

SHIRE OF ROEBOURNE



shire of  
**ROEBOURNE**

Karratha

*Powerhouse of the Pilbara*

## Shire of Roebourne

# Sport, Recreation and Leisure Strategic Plan

Prepared for: Shire of Roebourne  
Prepared by: Davis Langdon Australia  
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# Shire of Roebourne Sport, Recreation and Leisure Strategic Plan

Final Report

Prepared for

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Sport, Recreation and Leisure Strategic Plan

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## Executive Summary

The 2013 Sport, Recreation and Leisure Strategic Plan is intended to guide the planning for the future of the Shire's community and sporting facilities and services over the next ten years. The plan identifies projects and programs that the Shire could undertake in order to achieve the vision of the Shire in the sport, recreation and leisure space with reference to a short (0-5 years), medium (6-10 years) and long (10 years plus) development horizon.

The provision of facilities and services related to sport, recreation and leisure is undertaken on behalf of the Shire by the Community and Corporate Services Directorate. Two service areas are responsible for delivery:

- Recreation Facilities: Responsible for the management and coordination of quality operational recreation facilities to ensure residents have the opportunity to access experiences which improve their quality of life, and
- Leisure Services: Responsible for master planning and service delivery of quality infrastructure to ensure residents have the opportunity to access experiences which improve their quality of life.

In accordance with the Integrated Strategic Planning (ISP) Framework the objective of the strategic plan is to:

- Develop an action plan that provides Council with a strategic framework to deliver its sport, recreation and leisure services in a sustainable manner;
- Identify sport, recreation and leisure needs of the community;
- Be complimentary to and align with the ISP.
- Align with the wider vision for the shire as contained in other strategic planning documents and adopted plans (i.e. Karratha 2020 Vision and Community Plan, Youth Development Plan, Arts and Culture Action Plan etc).

There are three distinct growth corridors where investment in facilities and services needs to be focussed. These are Dampier, Karratha and the Eastern Corridor (comprising Roebourne, Wickham, Point Samson and Cossack).

The analysis supporting the strategy identifies a number of factors that will influence sport, recreation and leisure provision. These can be summarised as:

- Previous strategic planning processes: Highlighted the importance of appropriately managing the Shire's assets (including managing the impact on the coastal and other natural environmental assets). There is a need to develop and evolve programs and services within existing and recently developed facilities to maximise the return on investment, whilst also ensuring that sport, recreation and leisure facilities are affordable.
- Other key influences is the need to create more effective connectivity within settlements by more effective open space planning and expanding opportunities including the ability to build capacity in the community to support the varied networks of community activities.
- Demographic implications: The net population changes for the settlement areas within the Shire from 2013 to 2023 and beyond identifies Karratha as being the main population centre which will continue to expand and provide the bulk of the population growth for the Shire. Mulataga will become a major growth area from 2017 onwards with Gap Ridge being fully built out by 2021.
- Roebourne will experience a slight decline over the period and will retain a static population base from 2022 onwards. Similarly Millars Well will retain a relatively static population with marginal growth at Point Samson and in Dampier. Wickham will retain a similar demographic mix to its current profile which is dominated by young working adults.
- Industry Trends: Recent local government initiatives highlight the emergence of community hubs, multi-functional facilities and shared use infrastructure as a means of delivering more cost effective services. The continuing increase in energy costs has raised the profile of incorporating Environmentally Sustainable Design initiatives as a mechanism to reduce those costs and minimise environmental impact.

- Consultation responses and previous customer surveys have highlighted a number of additional areas of provision which are of significance across the Shire. Facility provision can be summarised as:
  - Youth activity space and services
  - Provision of footpaths and cycleways.
  - More effective joint use of school ovals.
  - Coastal infrastructure upgrade to enhance and develop leisure opportunities for residents and visitors.
  - Family support and child care infrastructure
  - Selected rationalisation of existing facility provision to more effectively meet community needs.
  - Sustaining a wide choice of entertainment, recreation, open spaces and leisure activities / facilities is of significant importance in attracting and retaining residents.

To support existing and emerging sport, recreation and leisure facilities and services the following overarching themes are identified.

- Strategically maximise the investment made by resource companies.
- Enhance communication with the community to maximise the use of sport, recreation and leisure facilities.
- To continue to facilitate club development and event coordination to support voluntary or not-for-profit organisations.
- Ensure, as far as practicable sport, recreation, leisure and community facilities are financially viability and sustainable.

Through an analysis of the factors which influence the facility requirements a number of conclusions can be reached in respect of the broad community:

- Family support facilities are essential components required to support sport, recreation and leisure use. Wherever possible new development should incorporate playgroup, family meeting areas or a crèche.
- Neighbourhood and District Community Centres tend to be aging and in need of modernisation / improvement. A staged approach will need to be developed to enhance existing infrastructure
- Provision for the youth is minimal and will require cross-government intervention to address current issues associated with the significant drop off of youths as they enter high school age.
- Outdoor activity space is considered to be a high priority in the Shire.
- Current performance space and event space is an important part of the recreation and leisure service offer within the shire. A diverse range of services and space will continually need to be provided to meet the demands of a growing and culturally diverse population.
- BMX, mountain biking and other wheeled sports rank highly amongst the youth population and activities will continue to be in demand in the Shire.
- Both indoor and outdoor sports facilities are likely to be a continuing demand as the population continues to expand.
- The requirement to enhance and improve moorings, boat ramps and associated infrastructure will continue to be in demand.
- The oval provision within Karratha which will potentially cater for growth in oval and rectangular sports clubs needs for the next 10 years (subject to the sporting oval development committed in Mulataga and Baynton East being completed).
- Current oval usage varies with most facilities operating at or near capacity during the winter playing periods for the 6 key ovals in Karratha. Whilst the new oval provision at the Leisureplex will assist in offsetting the current demand, this will not completely satisfy demand in new growth areas particularly for senior oval provision.

- Within the Dampier and Eastern Corridor there is a generally a good level of sporting provision to serve the local communities. The most significant issue in these areas is the quality and viability of the provision.

As a result of the analysis and needs assessment a series of 48 recommendations were developed and have been categorised into 4 categories:

- 1) A guiding principle or series of principles relating to the delivery of sport recreation and leisure opportunities and to facilitate the long term viability of clubs and infrastructure.
- 2) Strategic development: To put in place a number of strategic interventions aimed at developing infrastructure in a phased and managed approach and to ensure robust evidence substantiates investment.
- 3) Facility development: To identify specific facility development requirements which need to be planned and undertaken within the life of the strategic plan
- 4) Service development: Identifying changes to the way in which sport, recreation and leisure services are to be delivered during the life of the strategic plan. A focus is on more effective use of resources and maximising the return on the Shire's investment.

The list of recommendations is contained within the accompanying implementation plan which identifies the means of achievement, performance measure, development precinct, responsibilities, alignment to the ISP, approximate cost and timescale.

# 1.0 Background

## 1.1 Vision

Collectively the Leisure Services and Recreation Facilities portfolios provide a broad scope of functions that are fundamental to the collaborative planning, development and delivery of sustainable facilities, programs, open spaces and events. The services planned are integral to sustainably develop and foster community pride and spirit which is the cornerstone of our communities.

## 1.2 Mission

To enhance the unique Pilbara lifestyle and build a quality of life that is unparalleled through promoting collaborative partnerships, inspiring community and challenging to deliver the highest of quality.

## 1.3 Our Focus

- To protect, enhance and promote our natural, developed and cultural environment.
- Balanced, appropriate and responsible decision making.
- Bright future through innovation.
- Thorough community participation and capacity building.
- Community well-being.
- Provide quality services that meet the needs of families
- Collaborative partnerships.
- Promote the economic, physical and social activity within the Shire of Roebourne

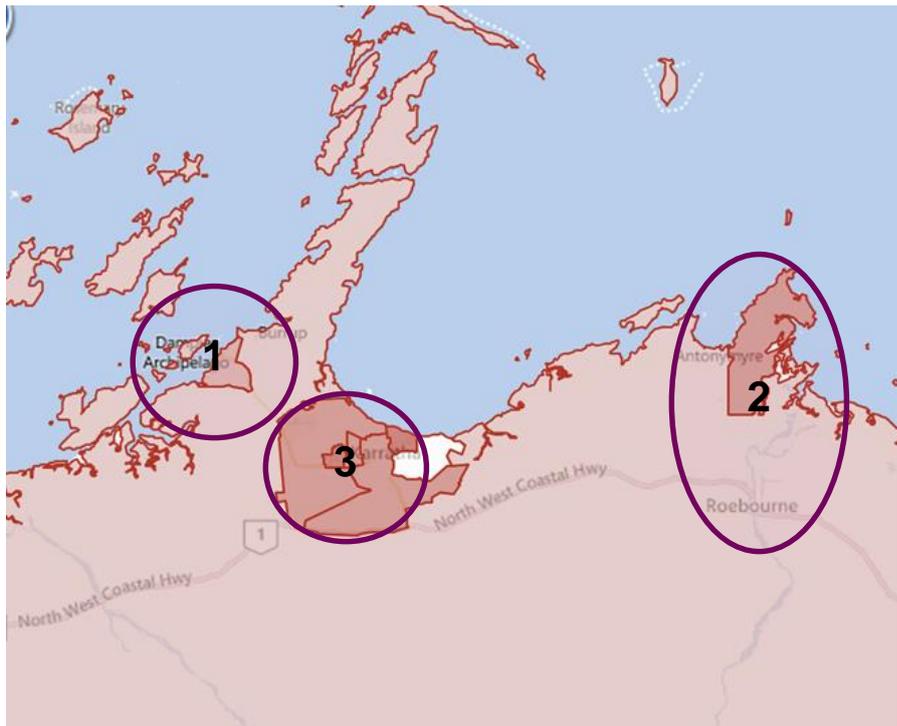
## 1.4 Introduction

The Sport Recreation and Leisure Strategic Plan has been developed to assist the Recreation and Leisure portfolios in setting strategic direction over the next ten years. The recommendations contained within the plan have been influenced by research in relation to current facility and service provision; consultation with nominated stakeholders and a review of demographic influences and population growth trends, and patterns in leisure participation. In order to deliver the plan in the most effective and cost efficient manner, partnership opportunities have been considered and assessment made on the appropriate role that the Shire should play in supporting sport, recreation and leisure opportunities.

The Shire of Roebourne is located in the Pilbara region in northern Western Australia with the administrative centre, Karratha, being over 1,500 kilometres from Perth. The main settlement areas are confined to a string of towns along the coastal strip and the North West Coastal Highway where a wide range of community and sporting facilities are provided. These include a range of community and sporting facilities such as playing fields, parks, indoor recreation centres, early learning centres, amenities, pavilions, community centres, offices, clinics, libraries and sheds. The development precincts are referred to as:

- Dampier - denoted as 1. In Figure 1.
- The Eastern Corridor (Roebourne, Wickham, Point Samson and Cossack). Denoted as 2 in Figure 1
- Karratha – denoted as 3 in Figure 1

Figure 1 Major settlement areas in the Shire of Roebourne



The Shire has a rapidly growing population due to natural resource projects in the region comprised mainly of mining and oil and gas operations. The estimated residential population of the Shire is approximately 23,927. Substantial growth in the area is projected through the Karratha City of the North plan and with the Pilbara Cities initiative (referenced below). The Shire is seeking to create a sense of place and a sustainable future and recognises that it is arts, culture, sports, recreation and leisure activities that build such communities.

