feasibility and opportunities to monitor water use in Tom Price.	Water Monitoring Program	RTIO, SA	\$0.1m	Ongoing



APPENDIX 1 – IMPLEMENTATION TABLE PARABURDOO

#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
1	HOUSING STRATEGIES				
1.1	<b>Housing alliance with Traditional Owners – Aged Care / Retirement Living</b> Facilitate the delivery of a 10-12 unit aged care/retirement village to facilitate aging in place and provide secure housing to those most in need			\$15m–20m	
a.	Partner with key stakeholders to secure in principle agreement to develop aged care/retirement accommodation and social/affordable housing in the town centre area.	Partnership agreement	SA, TO, AC, PDC, RTIO	Ops budget	Yr 1-2
b.	Develop a Business Case to support the design and delivery of aged care/retirement accommodation and social/affordable housing options, inclusive of site selection, project costs and apportionment, timeframes, and management/delivery structure.	Business Case	SA	Ops budget	Yr 1–2
c.	Undertake an EOI Process to attract private and/or state investment to deliver the project	Expression of Interest	SA	Ops budget	Yr 1-5
d.	Work with project partners, if any, to deliver the development in accordance with the business case.	Construction of Aged Care/ Retirement Living	SA, Project Partners	\$15-20m	Yr 1–5
e.	Carry out ongoing monitoring of supply and demand for aged care/retirement accommodation and social/affordable housing.	Performance indicators	SA	Ops Budget	Ongoing
1.2	<b>Infill development of Lazylands</b> Investigate the potential of 'lazy land' to accommodate future residential development in proximity to parks and other amenities.			\$0.1m-0.2m	
a.	Review the planning framework to enable the development of 'lazy lands', prioritising Development Investigation Areas (DIAs) that are more readily developable in the short-term.	Review of Local Planning scheme No. 7 and Local Planning Strategy	SA	Ops budget	Yr 1-2
b.	Develop a Business Case to support the delivery of 'build-ready' lots, including scope of capital works and estimated costings.	Business Case	SA	Ops budget	Yr 1-2
c.	Prepare and implement a Marketing and Communications Strategy to attract investment in residential development in Paraburdoo	Marketing and Communications Strategy	SA	Ops Budget	Yr 1-2
d.	Subject to the outcomes of the Business Case and Marketing and Communications Strategy, release an EOI to deliver build read lots in Paraburdoo	Expression of Interest	SA	Ops Budget	Yr 1-2
e.	Carry out ongoing monitoring of residential market land supply and demand	Performance indicators	SA, External Consultant	\$0.1 – 0.2m	Ongoing
1.3	<b>Other</b> Other Investigative Opportunities			\$0.2m	
a.	Review Local Planning Scheme R-Codes to facilitate infill and natural diversification of housing stock.	Review of Local Planning scheme No. 7 and Local Planning Strategy	SA	Ops Budget	Yr 1-2
b.	Investigate how the Shire can attract and accommodate alternative development models such as build-to-rent, rent-to-buy and modular housing	Marketing and Communications Strategy Expression of Interest	RTIO, SA	Ops Budget	Yr 1-5
c.	Prepare and implement Design Guidelines that incentivise and support the delivery of more affordable housing, embracing climate-responsive design and taking advantage of the DevelopmentWA's Pilbara Vernacular Handbook (2012).	Design Guidelines	SA, External Consultant	\$0.2m	Yr 1-5