The Shire's previous Sport, Recreation and Leisure Strategic Plan was developed in 2003 with a specific focus on a number of strategies which have either been implemented in full or part. This has been underpinned by a number of key strategic documents which together comprise the Shire's Integrated Planning Framework.

The 2013 Sport, Recreation and Leisure Strategic Plan is intended to guide the planning for the future of the Shire's community and sporting facilities and services over the next ten years. The plan identifies projects and programs that the Shire could undertake in order to achieve the vision of the Shire in the sport, recreation and leisure space with reference to a short (0-5 years), medium (6-10 years) and long (10 years plus) development horizon.

## 1.5 Methodology

The following diagram identifies methodology for the Strategic Plan and phases undertaken in its development:-



A summary of the analysis undertaken in phases 2 to 5 is provided in the following sections with an implementation plan identified in Section 7.

## 2.0 Situation Analysis

The following information is intended to provide an overview of key factors influencing the development of sport, recreation and leisure facility and service provision. The intention is to highlight current issues and strategic planning processes and provide a starting point to develop thinking for the needs of the Pilbara community in 2035.

### 2.1 State and Regional Perspective

#### 2.1.1 State Planning Strategy (2012)

The State Planning Strategy in reference to community infrastructure states:

*'Community infrastructure is by nature highly complex and multidimensional. All levels of government have a role to play in the coordinated delivery of the 'hard' elements of community infrastructure, including schools, hospitals, civic centres and public open spaces, as well as the 'soft' elements of community infrastructure, including social services and programs.'*

The Strategy includes community infrastructure within the broader heading of Social Infrastructure which is defined as the interdependent mix of facilities, places, spaces, programs, projects, services and networks that maintain and improve the standard of living and quality of life in a community.

Social infrastructure is considered to have both 'hard' and 'soft' elements. 'Hard' elements include health facilities and centres, education facilities, recreation grounds, police stations, fire and emergency service, buildings, art and cultural facilities and other community facilities. 'Soft' elements include programs, resources and services in addition to public art and cultural events. It is stated that 'Hard' elements do not work successfully unless the 'soft' elements accompany them.

The cost of providing infrastructure in the Pilbara is recognised as being high. This is a current issue and may not be relevant in 2035.

The State Planning Strategy seeks to embrace and celebrate indigenous culture and the positive aspects of life in a remote region including a strong sense of place, belonging and community spirit. This is likely to increase in importance through to 2035 as a strong focus will be on developing the region as a unique place to work and recreate.

Whilst employment and industry growth is a key factor in the development of sustainable communities it is recognised that this must be undertaken in conjunction with the improvement to the social, community and common-use infrastructure.

#### 2.1.2 Pilbara Planning and Infrastructure Framework (2012)

The framework references the expansion of the Pilbara region's population to more than 140,000 by 2035. As a result there is recognition of the need to provide a higher threshold of facilities and services. The stated goal is to:

*'Create and provide for communities that are safe, healthy and enjoyable places to live and work; and offer a wide range of cultural, educational and recreational opportunities.'*

Table 1 below identifies those facility priorities identified initially for 2015 related to the Shire of Roebourne:

**Table 1 Community Facility Priorities to 2015 (source: Pilbara Planning and Infrastructure Framework 2011 Draft)**

Infrastructure	Priorities
Education	<ul style="list-style-type: none"> <li>- Undertake further development of the Karratha Education and Training Precinct (high school and Pilbara Institute).</li> <li>- Renew Infrastructure at Roebourne District High School.</li> <li>- Provide boarding schools in Karratha to cater for remote communities.</li> </ul>
Recreation	<ul style="list-style-type: none"> <li>- Construction of Marina in Dampier.</li> <li>- Development of a Karratha Aquatic Complex (part of Karratha Leisureplex Precinct).</li> </ul>

Infrastructure	Priorities
	<ul style="list-style-type: none"> <li>- Expand and diversify recreation facilities to include new sports and recreation opportunities.</li> <li>- Provision of Passive open space and public parks in new settlement developments.</li> <li>- Consider recreation needs in light of tourism and expansion opportunities.</li> </ul>
Community Support	<ul style="list-style-type: none"> <li>- Supply of office and residential accommodation for community service workers.</li> <li>- Expansion of childcare places to meet the demands of a growing population and changing demographic profile.</li> </ul>
Culture and Entertainment	<ul style="list-style-type: none"> <li>- Development of an entertainment precinct in Karratha under the Karratha City of the North Plan.</li> <li>- Identify opportunities for the development of culture, the arts and cultural tourism, including Aboriginal cultural facilities, across the Pilbara.</li> </ul>

The information provided for facility development post 2015 is largely based on population growth and the anticipated need for community infrastructure on a business as usual basis. Nickol Bay is referenced as a service hub and includes the settlements of Karratha, Dampier, Roebourne, Wickham, Point Samson and Cossack.

**Table 2** Nickol Bay Service Hub Current Capacity and Future Requirements for Theatres, Cinemas, Day Care, Civic Centres and Libraries (source: Pilbara Planning and Infrastructure Framework 2011 Draft)

Facility Type	Current Facilities	Future Facilities
Theatre	0	2
Cinema	1	1
Civic Centre	1	2
Library	4	4
Child Care Long Day	135	650
Occasional Day Care	35	100
<b>Population (Hub)</b>	<b>18,700</b>	<b>50,000</b>

## 2.2 Shire of Roebourne Perspective

The Shire of Roebourne has a number of strategic documents which have influenced recent developments and identify a number of critical facility and service components which are required to be considered for the future development of the Shire. These are more particularly referenced at Appendix A. The key themes from the document review are highlighted below.

### 2.2.1 Shire of Roebourne Strategic Community Plan 2012-2022

A part of the integrated planning framework. This also includes the corporate business plan (a 4 to 5 year plan); annual operational plan and informing strategies (financial management, asset management and workforce planning). The integrated planning framework sets out the future direction for the Shire.

Key considerations include:

- The use of public open spaces and the future direction in respect of use, enhancements and potential rationalisation.
- Future infrastructure development should balance the need for new facilities against the capacity available within existing land and buildings (and the relevance) to determine the optimum return on investment.
- Future service provision should assess programming and users needs against the capacity available within the Shire and not-for-profit organisations to deliver. This will also need to be matched against the location of infrastructure; the flexibility of the service provision, relative

accessibility and anticipated future growth and demographic changes. Future services should then be matched against the optimum return on investment (from both an economic, environmental and social perspective).

- A prime consideration is to provide inclusive opportunities to enable residents of the Shire to be able to participate in sport, recreation and leisure pastimes and to increase levels of physical activity, wellness and wellbeing.

Current investment is focussed on Karratha Leisureplex, Cultural Precinct and the Airport whereas longer term investments in community infrastructure are focussed on existing facilities and maximising the use of infrastructure rather than the substantial investment in new development.

The Shire of Roebourne Karratha 2020 Vision and Community Plan highlights a number of critical considerations. These include:

- The need to consider rationalising and consolidating current infrastructure to meet the changing demographics of the region.
- The need to serve young family units is recognised as a high priority, being a dominant demographic within the area.
- The importance of the Karratha Leisureplex in meeting the needs of Karratha and the broader region. This may require innovative approaches to be developed to ensure access and the programming of the facility meets ongoing community expectations.
- The provision of youth activity space is critical in ensuring that Karratha is attractive for all generations and promotes a wide diversity of service provision.
- The high volunteer base is to be encouraged and supported. Volunteer development programs will assist in ongoing mentoring, training and development to ensure volunteers are appropriately trained and understand their obligations / risks and ensure that effective succession planning is adopted

### **2.2.2 Shire of Roebourne Planning Strategies / Structure Plans**

The Shire of Roebourne is currently in the process of developing a Local Planning Strategy to accommodate the expected growth which is due to occur over the next 20 years associated with large, long-term contracts for LNG production and iron ore extraction projects. The intention of the Local Planning Strategy is to address a gap in the current strategic planning system at the district or Shire-wide level.

The Shire has recognised the need to put in place an economic development strategy to diversify the economy in order to achieve the population envisaged for Karratha and to address concerns related to the dominant land uses to demonstrate how diversification could be achieved. In addition an understanding of the constraints to development is required in order to manage future growth and development practically and effectively. This action would be typically reserved for a strategic plan at the district level (Shire-wide level) to operate and provide a strategic guidance framework. The sport, recreation and leisure strategic plan should ideally inform the development of the local planning strategy.

Town Planning Scheme No.8 is the primary statutory land use management tool for the Shire and is also due to be updated as an outcome of the Local Planning Strategy Development

With regard to sport, recreation and leisure infrastructure in the Shire, these have evolved over an extended period of time. Whilst recent investment has resulted in new modern facilities, the delivery of community infrastructure which meets the needs of the diverse population is often hampered through the lack of long term strategic planning; the extent of ongoing operational cost and lack of asset maintenance which can render infrastructure inadequate, inappropriate or not working. These limitations affect basic social services which are essential to provide the fundamental elements of a sustainable community. The development of the Local Planning Strategy informed by the Sport, Recreation and Leisure Strategic Plan ideally will support:

- Neighbourhood networks
- Safe Places
- Collective Services

- Local Identity (indigenous, cultural and environmental)
- Community engagement
- Community driven stewardship
- Community advocates
- Communication and information giving
- Social interaction support – Community Development workers, community leaders
- Community groups
- Events and celebrations

### **2.2.3 Karratha City of the North Plan (June 2010)**

The plan seeks to position Karratha as the primary town in the Pilbara offering an extended range of retail and community services. Of the 28 strategies identified the most relevant to the Sport, Recreation and Leisure Strategy are families with children, youth development and community health and wellbeing. Key considerations include:

- The Sport, Recreation and Leisure Plan should contribute to the development of the integrated strategic response identified in the plan. In particular the flexibility and adaptability of infrastructure should be considered to provide for a diverse age range.
- Current community projects developed under the plan will need to be integrated within the overall Shire's service delivery and club / association growth objectives.

Projects completed under the plan include:

- Frank Butler Community Centre,
- Cattrall Park Redevelopment,
- The Youth Shed,
- Bulgarra Sporting Precinct, and
- Permanent Playground Shade.

### **2.2.4 Customer Satisfaction and Community Surveys**

Customer satisfaction surveys undertaken since 2009 provide an indication of what services are working well and where there are current gaps in service provision. Additionally they provide a strong indication on how the level of service improvements are received over time. The survey returns highlight the following:

- Of the top issues raised, entertainment and leisure has remained consistently high whilst family services and childcare as well as community events and activities have been significantly increasing in relevance.
- Libraries and information services, Leisure / Entertainment centres and recreational facilities currently rank as 3 out of the 4 most important Shire services.
- A key concern is that currently around 41% of respondents indicated that they intended to leave within 5 years. This however is gradually decreasing.
- The community's perception of the Shire's performance and quality of life has improved. People intend to stay longer, with the reality of seeing major community projects from Karratha 2020 having an impact.