#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
2	COMMERCIAL STRATEGIES				
2.1	Upgrade of the Paraburdoo Village Green Facilitate the redevelopment of the Paraburdoo Village Green into an accessible public space capable of accommodating events and a variety of community uses.			\$0.05m–0.1m	
a.	Develop a Business Case examining different options for redevelopment of the Paraburdoo Village Green, including integration of communal spaces, likely scope of works, design considerations and estimated costs.	Business Case	SA	Ops budget	Yr 1-2
b.	Subject to the outcome of the Business Case, prepare a Local Events and Attractions Program that delivers at least 6 events a year, occurring every 2 months and a Marketing and Communications Strategy to promote use and activation of the Village Green.	Local Events and Attractions Program Marketing and Communications Strategy	SA, Community Groups	Ops Budget	Yr 1-2
c.	Implement the Marketing and Communications Strategy and the Events and Attractions Program.	Local Events and Attractions Program Marketing and Communications Strategy	SA, Community Groups	\$0.05m-0.1m	Yr 1-2
d.	Carry out ongoing monitoring of the success of the events and attractions program.	Data Collection	SA	Ops budget	Yr 1-2
2.2	<b>Place Activation Strategy – Paraburdoo</b> Establish a business focused advocacy group that ensures Paraburdoo supports the establishment and growth of small business and increases community attendance and involvement within the Town Centre				
a.	Review the planning framework to streamline development approval requirements for businesses within the Town Centre.	Review of Local Planning Scheme No. 7 and Local Planning Strategy	SA	Ops Budget	Yr 1-2
b.	Prepare terms of reference for a business development and mentoring network that provides support for entrepreneurial business operators, innovators and start-ups.	Terms of Reference	SA	Ops Budget	Yr 1-5
c.	Undertake an expression of interest from business owners and operators within Paraburdoo to join the business development and mentoring network	Expression of Interest	SA,	Ops Budget	Yr 1-5
d.	Carry out ongoing monitoring of the success of the training program.	Performance indicators	RTIO, SA	On-going funding	Ongoing
2.3	<b>Integrated Water Management Strategy</b> To undertake a holistic review of water quality and use within Paraburdoo and ensure that strategies and actions contained in the CLIP can be implemented			\$0.3m–0.4m	
a.	Partner with Rio Tinto and the Yinhawangka Aboriginal Corporation to secure in principle support for the preparation of an Integrated Water Management Plan.	In Principle Agreement	SA, RTIO, AB	Ops Budget	Yr 1-2
b.	Subject to the outcomes of the proposed partnership, commence monitoring of current groundwater levels and groundwater quality, current wastewater quality, overall water use within Tom Price and investigate the potential use of recycled water and/or supplementing existing groundwater for irrigation.	Groundwater Monitoring Program/Water Quality Monitoring Program for WWTP	RTIO, External Consultant	\$0.1m–0.2m	Yr 1-2
c.	Review predicted water demands from CLIP strategies and actions and prepare an Irrigation Strategy to accommodate additional demand.	Irrigation Strategy	SA, RTIO, External Consultant	\$0.1m–0.2m	Yr 1-5
d.	Examine the feasibility and opportunities to monitor water use in Paraburdoo	Water Monitoring Program	RTIO, SA	\$0.1m	Ongoing



#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
<b>3</b>	<b>COMMUNITY &amp; CIVIC STRATEGIES</b>				
<b>3.1</b>	<b>Essential Services Precinct with new Medical Health Care Facility</b> Establish an Essential Services Precinct comprising a new medical health care facility, support services and opportunity for aged care / retirement living.			<b>\$20m-30.5m</b>	
a.	Partner and engage with key stakeholders to secure in principle agreement to develop an Essential Services Precinct, inclusive of project costs and apportionment, timeframes, and management / delivery structure.	In principle agreement with key stakeholders	SA, State Government, RTIO	Ops Budget	Yr 1
b.	In collaboration with key stakeholders and community groups, undertake a feasibility study and community needs assessment, and prepare a Concept Plan for the Essential Services Precinct.	Feasibility Study, Community Needs Assessment and Concept Plan	SA, State Government, RTIO, Design Consultant	\$0.5m	Yr 1-2
c.	Based on the Concept Plan, prepare a Business Case to support establishment of the Essential Services Precinct. The Business Case would include: A detailed site analysis of the Essential Services Precinct; Costs associated with providing infrastructure, servicing and civil works; Funding opportunities; and Opportunities to leverage the Hospital construction works to provide infrastructure and servicing for the broader Essential Services Precinct.	Business Case	SA, State Government, RTIO	Ops Budget	Yr 1-5
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Delivery of project	State Government, RTIO, Lead Contractor	\$20m-30m	Yr 5-10
<b>3.2</b>	<b>Community / Co-working Spaces / Maker Space</b> Develop a shared space(s) in the Paraburdoo town centre to support community, small enterprise and creative endeavours.			<b>\$3m-6.05m</b>	
a.	Engage with community groups and local businesses to undertake a community needs assessment that determines spatial parameters and operational needs for a community / co-working / maker space(s).	Community needs assessment	SA, Community Groups	Ops Budget	Yr 1
b.	Utilising the community needs assessment, evaluate possible sites within the town centre to identify the most suitable site for a community / co-working / maker space(s).	Site selection	SA, RTIO, Community Groups	Ops Budget	Yr 1
c.	Prepare a Business Case to support the development of the preferred site into a community / co-working / maker space(s).	Business Case	SA	\$0.05m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Delivery of project	SA, RTIO, Lead Contractor	\$3m-6m	Yr 1-5
e.	Carry out ongoing monitoring of the usage of the community / co-working / maker space(s).	Performance indicators	SA	Ops Budget	Ongoing
<b>4</b>	<b>TOURISM STRATEGIES</b>				
<b>4.1</b>	<b>Multi-purpose Visitor Centre / Art Gallery</b> Develop a Multi-Purpose Visitor Centre and Art Gallery in Paraburdoo's town centre to enhance cultural vibrancy, foster community collaboration, and promote both local biodiversity and Aboriginal heritage.			<b>\$0.2m–0.4m</b>	
a.	Partner with key stakeholders such as the Yinhawangka Aboriginal Corporation to undertake a feasibility study to confirm the site and develop a Concept Plan	Partnership agreement	SA, AC	Ops budget	Yr 1
b.	Develop a Business Case to define the existing concept into a more detailed design, schedule of costs, delivery of program and ongoing management planning.	Business Case	SA	Ops Budget	Yr 1

#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
c.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Development Approval, Building Permit	SA, External Consultant	\$0.1 – 0.2m	Yr 1-5
d.	Create and disseminate a 'Welcome Pack' including a useful town centre map and vouchers/discounts to attract patronage to local tourism businesses and accommodation.	Design and Distribution of Material	SA, External Consultant, TWA	\$0.1 – 0.2m	Yr 1-5
e.	Establish a management structure to determine responsibilities to foster community collaboration, undertake event, exhibition and activity programming and collect/monitor visitor data and feedback.	Management Structure Performance Indicators	SA	Ops Budget	Ongoing
<b>4.2</b>	<b>Redevelopment of Carvan Park</b> Enhance the town's capacity to accommodate and manage short-stay RV and Caravans to attract visitors, extend stays and stimulate local economic growth				
a.	Develop a Business Case to improve the existing caravan park with modern facilities and amenities and install high-quality soft/hard landscaping to make it an appealing stopover destination.	Business Case	SA	Ops budget	Yr 1-2
b.	Subject to the outcomes of the Business Case and formal agreement with RTIO, transfer responsibility for the caravan park to the Shire	Management Order	RTIO, SA	Ops budget	Yr 1-2
c.	Obtain all necessary approvals and deliver the project in accordance with the approved business case.	Development Approval, Building Permit	SA	Ops budget	Yr 1-2
d.	Develop and implement a management plan for the facility and monitor uptake and visitation over time.	Management Plan	SA	Ops budget	Yr 1-5
<b>4.3</b>	<b>Astrotourism</b> Capitalise on Astro tourism opportunities by partnering with local entities and indigenous communities to respectfully capitalise on prime observation sites, enrich visitor experiences, and safeguard the area's unique dark skies.				
a.	Partner with key stakeholders to secure in-principle agreement to capitalise on Astrotourism opportunities, identify potential observation sites, clarify cost-sharing arrangements, project timelines and establish ongoing engagement protocols between stakeholders	Partnership agreement	SA, PDC, RTIO, TOs, AC, DBCA	Ops budget	Yr 1-2
b.	Develop an EOI to identify and invite commercial operators or partners to deliver event-based Astro Tourism activities near Paraburdoo.	Expression of interest	SA	Ops budget	Yr 1-5
c.	Support chosen operator/s to establish of one or more observation sites near Paraburdoo	Appoint operator(s)	SA, commercial operators	Ops budget	Yr 1-5
d.	Prepare and implement a Marketing Strategy and Framework for ongoing data collection on Astrotourism event attendance.	Marketing Strategy Performance Indicators	SA	Ops budget	Yr 1-5
e.	Investigate implementing Dark Sky's Principles into the local planning framework in accordance with the WAPC's Dark Sky and Astrotourism Position Statement (2022)	Local Planning Policy	SA	Ops Budget	Yr 1-5
<b>5</b>	<b>SPORTS &amp; RECREATION STRATEGIES</b>				
<b>5.1</b>	<b>Pump Track and Destination Playground within Western Green</b> To develop a new youth activity space near the town centre, comprising skate park, pump track and destination playground.			<b>\$6m-9m</b>	
a.	Implement a Community Engagement Strategy to establish community expectations for a youth activity space.	Community Engagement Strategy	SA. Community Groups	Ops Budget	Yr 1
b.	Incorporating community feedback, prepare a Concept Design for the youth activity space.	Concept Design	SA, Design Consultant	\$0.1m	Yr 1-2