Of the key facilities which are a focus for improvement, the following are of significance:

- Footpaths and cycleways,
- Youth activities and services,
- Recreation facilities and
- Parks, gardens and open spaces.

It is however to be noted that since the original surveys were undertaken in 2009, these areas have received substantial attention and investment.

The 2013 Community survey specifically identified the following as being of significance:

- The need to provide good quality recreation facilities.
- Access to the natural environment is an important consideration for the majority of residents and therefore ancillary supporting infrastructure is likely to be valued highly.
- The impact of child care facilities on the use of sport, recreation and leisure facilities should not be underestimated. The link with such services should wherever possible be created.
- Parks and recreation facilities vary in respect of their function and accessibility. The need to adapt current facilities to provide flexible, multi-functional space is an important consideration in the next 10 years.
- The provision of library services is highlighted as an important provision which is not currently meeting the needs of the community. This in part reflects the difficulty in serving the extent of the Shire's resident population with outreach library services.

### 2.2.5 Asset Management Strategy and Plans (Shire of Roebourne)

The Asset Management Plan forms part of the integrated planning framework. Of particular relevance is the need to ensure consistency across all plans and ensure where recommendations in relation to facility and service development or improvement are closely aligned to the service areas and overarching programs. In particular it will be important to reference recommendations against the following:

- Improvement of Open Space as per community need (completed).
- Implement Community Facility Business Plans (completed).
- Ensure Shire facilities are managed and operated effectively (completed).
- Deliver the Club Development Scheme (completed).
- Undertake discussions with school principals to identify facilities that can be hired or used for after hour use to support child and youth projects or programs.
- Maintain the skate parks and investigate provision for additional skate parks.
- Apply for grants to support activities that assist community facilities (completed).
- Provide a range of community events and festivals.
- Provide permanent shades at all community parks.
- Liaise with community groups regarding leases and lease conditions.
- Improve community play spaces.
- Manage bookings and usage of active and public open space Community Facilities.

### 2.2.6 Shire of Roebourne: Strategic Plan for Sport Recreation and Leisure 2003

The for-runner to the current plan, this document identified a number of strategies which are referenced in the table below:

**Table 3 Sport and Recreation - Strategic Interventions identified in 2003**

Strategy	Requirement
1	Develop integrated multi-purpose facilities as appropriate. This included the Develop a multi-purpose sports pavilion at Bulgarra Regional Sports Complex; Develop the Karratha Aquatic Centre; Upgrade Karratha Country Club; Complete the upgrade of the Roebourne Community Hall; Complete the upgrade of the Roebourne Community Hall and surrounding hard court and grass playing areas; Provide a playground and picnic area adjacent to the boat and fishing precinct at Pt. Samson; Develop a youth skate and activity facility, integrated with sports facilities at Millars Well

Strategy	Requirement
	Oval; Upgrade the lighting at Bulgarra and reposition Bulgarra fields to optimise cricket, football, softball and junior sport.
2	Provide an open space plan that includes neighbourhood parks, cycle paths and foreshore parks and bushland based on the identified need for a diversity of sporting, recreation and leisure facilities and areas beyond the traditional playing field and hard court provision
3	To develop and keep current a Facilities Asset Management Plan.
4	To ensure fees and charges for recreation, sporting and leisure facilities are affordable.
5	Develop a Marketing Plan for all sport, recreation and community facilities.

Many of the facilities identified have been or are in the process of being developed. The next phase of development for all infrastructure is to ensure that their use is maximised in order that the Shire can obtain the maximum return on the investment made. This will require a balanced assessment approach to be adopted together with appropriate performance measures relative to each facility and user group. This will also require an evaluation of the programming and delivery of services, including the facilitation role the Shire needs to play in building capacity within the community.

The importance of facilitating club growth and development is an essential role of the Shire. Whilst this has been relatively effective there is a need to ensure that such support is maintained and enhanced (to include marketing, membership development and expansion of sports development opportunities).

### 2.2.7 Other key documentation

- The Shire of Roebourne Community Facilities Plan and Community Facilities Matrix 2012 identify broad facility requirements based on anticipated population growth. The identified shortfalls in provision need to be tested against the current carrying capacity of the existing infrastructure and the potential for growth to meet the anticipated population increase.

Recognition also needs to be given to the need to develop infrastructure and the likelihood in attracting staff to manage and support the development. This is particularly relevant for the development of family support services such as child care and after school care arrangements which is currently supplemented by the strong volunteer network.

- Youth Development Plan Shire of Roebourne 2012 – 2014 identifies the need to develop infrastructure which can be used for combined uses such as a meeting place and as a focal point for active and passive sport and recreational activity. Both the services and infrastructure within which the services are located need to be sufficiently flexible to accommodate a variety of functional needs (I.e. catering to those which are positively engaged and for disaffected youths).
- Review of Public Open Space in Karratha May 2011 identifies the public open space network in Karratha as providing a valuable resource which links communities and provides for a variety of sport, recreation and leisure use. Such space whilst requiring significant resources to manage and maintain are a vital part of the urban fabric to encourage positive physical and mental health outcomes. Level one and two parks currently cover the majority of the residential area within Karratha. However there are significant gaps which will need to be recognised and addressed as the town continues to expand.
- The Shire of Roebourne Fly in Fly out (FIFO) and Community Facilities in the Shire of Roebourne report suggest that there is likely to be an increase in demand for outdoor recreational pursuits to meet the needs of the resident population, tourist visitors and FIFO. It is important to therefore consider the development of boat ramps and ancillary supporting infrastructure (to provide for land fishing, cleaning, ablutions and car access / parking. The need to develop policies and strategies across government to address the impact of FIFO and general resource town social infrastructure provision is required to mitigate duplication of facility and service provision.
- The Shire of Roebourne Art and Culture Action Plan 2011-2013 contains a number of strategic goals which are directly applicable to the Sport Recreation and Leisure Plan, which include:
  - Facilitating and enhancing the Shire's Sport, Recreation and Leisure identity.
  - Conserving the sport, recreation and leisure heritage.

- Supporting diversity
  - Promoting participation
  - Coordinating activity
  - Enhancing existing natural and built infrastructure.
  - Maximising opportunities of the natural environment.
  - Enhancing the role sport, recreation and leisure plays in improving the local economy (i.e. through the development of volunteers and supporting localised retail / industry).
- The Shire of Roebourne Trails Master Plan which is currently being developed highlights the investment required to manage, upgrade and develop a variety of tracks and trails which provide a number of different functions which are of significant value to the community. It ultimately will support the requirements which have emerged from community consultation processes and surveys.
  - Events and Festival Business Plan 2014 -2016 (not endorsed): The objective is to ensure every person living in the Shire of Roebourne has the opportunity to participate in festivals and events which are relevant, exciting and high quality. The significant issues which are impacting on achieving the objective is the lack of a permanent outdoor cinema and recent loss of the Walkington theatre and event space. The development of these facilities will be reliant on a detailed site search and analysis in the case of the cinema and the incorporation of a theatre within a new Cultural Precinct. The following minimum specifications are highlighted for both the cinema and theatre:
    - Cinema Site: 450 square metres of space for public viewing; parking for a minimum of 50 cars; ablution facilities; air-conditioned projector booth approx. 15sm; box office area; minimum 20m throw distance from projector to screen; minimum 10m x 4m fixed screen
    - Theatre Site: 1500 square metres for theatre, excluding toilets; Theatre/cinema dual venue; seating capacity of a minimum 400 – collapsible option; car parking to suit capacity; ablution facilities; green and dressing rooms; kiosk, office space, meeting room, multi-function space, box office.
  - Shire of Roebourne Coastal Management Strategy Position Paper (2011): The role of recreation is recognised but it is clearly emphasised that where activity nodes are identified for recreation, that they are subject to proper management, and foreshore plans which need to be prepared for each. These plans will identify the priority projects which will need to be planned and evaluated.
  - Coastal Management Strategy (2011): The importance of the coastal zone for recreational pursuits is emphasised as is the need to control access to sensitive areas. The most important aspect to recognise is the need to:
    - Retain current infrastructure and enhance it.
    - Provide additional toilet facilities in more remote areas.
    - To ensure waste is appropriately disposed of

The sport, recreation and leisure strategic plan will need to have regard to:

- Increasing opportunity.
- Build capacity in community groups and organisations.
- Develop a coordinated diary of events and competitions to ensure where possible, conflicts are minimised.
- Ensure access to facilities and clubs is open and equitable.
- Meeting the needs of the resident and emerging population.

### **2.2.8 Research in Dampier**

At the time of drafting the Sport, Recreation and Leisure Strategic Plan a detailed analysis was being undertaken by Urbis Pty Ltd in Dampier relating to the towns current infrastructure and its potential future role. A community consultation process was undertaken with facility user groups and sports clubs to

determine key issues, opportunities and ultimately determine a future role for both Rio Tinto and the Shire in supporting the community infrastructure. Initial outcomes of the study have highlighted:

- There is a lack of a clear strategy for the town on who provides facilities and services; what is to be provided and when they are provided.
- There is a current oversupply of facilities to serve the current and future population of the town. The two active ovals are not required. Windy Ridge Oval should be retained as a private facility for Rio Tinto to manage and Hampton Oval re-assigned as a park with stronger coastal foreshore linkages
- Current membership of the clubs is drawn from a wide catchment and despite this all clubs are struggling to maintain membership. Without financial support provided through Rio Tinto the majority of clubs would fail.
- Areas of under-supply relate to floodlit basketball facilities. Opportunities exist to potentially use the existing tennis court for co-location purposes.
- Opportunities should be explored in respect of co-location opportunities with the bowls club and utilising the school site for more effective shared arrangements.
- The resource town integration process is compromised by the lack of a long term strategy for facility provision and its long term viability.