#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
c.	Prepare a Business Case, inclusive of the Concept Design, cost estimates, construction schedule, cost apportionment and management plan.	Business Case	SA, Design Consultant	\$0.1m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Construction and delivery of project	SA, Lead Contractor	\$6-9m	Yr 1-2
5.2	<b>Relocation of Dog Park</b> To construct a new multi-purpose sports and recreation centre, co-located with other community facilities at Clem Thompson Oval.			\$1m	
a.	Undertake a site analysis and prepare a Concept Plan for the new dog park on Lot 66 Ashburton Ave, Paraburdoo.	Concept Plan	SA	Ops Budget	Yr 1
b.	Implement a Community Engagement Strategy to obtain community feedback on the Concept Plan.	Community feedback	SA	Ops Budget	Yr 1-2
c.	Prepare a Business Case to support the design and construction of the dog park.	Business Case	SA, Design Consultant	\$0.0.5m	Yr 1-2
d.	Subject to the outcomes of the Business Case, obtain necessary approvals and appoint a contractor to deliver the project.	Construction and delivery of project	SA, Lead Contractor	\$0.95m	Yr 1-5
5.3	<b>Town Centre Walking and Cycle Plan</b> Prepare a Plan that establishes a network of paths and routes to support active transport within and around the Paraburdoo townsite.			\$5m-7m	
a.	Prepare a Walking and Cycling Plan based on existing travel patterns and to link destinations and facilities within the townsite.	Walking and Cycle Plan	SA, Consultant, TOs, AC, RTIO	\$0.15m	Yr 1-2
b.	The Walking and Cycling Plan will identify infrastructure requirements, capital costs and an implementation schedule.	Implementation Schedule	SA	Included above	Yr 1-2
c.	Investigate grant funding through the Department of Transport's Western Australia Bicycle Network Grants Program for the Walking and Cycling Plan, and subsequent implementation works.	Grant funding, construction and delivery of works	SA, DoT	\$5m-7m	Yr 1-5
6	<b>GREENING AND CONNECTION STRATEGIES</b>				
6.1	<b>Wayfinding strategy to integrate interpretive landscape connections.</b> To assist community understanding, access to and enjoyment of public spaces by preparing a wayfinding strategy.			\$0.1m–0.2m	
a.	Develop a Wayfinding Strategy in liaison with the community and key stakeholders including Traditional Owners, Aboriginal corporations, PDC and RTIO. The Strategy will support the Shire's place making and activation initiatives and should address the location, scale, appropriateness, design, cost and timing of works such as entry signage, digital signage, directional signage, trail marker signage, street and place name signs, community and visitor information/interpretative signage, and car parking signage	Wayfinding Strategy	SA, External Consultant, AC, PDC, RTIO	\$0.1m–\$0.2m	Yr 1-2
b.	Implement the Paraburdoo Wayfinding Strategy, including cultural/historical narratives.	Consultation Plan	SA, AC	Ops Budget	Yr 1–2
c.	Implement a maintenance program for upkeep of signage, gateway statements.	Ongoing Maintenance Program	SA	Ops Budget	Yr 1-5
6.2	<b>Recreational Drainage Corridor</b> Prepare a Recreational Drainage Corridor Strategy to promote safe and continuous pedestrian / cycle access with provision of footpaths, shade and green landscapes, with a focus around key pieces of infrastructure as a 'destination' experience.			\$2.5m–3.0m	

#	Actions   Activity   Project	Deliverable	Key Stakeholders	Estimated Cost	Timing
a.	Develop a Business Case to support the Paraburdoo Recreational Drainage Corridor Strategy, including scope of capital works, schematic design, cost to provide detailed mapping and design of drainage corridors to be prioritised for recreational pathways and maintenance cost of the works.	Business Case	SA	Ops Budget	Yr 1-2
b.	Engage with key stakeholders, including the Yinhawangka Aboriginal Corporation.	Consultation Plan	SA, AC	Ops Budget	Yr 1-5
c.	Subject to the outcomes of the Business Case, prepare and implement the Paraburdoo Recreational Drainage Corridor Strategy.	Paraburdoo Recreational Drainage Strategy	SA, RTIO	2.5m– 3m	Yr 1-5
d.	Implement a maintenance program for identified parks and recreation reserves.	Ongoing maintenance program	SA	Ops Budget	Ongoing.
6.3	<b>Integrated Streetscape Greening Program</b> Prepare a Streetscape Greening Program that enhances Tom Prices landscape features and strengthens understanding of Traditional Landowners relationship with the landscape.				
a.	Develop a Business Case to support the Paraburdoo Streetscape Greening Program, including schematic design, species type, identification of priority streetscapes and priority corridors for replanting and integration of water sensitive urban design principles.	Business Case	SA	Ops Budget	Yr 1-2
b.	Engage with key stakeholders, including the Yinhawangka Aboriginal Corporation.	Stakeholder Consultation	SA, AC	Ops Budget	Yr 1-2
c.	Subject to the outcomes of the Business Case, prepare and implement the Tom Price Streetscape Greening Program	Paraburdoo Streetscape Greening Program	SA, RTIO	Ops Budget	Yr 1-5
d.	Carry out maintenance program for the Paraburdoo Streetscape Greening Program	Ongoing maintenance program	SA	Ops Budget	Yr 1-5

## Key Stakeholders

Shire of Ashburton (SA)	Chamber of Commerce and Industrty (CCI)
Rio Tinto (RTIO)	Department of Biodiversity, Conservation and Attractions (DBCA)
Pilbara Development Commission (PDC)	Department of Education (DoE)
Traditional Owners (TO)	Main Roads Western Australia (MRWA)
Aboriginal Corporation(s) (AC)	Water Corporation (WC)
Department of Communities (DC)	Private Sector Utilities Companies (PSUC)
Department of Jobs, Tourism, Science and Innovation (DJTSI)	Landcare Group (LG)
Department of Training and Workforce Development (DTWD)	Local Business (LB)
Tourism WA	Private Sector Developers (PD)
Government Regional Officer Housing	Community Groups
DevelopmentWA (Dev WA)	Sporting Club
Department of Local Government, Sports and Cultural Industries (DGLSC)	
Non-Government Organisation (NGO)	





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