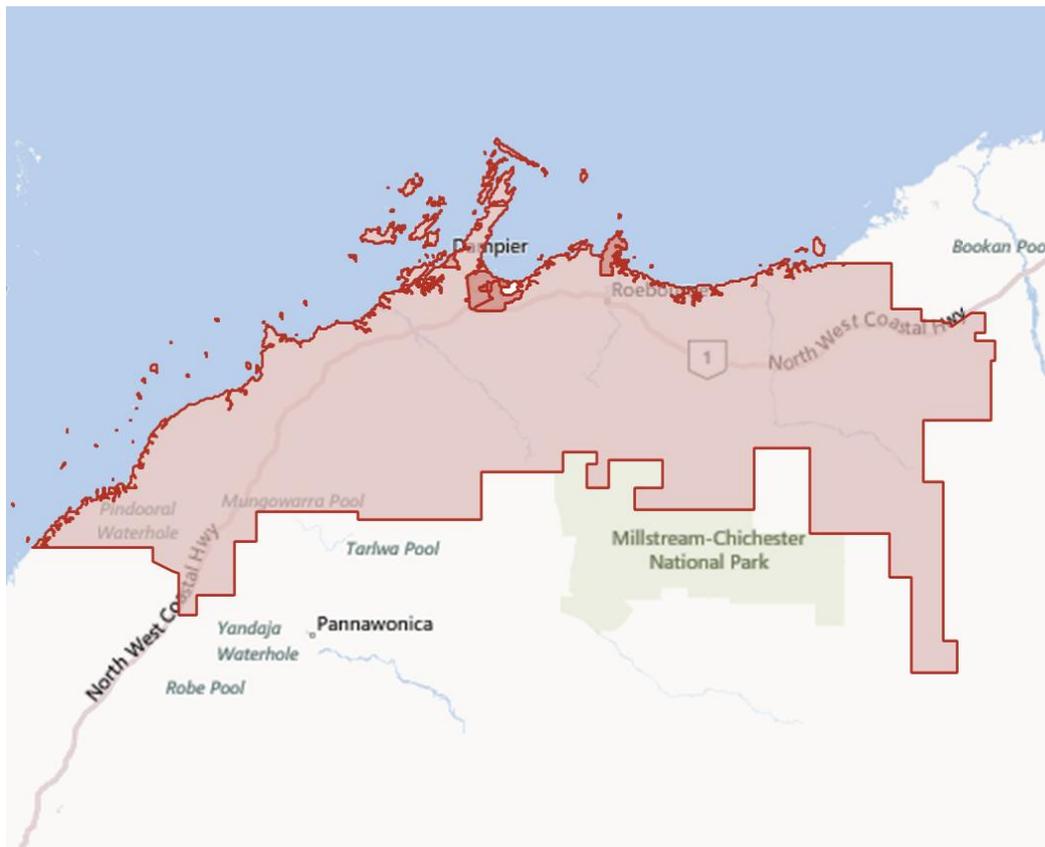
## **2.3 Demographic implications**

This section provides a summary of the demographic analysis for the Shire of Roebourne. It has been obtained using Australian Bureau of Statistics (ABS) 2011 Census and Forecast id which projects selected population dynamics up to 2031. Whilst the Sport, Recreation and Leisure Plan is for a 10 year period it is important to understand the likely long term implications in order that current planning processes cater for potential future land requirements..

### **2.3.1 Age Profile**

The current age profile is obtained from the 2011 Census and covers the full extent of the Shire as depicted in figure 2 below. The Shire data was compared against the population age profiles for Regional WA, Western Australia and Australia for comparative analysis purposes. As stated previously the majority of the population is found in 3 broad precincts of Karratha, Dampier and the Eastern Coastal Corridor.

Figure 2 Shire of Roebourne local government boundary (Source: Forecast id)



The population profile for the Shire indicates the following:

- The Shire of Roebourne is significantly above the regional, state and national average for the percentage of residents within the 24 to 49 age range. This highlights the dominance of the resources sector as an employer in the area and the high levels of fly-in fly-out residents in the area (i.e. a non-permanent population base). As this is the age range which predominantly participates in competitive sports, the demand for competitive sporting opportunities in the area (i.e. contact and combative sports of soccer, football, rugby, basketball, netball) are likely to be high.
- Conversely the lower than average percentage of population which is aging (i.e. in the age range of 59 plus) indicates that the need for passive sport and recreation and socially focussed passive activities will be lower than average (i.e. bowls, croquet and seniors groups).
- The higher percentage of young families or young age workers in comparison to the aged members of the community indicates that the need for community services will be focussed around family support for carers (particularly for those with children) and to accommodate shift patterns for workers.
- The high numbers of 0-4 year age range indicates that there will be a demand for family based activities and particularly those associated with child care, family support and family leisure pursuits (i.e. child day care, family health, babies and toddlers learn to swim and playgroup activities).
- The significant drop in numbers of children between the ages of 9 and 19 in comparison to regional, state and national averages indicates that there is going to be a fall-off in youth participation in the use of sport, recreation and leisure infrastructure and services. This age is a critical age in the development of a club or association and provides the basis for long term growth. The lack of juniors aligned to clubs and associations can often impact on the long term viability (i.e. juniors attract parental volunteers; potentially drive income and invariably provide for longer term succession planning).
- The age profile for the Shire from 2001 to 2011 indicates that the trend of increasing both the population numbers and percentage of population in the 19 to 49 age range in comparison to other age ranges has exacerbated. Whilst this may be attributable to the growth in the resources sector

which is driving higher levels of average resident incomes, it is a concern that those members of the population which traditionally are in need of a higher level of community service provision (i.e. the youth and seniors) may be marginalised. This is particularly acute when the service is provided by commercial and not-for-profit organisations. In circumstances where numbers associated with the service provision are low and dispersed it may not be viable for those organisations to operate and consequently undermines the diversity of service opportunities. In such situations local government is often obliged to fill the void.

- The trending upwards of the 19-49 age range will also put significant pressure on the local government in providing high quality sport and recreation facilities to service the recreational needs for adult sport and recreation provision.
- Whilst there has been an increase in population across the majority of age ranges it is most notable that the ages of 10 to 14 and 74 plus has seen no positive movement.
- The substantial increase in the 0-4 age range further indicates the need to provide family support services.
- The young workforce (25-34) and Parents and homebuilders (35 – 49) are the dominant groups in the Shire across all service areas.
- Empty nesters and retirees (60-69), seniors (70-84) and elderly (85 and over) are minority population bandings in the area.
- Baynton is the area with the highest parent and homebuilder service area, with conversely the lowest number in relation to the young workforce. Baynton also has the highest number of babies, pre-school and primary schoolers as a percentage of the population.
- With regard to the gender balance in the Shire it is evident that males are predominant (a 60/40 split). This is indicative of the gender balance in the resources sector which significantly impacts on the permanent resident population. Given that males generally participate more in competitive sport, it is likely that the demand for traditional male sports will be a focus for the area.
- Roebourne has the highest percentage of Australian citizens and naturalised Australians. It is also the area with the majority of the indigenous population. As a result indigenous services naturally gravitate to Roebourne and will continue to do so. Roebourne is also the area where there is a significantly higher percentage of the resident population which speaks a language other than English at home.
- Karratha Industrial Area has the highest number of overseas born residents and the lowest number of Australian born residents. This again is indicative of the higher levels of migrant workers servicing the resource industry which reside in the Shire's main population area. This indicates that within Karratha there is likely to be a greater demand for diverse cultural opportunities relating to specific ethnic populations, particularly with regard to worship, the arts and group social activities.
- Household income when comparing the average across the Shire with the Karratha Industrial Area and Roebourne is stark. Average incomes in Roebourne are low and almost 3 times as many people within the Shire of Roebourne as a percentage of population earn more than \$2,000 per week in comparison to Roebourne. This indicator of relative affluence also provides an indication of the propensity for the population to travel or have access to private transport. Lower incomes in more remote communities may indicate a lack of mobility and ability to pay to access sport, recreation and leisure activities.

### **2.3.2 Population Projections**

The following information has been obtained using the Shire's population projections through Forecast id.

- In 2011 the most critical spikes in population is in the 19 to 39 age range with Wickham Town having the lowest number of children and highest number of young working adults. This would indicate that the town site is less dependent on the provision of family activities and more reliant on access to social and competitive sporting infrastructure. It also indicates a need to provide a variety of fitness / gym related activities.
- In 2021 the major changes relate to the anticipated development at Mulataga. It is projected that the area will be populated by young families where there will be a need for child care and family

support services. Wickham is still experiencing similar characteristics to 2011 whilst all other areas show relatively similar population patterns. The most notable age related implications are in the 10 to 19 age range where the population is relatively low and following a trend brought about by the resource sector activities.

- By 2031 the population of Mulataga is starting to plateau marginally although young family units are most common. The profile for Wickham remains similar to 2021 indicating that the town site will remain a resources sector dominated service area. The most notable changes in the age profiling are the gradual aging of the population with increases across all service areas in the 60 to 85 plus age range.
- When the projected household composition is taken into account it is evident that the most significant growth is projected to be amongst the couple families with dependents and couples without dependents. The focus for infrastructure and service delivery to meet the needs of such communities will require different approaches. Those areas such as Wickham will require limited family support programs and a focus on adult sport, recreation and leisure provision, whilst areas in Roebourne and Karratha will be focussed on broader family support and youth intervention measures in addition to the sport, recreation and family leisure provision.
- The net population changes for the settlement areas from 2007 through to 2031 highlights Karratha District as being the main population centre. The Karratha District will continue to expand and provide the bulk of the population growth for the Shire. Mulataga will become a major growth area from 2017 onwards with Gap Ridge being fully built out by 2021. Roebourne will experience a slight decline over the period and will retain a static population base from 2022 onwards. Similarly Millars Well will retain a relatively static population with marginal growth at Point Samson and in Dampier.
- The components of population change projected from 2007 through to 2031 highlights that net population change is likely to diminish slightly over time. It is notable that births are likely to increase over the period with the fundamental impact on the population growth being the reduction in levels of net migration. This is merely a reflection that the current pace of growth is likely to fall back to more manageable levels.
- The annual dwelling commencement figure highlights a steady development program of between 300 and 600. The average dwelling commencement for the period between 2011 and 2031 is 380 which will fuel the gradual population growth.

## 3.0 Industry Trends

An analysis of trends has been undertaken based on knowledge of the industry which has been obtained through previous consultation with a variety of representative bodies including State Sporting Associations; State Government Departments; case study outputs and a variety of publications. Specific case studies related to multi-functional facilities / hubs are referenced and contained in greater detail at Appendix C.

### 3.1 Participation Trends: Sport and Recreation: Adults

Table 4 indicates the participation trends in sports for Australia, compared to Western Australia. Participation rates are provided for 2010 (the latest Participation in Exercise, Recreation and Sports Study produced by the Australian Sports Commission). Participation relates to persons aged 15 years and over who participated over a 12 month period prior to interview in 2010. All sport, exercise and recreation activities are ranked in accordance with those most popular activities Australia wide. Activities within WA for which participation rates are greater than the national average are highlighted in green, whilst those below the national average are highlighted in red. The figures do not take into account the growth in the junior activities, which are referenced separately.

**Table 4** Australian and Western Australian total participation in specific activities 2010 (ERASS 2010: Australian Sports Commission)

National Rank 2010	Activity	National 2010	Western Australia 2010	National Rank 2001	National 2001	Western Australia 2001
1	Walking (other)	35.9%	38.4%	1	28.8%	32.5%
2	Aerobics/Fitness	23.5%	25.4%	2	13.0%	14.0%
3	Swimming	13.0%	15.5%	3	16.0%	17.0%
4	Cycling	11.9%	14.2%	4	9.5%	10.7%
5	Running	10.6%	10.4%	7	7.2%	8.0%
6	Golf	6.7%	5.6%	6	8.2%	7.8%
7	Tennis	6.0%	4.9%	5	9.2%	7.2%
8=	Football - outdoor	4.8%	4.6%	10	3.7%	3.5%
8=	Walking (bush)	4.8%	3.6%	8	5.3%	5.1%
10	Netball	3.7%	4.1%	9	4.1%	3.6%
11	Basketball	3.5%	4.8%	11	3.5%	4.6%
11	Yoga	3.5%	4.0%	20	1.5%	1.5%
13	Australian Rules	3.3%	5.4%	16	2.3%	3.6%
14	Cricket (outdoor)	3.2%	2.2%	12=	2.7%	2.9%
15	Weight Lifting	2.9%	3.1%	11	2.9%	2.5%
16	Touch Football	2.8%	1.8%	12=	2.7%	1.3%
17	Dancing	2.6%	3.8%	18	2.0%	2.1%
18	Fishing	2.2%	2.3%	14=	2.4%	2.4%
19=	Martial Arts	2.1%	1.9%	17	2.1%	2.2%
19=	Lawn Bowls	2.1%	2.3%	19	1.9%	2.0%
21=	Surf Sports	1.9%	2.9%	14=	2.4%	3.8%
21=	Football (indoor)	1.9%	1.3%	21	1.2%	1.4%
	Badminton	0.7%	1.1%		0.6%	1.0%

Overall participation indicates growth has varied. Aerobics/Fitness has increased significantly over the 10 year period from 14.0% to 25.4% in Western Australia. In addition walking, swimming and cycling have consistently been above the national average.

Australian Rules Football in Western Australia is consistently significantly higher than national participation rates as is basketball, dancing, fishing, lawn bowls, surf sports and badminton. It is noticeable that rugby league, rugby union and hockey are not recognised within the top 20 sport and recreation pursuits within the ERASS data. This however should not under-value the contribution such sports make in providing diverse opportunities for residents. In particular, participation in such sports is generally aligned to the demographic and cultural composition of an area.

Table 5 below identifies the general trends in sports participation across Western Australia during the past 5 years. Swimming, aerobic/fitness, cycling, running and golf activities have consistently remained high. This emphasises the importance of non-club based activities as being a key driver in sustaining high levels of participation in sport and recreation. It also highlights the fact that team sports, individually are not necessarily the main participatory drivers. However this assumption tends to undermine the value of team sports, which collectively demonstrates a high participation rate. If sports were not competing for the same users and opportunities were more constrained it is likely that participation rates would be higher.

Of the main team sports, tennis, netball, Australian Rules Football (outdoor), cricket (outdoor) and basketball consistently rank in the top 20 of participatory sport and recreation activities. This indicates that such sports are likely to be a focus for most communities across metropolitan and regional Western Australia.

**Table 5 WA Participants - percentage of total participants in specified activities (Source: ERASS 2006-2010)**

Rank	Activity/Participation 2006		Activity/Participation 2007		Activity/Participation 2008		Activity/Participation 2009		Activity/Participation 2010	
1	Walking (other)	37.8%	Walking (other)	33.1%	Walking (other)	40.1%	Walking (other)	37.2%	Walking (other)	38.4%
2	Aerobics/fitness	22.0%	Aerobics/fitness	20.4%	Aerobics/fitness	23.3%	Aerobics/fitness	26.2%	Aerobics/fitness	25.4%
3	Swimming	16.0%	Swimming	14.0%	Swimming	16.9%	Swimming	17.6%	Swimming	15.5%
4	Cycling	12.3%	Cycling	10.7%	Cycling	13.6%	Cycling	14.5%	Cycling	14.2%
5	Running	9.4%	Running	8.4%	Running	9.3%	Running	11.3%	Running	10.4%
6	Golf	7.0%	Golf	5.7%	Golf	6.7%	Golf	6.3%	Golf	5.6%
7	Tennis	6.0%	Walking (bush)	5.2%	Basketball	5.6%	Tennis	5.4%	Australian rules football	5.4%
8	Netball	5.3%	Tennis	4.5%	Tennis	5.5%	Basketball	4.2%		4.9%
9	Australian rules football	5.0%	Basketball	4.1%	Australian rules football	5.2%	Netball	4.2%	Basketball	4.8%
10	Walking (bush)	3.9%	Netball	3.5%	Walking (bush)	4.6%	Football (outdoor)	4.1%	Football (outdoor)	4.6%
11	Football (outdoor)	3.6%	Yoga	3.1%	Football (outdoor)	4.4%	Walking (bush)	4.0%	Netball	4.1%
12	Surf sports	3.4%	Australian rules football	3.0%	Netball	4.2%	Australian rules football	3.9%	Yoga	4.0%
13	Weight training	3.2%	Football (outdoor)	3.0%	Cricket (outdoor)	3.5%	Surf sports	2.9%	Dancing	3.8%
14	Cricket (outdoor)	3.1%	Dancing	2.7%	Yoga	3.4%	Cricket (outdoor)	2.8%	Walking (bush)	3.6%
15	Basketball	3.0%	Surf sports	2.5%	Weight training	3.4%	Weight training	2.8%	Weight training	3.1%
16	Yoga	2.9%	Weight training	2.3%	Surf sports	3.1%	Fishing	2.5%	Surf sports	2.9%
17	Dancing	2.5%	Cricket (outdoor)	2.2%	Squash/racquetball	2.8%	Hockey (outdoor)	2.4%	Fishing	2.3%
18	Volleyball	2.5%	Lawn bowls	2.1%	Dancing	2.6%	Yoga	2.3%	Lawn bowls	2.3%
19	Squash/racquetball	2.2%	Fishing	1.9%	Football (indoor)	2.4%	Lawn bowls	2.3%	Squash/racquetball	2.3%
20	Fishing	2.1%	Football (indoor)	1.9%	Hockey (outdoor)	2.3%	Canoeing/kayaking	2.3%	Cricket (outdoor)	2.2%

The level of participation in basketball and netball has fluctuated but both team sports are consistently within the top ten participation sports within the state. Indoor participation for football, cricket and volleyball are generally low and infrequently appear amongst the top 20 sports by participation.

The ERASS data also highlight that within a 10 year period the most significant growth in Western Australia is in football (soccer) with a significant decline associated with martial arts. Tennis has seen a decline although from 2006 to 2009 it had started to gradually increase participation levels until a drop in 2010.

Participation trends are only one element in understanding local needs and demands and need to be underpinned by knowledge of club growth and participation in a specific region / local area.

### 3.2 Sport and Recreation Participation Trends: Children

A National survey of children's participation in Cultural and Leisure Activities is conducted every three years (ABS April 2012 is the latest version, recently published, which is a continuation of a series of surveys on this topic conducted since April 2000). It presents data on a range of cultural and recreational activities, including participation in organised sports and use of the Internet. The study includes children aged from 5 to 14 years inclusive and both state and national data is presented in respect of sport activities: Data was collected on children's cultural and sporting activities undertaken outside of school hours over a 12 month period. Data on the frequency of participation relates to the 12 months before interview.

With regard to sports participation trends the most common activities are identified as being:

For boys:-

- Outdoor soccer (21.7%);
- Swimming (16.5%); and
- Australian Rules football (14.9%).

For girls:

- Swimming (18.9%);
- Netball (16.2%); and
- Gymnastics (8.1% -figures only available for 2012).

Of particular note is:

- The level of male children's participation in soccer has growing significantly as a percentage over the 6 year period. Martial arts, basketball and athletics have similarly shown a gradual increase in participation. Other sports have either shown a decrease or have remained relatively stable participation rates. Netball shows a low level of participation amongst male children.
- Swimming, Soccer and Australian Rules Football participation amongst male children is significantly higher than all other organised sports
- The level of female children's participation in sports has either shown a decrease or has remained relatively stable over the six year period of study. Rugby union, rugby league, cricket and Australian Rules Football shows a low level of participation amongst female children.
- Swimming and netball participation amongst female children is significantly higher than all other organised sports

Other statistical information confirmed that:

- A comparison of the data from 2003 to 2012 shows that the participation rate in organised sport shows a slight decline (62% in 2003 to 60% in 2009).
- Approximately two thirds (66%) of all children aged between 9 and 11 years participated in organised sport, higher than the participation rates of those aged 5 to 8 years and 12 to 14 years (56% and 60% respectively).
- Participation rates for males for Australia in at least one organised sport did not change significantly over the six year period. After showing an increase of three percentage points from 54% in 2003 to 60% in 2012, female participation rates in at least one organised sport did not show any significant change.
- More males (949,000) participated than females (727,000).
- In 2012 national participation in AFL for male children was 14.9% whereas for females it was 1.0%. This compares less favourably with soccer which highlights a participation rate of 21.7% for males and 6.5% for females. Tennis showed a more equal gender split with 8.4% males and 6.3% female participation. Cricket identified a gender participation split of 8.6% (males) and 0.6% (females).

- In Western Australia the main participation sport for females other than swimming and netball was outdoor soccer, although participation is in decline as a percentage of the child population. The same is true of cricket, although tennis has shown a slight increase.
- An estimated 1.7 million (60%) children participated in at least one organised sport outside of school hours, in the 12 months to April 2012. This is the same number of participants than in 2009 (which was 63% of the child population).
- Participation rates were higher for boys across all age groups compared with girls, with the greatest difference being between 12 to 14 year olds (boys 74% compared with girls 55%).
- One of the main concerns is that whilst actual participation numbers for sports has remained relatively stable over the research period, the actual participation rates have fallen as a percentage of child population across many organised sports activities.
- With reference to male children's participation in organised cultural activities, the playing of musical instruments is the most dominant activity. Participation in the cultural activities of singing, drama and dance is less than 4%. This has remained relatively consistent between 2006 and 2012.
- With reference to female children's participation in organised cultural activities, the playing of musical instruments and dancing are the most dominant activities. Participation in the cultural activities of singing and drama is notably higher than male participation rates. Dancing is significantly increasing in popularity.
- Male and female children's participation in selected recreational activities highlights the trend towards watching tv and videos and other screen based activities. Bike riding and skate boarding are relatively high participatory recreational activities with numbers amongst boys significantly higher than girls. Nevertheless both recreational pursuits rank highly amongst both sexes. For females, reading for pleasure is a significantly higher recreational activity than for males, but nevertheless ranks highly for both sexes.

### **3.3 Summary of participation by adults in cultural activities**

The ABS publication, Attendance at Selected Cultural Venues and Events, Australia, 2005-06 (2007), highlighted the following in respect of attendance at event venues which are of relevance to the sport, recreation and leisure plan:

- For most venues and events surveyed, people born overseas in English-speaking countries had significantly higher attendance rates than those born in Australia or in other countries.
- Employed people (and particularly those employed part-time) had significantly higher attendance rates at most venues and events than people who were unemployed or not in the labour force.
- People with higher qualifications were more likely to attend cultural venues and events.
- There was a strong relationship between the level of gross household income (adjusted to allow for the number of people in the household) and attendance at cultural venues and events. For each of the 12 venues and events surveyed, residents with household income in the highest quintile reported the highest attendance rates. Generally, as gross household income decreased, so too did attendance rates.

### **3.4 Industry Trends: Design and Service Delivery**

There are examples throughout the world of where community infrastructure has been provided to meet identified needs which challenge accepted norms in respect of facility design and service delivery. The purpose of this section is to highlight current trends, emerging practices and emerging innovative solutions with particular relevance to the climate and sport, recreation and leisure development in the Shire of Roebourne. More detailed information is contained at Appendix C.

#### **3.4.1 Design Trends**

- Innovative practices are being developed to maximise natural lighting whilst minimising the vagaries of climactic conditions to develop more sustainable building fabrics.
- Astute facility design is required by the majority of facility operators to minimise staffing requirements.

- Flexible facility designs are required to attract a more diverse demographic mix and cater for alternative users with the potential to generate additional income.
- There is a trend of co-locating health and fitness facilities with other leisure based activities to create multi-purpose leisure venues that facilitate improved financial performance.
- The need for co-location of other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs is becoming more commonplace. Examples currently occurring in the Shire include education institution and community sport and recreation facilities (sharing of ovals, lighting and supporting clubhouse / changing room infrastructure). One of the significant concerns however is the need to develop a cricket wicket in the centre of ovals which can often negate the value of the pitch space for competitive sport.
- Management of air temperatures in extreme heat, through innovative design and introduction of building management systems:
  - Improving the thermal comfort in indoor spaces and improving the buildings efficiency using passive systems such as shading and insulation to reduce heat gain and by installing modern energy efficient such as air-conditioning and mixed mode systems.
  - Reducing the surface area exposed to solar radiations.
  - Developing buildings in clusters for heat absorption, shading opportunities and protection from east and west exposure.
  - Increased green cover.
  - Construction of windows at a high level to block floor radiation.
  - Using materials with high reflection.
  - Providing natural ventilation especially at night.
- The need to establish profitable secondary spends where possible (i.e. through café, crèche, vending machines etc.) is generally considered to assist in securing the financial viability of facilities.
- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.
- Flexibility in the design of open space to move away from traditional play equipment and incorporate alternative approaches to cater for all ages (as both social meeting and activity spaces).

### **3.4.2 Financial and Operational Trends**

- Increased competition (from other sports and leisure activities) which impact on programming and potentially undermine financial viability.
- Increased costs of energy, staffing and superannuation. Energy costs alone have increased by approximately 20% a year recently.
- Council financial pressures (increased competition for both revenue and capital investment).
- Pressures on local government discretionary spend limiting the flexibility to underpin non-statutory provision.
- Aging stock of facilities and allocation of additional funding to address legacy maintenance and refurbishment (including allocation of sinking funds).
- Increased customer expectations – which may result in the loss of current users and lack of ability to attract new participants.
- State/Federal drivers (funding requirements – monitoring - and the need to plan strategically).
- A greater focus on establishing sensible and realistic aspirations/targets (i.e. a realistic acceptance of the costs of operating sports facilities and the recognition of non-direct expenditure in overall income/expenditure financial accounts).

- Greater levels of partnership working (with other agencies, operators learning from best practice and not afraid to innovate). This includes the devolution of control from local government to alternative management arrangements which are held accountable for delivering on agreed objectives.
- Reducing Staff Costs. Invariably these are between 50% and 90% of Income typically associated with community infrastructure. This requires ongoing assessment of:
  - Staffing levels (and potential alternative solutions to a staff presence).
  - Shift patterns and adopting innovative solutions
  - Quality training and personal development to ensure staff retention
- The majority of community facilities are operated and managed by the relevant local government. In certain circumstances local government have brought in an experienced not-for-profit or commercial management body to bring in specialist expertise and offset asset management costs.
- Due to busier lifestyles there has been a move away from competitive and equipped sport to simpler, fitness orientated activities.
- Home based fitness and non-centre based activities such as cycling, walking and running are gradually increasing.
- Specific Programming is required for Baby Boomers: Baby Boomers want to age well, and they are exercising for more energy and the ability to work and play longer. There is a need now to consider beyond the baby boom generation and anticipate what their needs will be in order to future proof investment in community infrastructure.
- Recent community planning initiatives across local governments highlight the rationalisation and co-location of facilities as being the preferred option. This is an emerging trend across Australia and overseas. For example community hubs, multi-functional facilities and shared use infrastructure.
- More training programs and equipment will continue to be designed around children's unique fitness needs.
- The need to allocate land in advance of development to meet emerging community needs.
- The means of consuming and sharing information is already taking place through evolving personal phone devices and publicly available interfaces. Digital infrastructure, synchronised with personal devices, improves the users' mobility and the connectivity between public spaces.

### **3.4.3 Environmentally Sustainable Design Trends**

In addition to the broader design trends referenced above there is now greater pressure on reducing the environmental impact of facilities (i.e. by incorporating Environmentally Sustainable Design - ESD – initiatives in built infrastructure and using water sensitive solutions in the maintenance of open space and playing pitches).

The most critical aspects are the ESD initiatives which have the potential to reduce the carbon footprint of a building or playing surface and reduce ongoing operational costs. It is important to consider ESD principles and facility operation practices during the ongoing evolution of the sport, recreation and leisure infrastructure. The major objectives associated with ESD are:

- Reducing overall energy consumption through energy efficient buildings.
- Maximising the use of energy from renewable sources.
- Minimising emissions and waste.
- Ensuring wherever possible water is re-used, captured and use is minimised

Some aspects will not be cost neutral and will impact on the development cost of facilities. Further detailed analysis of individual sites and potential performance of a building will determine, in due course, the acceptability or otherwise of opportunities available.

## 4.0 Consultation Analysis

The following is a summary of the key issues and potential solutions with regard to the development of sport, recreation and leisure facilities and services in the Shire of Roebourne. They have been split into Karratha, the Eastern Corridor (Point Samson, Roebourne, Cossack and Wickham) and Dampier. Where comments are consistent across all areas, they have been included in the general section.

### 4.1 General

Table 6 General comments from consultee's

No.	Comments	Observations
1	<b>Off Road Use:</b> Concern has been expressed that off road access areas are being closed down and limits use.	This is being addressed through a separate piece of work which is identifying a staged investment program to deliver a variety of accessible trails for motorised and non-motorised activities.
2	<b>Youth Provision:</b> Provision of youth activity (teenage and above) is required. Friday and Saturday nights are when youth need after hour activities. Suggestions include: <ul style="list-style-type: none"> <li>- Teenage nightclub</li> <li>- Indoor bowling facility</li> <li>- Indoor cinema</li> <li>- Lazer tag</li> <li>- Indoor skate facility</li> <li>- Skate park</li> <li>- Waterpark</li> <li>- Graffiti wall</li> <li>- Indoor rock climbing wall</li> <li>- Shooting range</li> </ul> It has been suggested that the lack of local young people undermines development of clubs.	The demographic analysis highlights the issue of a significant drop in the youth population (teenage plus). Investment will be necessary to ensure the Shire becomes a more attractive place for the youth to address this imbalance. This however will require broader intervention measures beyond the development of sport, recreation and leisure facilities and services. The development of high quality educational establishments (including TAFE and Universities) will be required in addition to attracting not-for-profit and commercial service providers into the youth provision market. The provision of many desired facilities will require partnerships to be developed with commercial operators. However the development of a graffiti wall in Karratha would be a relatively low cost and an indoor rock climbing wall could be considered within existing buildings /the new Leisureplex.
3	<b>Public Transport:</b> Identified as a major issue for accessing sport, recreation and leisure facilities. This is particularly significant for Roebourne where access to Karratha and Wickham is seen as a significant barrier to participation.	The use of community buses has been used to facilitate access between the main centres and more remote communities. This could potentially be extended further.

No.	Comments	Observations
4	<p><b>Volunteering:</b> Attracting coaches has been problematic Getting people to attend is a significant problem as traditional models of sport are failing. There is a need to attract native labour force from the camps (the current segregation through FIFO camps and lack of capacity for shift workers to engage in community activities). It has been suggested that there is no real solution to capacity building as there are only a certain amount of volunteers to go around.</p>	<p>There is a need to develop more effective relationships with the resources sector and potentially introduce policies to enable employee's to dedicate up to 2 weeks paid time in a calendar year for volunteering in the local community as a company's corporate social responsibility.</p>
5	<p><b>Shade Structures:</b> A need has been identified for small parks with shaded areas for the youth, children, families and seniors. Increase the number of shared spaces with public toilets, drink fountains etc.</p>	<p>Identified by the Shire in their Integrated Strategic Planning Framework as a high priority for investment.</p>
6	<p><b>Communication:</b> Identified as a critical consideration, particularly with the need to make material available in the local language and the use of alternative mechanisms to traditional newspapers. A number of workshops are undertaken with the community, but generally the same people attend.</p>	<p>Potential to provide material in both hard copy and electronically should be explored and implemented if not cost prohibitive. This would enhance inclusivity and promote greater diversity of use. Other mechanisms such as phone technology (text alerts, phone applications etc.) can be used to engage the youth more effectively.</p>
7	<p><b>Service Hubs:</b> The connecting of services together through hub developments as a mechanism for reducing cost and maximising service delivery.</p>	<p>The development of hubs has begun with the development of Karratha Leisureplex, Pam Buchanan Family Centre and Bulgarra Sports Complex. Both are multi-functional facilities with the ability to align a variety of Shire services. Future development should seek to emulate the hub principle. Opportunities exist to combine child care, family support with arts and cultural services.</p>
8	<p><b>Bike Lanes and Shared Use Paths:</b> The importance of providing bike lanes and shared paths has been raised through the consultation process and is referenced in the Shire's Integrated Strategic Planning Framework. Reference has particularly been made to Dampier where there are no shared paths.</p>	<p>The provision of shared use paths is recognised within the Shire's integrated strategic planning framework as a high priority for investment and resources allocated accordingly.</p>
9	<p><b>Boat Ramps</b> Highlighted as being extremely important. At all sites car parking and rubbish is a problem at all sites. Management issues need to be resolved as it is unclear where the responsibilities lie.</p>	<p>Boat ramps form an integral part of the leisure experience in the Shire and therefore their future replacement / enhancement and development will need to be recognised and planned for.</p>

No.	Comments	Observations
10	<b>Toilets and Ancillary Facilities:</b> at all public places and sporting ovals are referenced as being under-provided for.	The Shire's integrated strategic planning framework references investment required and allocated to address open space deficiencies.
11	<b>Maintenance:</b> Ongoing maintenance and upkeep of facilities has been referenced as a significant ongoing issue and the development of asset management plans should be undertaken and owned by sporting groups to temper their expectations.	The Shire's integrated strategic planning framework references the requirement to undertake appropriate asset management planning and also references investment required and allocated to address open space deficiencies.
12	<b>Affordability:</b> Loss of use of facilities to those who cannot afford it and particularly true locals. There is a need to change clubs attitudes to seasonal membership fees (i.e. introduce casual game fees). Also a need to entice workers out of camps and engage with club development and associations need to relax requirements to pay.	The pricing policy and programming of facilities needs to provide a balance between the actual cost and subsidised use for those in greatest need. Where indigenous development work is proposed these should be coordinated through local representative not-for-profit service providers.
13	<b>Sustainability:</b> There is a need to prohibit different resource industry players from creating unsustainable communities. A major concern is the service shortfall with each town competing for the same level of service. There is a significant over-servicing in regional areas with Rio Tinto providing over specified facilities.	The approach to the resources sector requires a cross government policy to be developed to ensure when negotiations relating to the development of resource towns / settlements are integrated with the broader community and investment in community facilities / ongoing operational costs is detailed.
14	<b>Accommodation:</b> The lack of appropriate (basic) short stay accommodation is highlighted as a problem which inhibits the facilitation of events / tournaments.	Low cost accommodation needs to be considered for the long term development of the Shire. A dedicated resource for sport and recreation infrastructure use would not be viable.
15	<b>Quality Infrastructure:</b> The lack of quality club rooms (i.e. Baynton West, Pegs Creek and Kevin Richards Memorial Oval) and storage is a big issue for all clubs. Storage is considered to be insufficient and container units result in items perishing due to inadequate airflow. Reference is made to tired changing rooms which cater for current need but require enhancement to bring up to modern day standard.	This is an ongoing consideration for all sport and recreation facilities. Temporary storage / containers should be avoided wherever possible and permanent storage structures incorporated within a buildings fabric.
16	<b>Pitch Provision:</b> Under-provision of pitch infrastructure and regular clashes between different codes. The biggest pressure is from May to August (the sporting season) where AFL, soccer, rugby league, junior rugby all seek Monday to Thursday use under lights between 5-7pm	The level of pitch provision within the Shire is compromised by the fact that in all sports, but cricket, oval use is shared. The lack of flexibility in use means that pitches are likely to be substandard for high level competition.

No.	Comments	Observations
17	<b>Elite Athlete Development:</b> The Shire has no testing track or ancillary elite athlete support. It is noted that NRL / AFL are working towards a Centre of Excellence Model	The development of elite sporting infrastructure in the Shire is lacking and there is limited access to high performance sport opportunities. Whilst investment by State and Federal Government has been made to the Australian Institute of Sport (AIS) WA, this is based in Metropolitan Perth, where accessibility to relevant infrastructure is limited. In order to provide necessary support to local athletes there may be the opportunity to partner with local service providers, health and a potential university to deliver sports injury; rehabilitation, dietary and psychological and physiological support
18	<b>Equine Use:</b> There is currently a waiting list for space and facilities are inadequate.	Equine activities in the Shire have the potential to expand if the circumstances were to permit. A commercial partnership could be considered to develop a unique equine offer to the Pilbara region.
19	<b>Club Development Support:</b> The Club Development Officer role is currently funded by the Shire, Rio Tinto and DSR. The DSR funding component will expire in 2014. A partnership agreement between Rio Tinto and the Shire is in place and will result in a strategic investment over 5 years (both capital and operational). Potential for similar approach to be adopted with Woodside.	The facilitation of club development by the Shire is a critical role in ensuring the clubs and associations are effectively governed; are and continue to be financially viable; undertake appropriate training and development of key members (committee, coaches, volunteers and leaders); properly manage succession and maximise the use of Shire owned, controlled or supported facilities.
20	<b>Events:</b> The event coordination is a new role for the Shire. The partnership agreement between Rio Tinto and the Shire will continue, in a coordinated manner, the provision of events through a strategic investment over 5 years (both capital and operational). As with the club development support, there is potential for a similar approach to be adopted with Woodside.	The role of an events coordinator is pivotal in ensuring that appropriate events are coordinated and attracted to the Shire to meet the needs of the local community and provide a varied and diverse portfolio. This ensures that there is a variety of cultural opportunities which will also attract new residents to the area.
21	<b>Child Care and Family Support:</b> Crèche and day care facilities are considered to be vital as people leave town due to the lack of provision. Crèche infrastructure should be provided at every multi-functional facility.	The provision of child care and family support infrastructure is an essential component of the economy and underpins the social dynamic within the Shire. A lack of or under-provision of family support infrastructure significantly impacts on quality of life and resident retention.
22	<b>Open Space:</b> The need for more large scale active open space is required as is a need for passive open space. There is a disconnect between the east (poor) and the west (which is over-provided for).	The reference to open space is contained within the Shire's Integrated Strategic Planning Framework through the asset management plan and

No.	Comments	Observations
		also references investment required and allocated to address open space deficiencies.
23	<b>Shared Use:</b> The need to develop more effective shared use agreements with clubs; raise awareness and educate the clubs of the Shire's expectations in order to maximise the return on investment.	Greater coordination is required to enable membership amongst clubs to expand. There is no reason why a person cannot play a number of sports
24	<b>Dance Schools:</b> The provision of dance is recognised as a growth area across the Shire. However there is no dedicated facility for dance use and existing community infrastructure cannot meet demand.	Anecdotal evidence suggests that dance is growing in significance within the Shire. This is supported by national research into children's participation in cultural and leisure activities. Purpose built facilities is not essential. It is however important to ensure appropriate space allocation for dance can be accommodated within multi-functional community facilities.
25	<b>Non-Club Related Sport</b> is at a pressure point (only Wickham has a gym currently).	The Australian Fitness industry Report 2012 which was undertaken by Deloitte Access Economics on behalf of Fitness Australia. It indicates that the fitness industry grew 4% pa over the past 5 years, slowing recently due to the weaker economy and consequent reduction in discretionary consumer spending. 24/7 facilities and fitness studios had greater levels of growth, 11% & 12% respectively. The Karratha Leisureplex will cater for the gym needs of the current and future community.
26	<b>New Sports Facility Provision:</b> Any further new facilities must be constructed to cater for full size adult competitive games (with changing and lighting). There is also a need to vary the infrastructure. Joint use facilities apparently work more effectively in the Shire than elsewhere (however the main issue / problem is the void in any oval space due to requirement for a cricket wicket).	One of the major concerns expressed by user groups and officers was the difficulty in using school ovals for high level competition due to the presence of a cricket wicket. In addition the Education Authority is only obliged to provide a junior sized oval on a school site which is then subject to shared usage arrangements. With the development of new primary school infrastructure to serve growth areas it will be critical to enter into dialogue with the Department of Education early to ensure the most effective use of resources in planning for shared use.
27	<b>Benchmarks:</b> are important – hockey potentially needs 10 years of development. Gymnastics may need a purpose built facility.	Benchmarks or guidelines have been provided by State Sporting Associations and the leisure industry. Generally these triggers of infrastructure provision are based on Metropolitan Perth dynamics and are not generally applicable in remote rural area. The Department of Sport and Recreation, as a key government funding department prefer

No.	Comments	Observations
		to identify need based on local circumstances and a full understanding of potential club growth and effective business planning. Whilst standards can be referenced, they are merely an indicator and one of a number of planning tools and not a definitive solution.
28	<p><b>Sweating the Asset:</b> More effective utilisation of Shire owned infrastructure. i.e. better value out of existing spaces through programming, providing a high quality town square and excellent footpath links. In addition, revitalise older assets and undertake capital improvements to ensure that they meet current and anticipated future relevant standards of community provision.</p>	<p>The opportunity to obtain a 'best return' on current investment is a core obligation of the Shire. The imminent opening of the Leisureplex and other sporting infrastructure owned, controlled, supported or operated by the Shire requires effective performance management processes to be established. The performance measures need not be onerous but must provide the Shire with an ongoing reporting process against which the performance of a facility can be measured. The performance targets should also be adopted in discussion with and through negotiations around renewal of lease arrangement with clubs and associations. There is a strong alignment with the facilitation work of the club development and events officers</p>

## 4.2 Karratha

Table 7 Consultee's comments relating to Karratha

No	Comments	Observations
1	<b>Youth Shed:</b> The current hours of operation do not meet the needs of the youths who are seeking access to the facility. It is perceived as being for under 12's. The marketing needs improving as it is not obvious that it provides a service for older children / youths. There is also a perception regarding a lack of safety in accessing the youth shed. Car parking (too small) and road access is considered to be ineffective and dangerous. Need more programs within the youth shed. Outdoor area needs to be encouraging (i.e. youth friendly / climbing wall / grass etc.)	The current youth shed is not meeting the needs of users. However this may be overcome by astute programming, rather than by substantial investment to change the fabric of the current building. This should be explored first and youth shed users be actively engaged in the program development. Whilst car parking availability is limited it is not considered that to extend or redevelop the area is critical as higher flows of traffic adjacent to the youth shed can adversely impact on the use of the external skate park space.
2	<b>Youth Provision (Karratha):</b> No leisure place where youth can hang out. In Karratha the youth hang out at the skate ark but have nowhere to sit. At Nickol West there is a skate park but it is too far away	See General No. 2 comments. The provision of many desired facilities will require partnerships to be developed with commercial operators.
3	<b>Hockey Facilities:</b> The Nickol Bay Hockey Association is seeking to provide a complete pathway for hockey from Year 1 through to senior level competitions, a dedicated hockey field for; both grass and synthetic turf is required. No dedicated hockey facilities: fields or clubrooms exist in the Pilbara region. The Shire of Roebourne is currently the only place in Australia where Hockey Australia run their indigenous programme.	The Hockey Association have demonstrated a commitment to the area in the development of their indigenous program and ability to adapt to play on what would be considered by Hockey Australia as an inappropriate surface. The state hockey strategy (which predominantly focusses on Metropolitan Perth) identifies a provision of one synthetic turf pitch per 75,000 head of population. Such a facility would serve the needs of the Pilbara if it could be constructed with a full shade cloth to enable extended play
4	<b>Indigenous Provision (Karratha):</b> Recognised as having significant gaps. In particular an arts hub required (Space for working and a gallery). The new Cultural Precinct in Karratha will assist in addressing the arts hub gap.	The provision of the new Cultural Precinct in Karratha is to be noted as it will support cultural diversity and associated leisure tourism.
5	<b>Community Garden (Karratha).</b> Whilst they have community groups operating them there are problems with land issues.	Noted as a current project which has strong community backing.

No	Comments	Observations
6	<b>Mulataga:</b> In Design Document stage for senior size oval with clubrooms attached. 4 other pocket parks being developed and a foreshore development with shared paths for cycling and walking based on an extra population of up to 8,000 people within the area. Mulataga will need space for changing rooms and oval (for full sized fixture sport).	The growth identified for Mulataga will require facilities to be identified and land secured in advance of development. New infrastructure would offset the pressures currently being experienced at Bulgarra.
7	<b>Nickol West: Estate:</b> To be extended to the airport with a new senior sized rugby pitch being developed. The skate park is considered insufficient to meet the emerging need.	The development of substandard infrastructure will have a consequential impact on future provision, which may ultimately require investment to redress a recognised shortfall.
8	<b>Estate Adjacent to Baynton West</b> – No green public open space dedicated for sport and recreation purposes. (all is to remain as bush).	As 7 above
9	<b>Baynton West</b> is referenced as a beautiful park which is reasonable to meet the needs for the next ten years. However the oval is considered too small by sporting codes.	As 7 above
10	<b>Millars Well</b> –There is potential to redevelop / expand the oval provision to create a large playing area with 2 ovals and a purpose built football facility (with potential to accommodate AFL / WAFL games).	The long term redevelopment of Millars Well appears to be the most realistic and viable option to increase oval provision whilst not undermining the location of current infrastructure. A feasibility study would need to be undertaken to determine the location and cost of redeveloping, expanding and / or relocating current built infrastructure.
11	<b>Sports Injury / Rehabilitation and Sports Performance:</b> GP Super Clinic is planned for Sharp Avenue. There is potential for allied health services to be aligned to elite sports provision.	An essential component In order to provide necessary support to local athletes. Through partner with local service providers, health and a potential university to deliver sports injury; rehabilitation, dietary and psychological and physiological support
12	<b>Karratha Golf Course Development</b> – Green the Greens received a commitment of \$300k from DSR and was shortlisted for Regional Development Australia Funding (RDAF) element was however unsuccessful and cannot progress without alternative funding being found. The golf course is required to reduce reliance on the current subsidy received from the Shire.	The ongoing subsidy reduction should be factored into the plan as a mechanism to offset asset management obligations. This however would need to be carefully managed to ensure the long term viability of the club is secured.

No	Comments	Observations
13	<b>AFL / WAFL:</b> Lack of a Football facility which could potentially host Nab Cup matches (due to cricket wickets located in the centre of all ovals).	Standards for the development of community infrastructure published by the Western Australian Football Commission indicate that 3 ovals will be required to serve a population of 15,000. This includes a mixture of junior and senior ovals. Karratha is currently at that capacity for football purposes (excluding non-football used ovals). A dedicated facility to provide the opportunity for elite sports participation in the Pilbara would potentially be highly beneficial for indigenous sport and the broader community if aligned to legacy development programs.
14	<b>Sports Development Potential:</b> All sports could develop – this includes soccer, Auskick / Football, Netball, Rugby League, Basketball, Gymnastics (current waiting list), cricket (currently under-subscribed), lawn bowls and junior hockey.	Opportunities could potentially exist to expand the use of current ovals, subject to more flexibility of use (in relation to time). In addition capacity will exist with the development of the Leisureplex for indoor sports of basketball, netball and gymnastics.
15	<b>Demolition of Karratha Entertainment Centre (KEC):</b> This has been identified as a concern as there is green space available which is located adjacent to the centre. Current use cannot go on existing ovals and therefore preference is for its retention due to access to power and water. However there is also the opportunity to relocate users to the new oval pitch infrastructure at Karratha Leisureplex and realise the commercial value of the land through the Lazy Lands initiative. In such circumstances KEC land could be sold to state government, developers or another party and income received re-invested in sport, recreation and / or leisure projects	The KEC is located in a prominent position adjacent to the new sporting infrastructure at Bulgarra. It would be opportune to retain the existing open space and secure the land to offset open space and sporting needs related to future population growth. However the opportunity to fund existing upgrades through the Lazy Lands initiative should be considered as a mechanism to achieve a more cost effective and viable use of available resources which has the potential to increase capacity and use of a variety of sport recreation and leisure facilities. It must however be ring-fenced for such purposes, should this approach be adopted.
16	<b>Gap Ridge:</b> Considered to be a missed opportunity due to insufficient sport, recreation and leisure development.	The loss of opportunity to secure suitable infrastructure at Gap Ridge potentially will lead to the need to provide alternative infrastructure elsewhere.
17	<b>Gymnastics</b> is a huge problem as they desire their own space. There is a problem with accessibility to facilities and maintaining volunteers.	Whilst it is recognised that gymnastics would be best located in a purpose built facility, space does exist within the Leisureplex for activity to be accommodated. The main concern would be the need to bump in and out gymnastic equipment which would otherwise be a permanent fixture. Work will need to be put in place with volunteers to ensure that

No	Comments	Observations
		the club is a viable entity, before significant investment in a purpose built facility is considered.

## 4.3 Eastern Corridor

Table 8 Consultee's comments relating to the towns in the Eastern Corridor

No.	Comments	Observations
1	<b>Indigenous Participation (Roebourne):</b> The role of sport and recreation should not be underestimated. It links to coaches and provides leadership. It provides life education facilities that are not school based. Most people are outside of the key stage spaces but would relate to sports space. There is a desire for kids to be involved but there is a difficulty in getting parents engaged. This results in a lack of sustainability.	Opportunities exist to engage with the indigenous community through representative bodies. Greater dialogue between these bodies and the Shire may be opportune given the more effective coordination of activities between the Roebourne not for profit agencies.
2	<b>Indigenous Programs:</b> Currently a major disconnect between Shire services and indigenous needs. Youth provision is not 24hr in Roebourne and therefore there are issues of nowhere for people to go. Programs are far too limited. Major sporting activities should not focus purely on Basketball / Football as there are a multitude of opportunities (futsal, indoor cricket and other sports).	As 1 above. Opportunities to program and use space more effectively may be achieved in dialogue with representative bodies.
3	<b>Indigenous Organisations (Roebourne):</b> Delivery of a plan can only be achieved through an NGO and / or working across NGO's. Up until one year ago all agencies were working in isolation. They are however now working progressively together which will result in greater coordination and results.	As 1 above.
4	<b>Facility Needs (Roebourne):</b> A second chance educational outdoor learning park would be highly beneficial i.e. multi-functional for sport, meeting place, outdoor learning space. Activities in demand which serve the community are generally outdoors (community gardens, skate racing, skate parks, running, fishing, homework space, outdoor films / culture, camping and river based learning). Roebourne would like a skate park (to be located on current wasteland and to be an asset of the Shire).	The development of outdoor learning facilities can be undertaken at a low cost and invariably is associated with effective educational and recreational programming. It would be beneficial to coordinate such an approach through the indigenous support groups in Roebourne.
5	<b>Trails (Roebourne):</b> Long term vision for Roebourne is to improve tourism potential through the development of walking trails and enhanced.	This is being addressed through a separate piece of work which is identifying a staged investment program to deliver a variety of accessible trails for motorised and non-motorised activities.

No.	Comments	Observations
6	<b>Fifty Cent Building (Roebourne):</b> Demolish and replace the 50 cent building in Roebourne.	The building is of poor quality and in need of replacement. It is functionally poor and would not meet modern standards for community use. The future development should be subject to a feasibility study to ascertain the most cost effective mechanism to replace the current infrastructure (i.e. new build, adaptation of an existing building or other).
7	<b>Vandalism (Roebourne)</b> A serious problem as court surface of the basketball courts were damaged and re-done. The lack of responsibility and ownership were highlighted as key concerns by not for profit support organisations.	In order to resolve vandalism issues it is critical to engage with the indigenous community in the developing programs and activities. This would need to be undertaken in dialogue with indigenous community representative bodies.
8	<b>Swimming Provision (Roebourne):</b> is in continual demand and has significant positive health effects in preventing ear, nose and throat complaints in the indigenous community	Investment in aquatic infrastructure is costly, but has the potential to deliver high social returns on the investment. A decision will need to be taken with regard to the future of the aquatic infrastructure at Wickham and whether the presence of two pools within close proximity is a viable proposition. Economically it would not be prudent to maintain the two pools.
9	<b>Facility Needs (Wickham):</b> Wickham have a new development and further sporting requirements are not deemed to be required. Community garden spaces in Wickham are operated by community groups but there are problems with land issues.	The main concern with the sport and recreation provision in Wickham is the impact of the resource town integration process and the Shire taking on high operational cost facilities which may result in other investment being delayed or dropped.
10	<b>Youth Provision (Wickham):</b> Currently developing the youth and community space. Discussions are ongoing with Wickham Community Association relating to the development of a skate park, water play, ten pin bowling and music / arts space. Also discussions with Rio Tinto in respect of infant health and child care facility.	Any provision at Wickham should recognise the demographic limitations of the resource town and potential impact on neighbouring Roebourne. Ideally investment should take into account the provision for access to the resident population of Roebourne.
11	<b>Fishing and Boating Infrastructure (Point Samson):</b> Popes Nose Bridge requires traffic management system to be incorporated. There are no formal fishing facilities to support the sport (i.e. cleaning areas, bins, shaded picnic facility, potable drinking water and ablutions). Johns Creek Boat Harbour boating ramp is in need of repair. Also require rubbish facilities, cleaning and walkway repair.	Boat ramps form an integral part of the leisure experience in the Shire and therefore their future replacement / enhancement and development will need to be recognised and planned for.

No.	Comments	Observations
12	<b>Foreshore Development (Point Samson)</b> Remodelling of the foreshore has been discussed with Rio Tinto. Proposal is to build a boat shed (for kayaks / scuba diving gear) similar to a surf lifesaving club.	The potential to source investment for the project from ongoing dialogue with Rio Tinto appears high. The Shire could facilitate the discussions further.
13	<b>Trails (Point Samson):</b> Potential future development would be for a mangrove walk to connect a number of trails in Point Samson	This is being addressed through a separate piece of work which is identifying a staged investment program to deliver a variety of accessible trails for motorised and non-motorised activities.

## 4.4 Dampier

Table 9 Consultee's comments relating to Dampier

No.	Comments	Observations
1	<b>Youth Provision:</b> Dampier doesn't have a youth specific area and there is nothing to attract the youth.	As a Rio Tinto Town, the provision of youth infrastructure will need to be negotiated with and funded through Rio Tinto.
2	<b>Community Hub:</b> The library and community centre is to be developed as a community hub. Opportunity for dance and performance based leisure.	Similar to the youth provision, infrastructure will need to be negotiated with and funded through Rio Tinto.
3	<b>Oval Access</b> – Hampton Oval managed by Dampier Community Association. The provision of two ovals in Dampier needs careful consideration as there is limited population growth and no space for growth. There is currently an AFL facility and soccer but no room to do anything else. Junior sport is the biggest problem	The lack of population growth would indicate that there would be no need for additional sporting infrastructure within Dampier. The main focus would be on consolidation and long term viability.
4	<b>Yacht Club:</b> Reference was made to the need to bring it back	No information was obtained as to the likely viability of resurrecting the yacht club.
5	<b>Resource Town Integration Process:</b> Ongoing and to be completed and implemented	The resource town integration process has been ongoing for a number of years and may result in the Shire being requested to take on assets which currently do not meet modern day specifications. This would not be a viable proposition without significant additional capital and operational investment being provided to offset ongoing Shire obligations.

## 5.0 Needs Assessment

Following the outputs from the previous sections it is possible to identify a number of areas where there are gaps in current community infrastructure provision. This section attempts to bring together the broad facility/service issues raised through the assessment process and provide a rationale for the recommendations contained in Section 6.

### 5.1 The Process

For each issue the main source (research and consultation) was identified along with a discussion of the needs assessment and where appropriate, identification of possible directions to address the identified community needs. The assessment process involved the following:

- Identification of existing assets and provision through document review, mapping and consultation
- Headline audit of facilities based on facility visits, advice from the Shire and consultation responses (Appendix G)
- An evaluation of the usage of current oval provision.
- An assessment of current and future need by balancing anticipated demand (demographics) with a benchmarks-based approach based on population and emerging usage patterns
- Determining opportunities for more effective use of existing assets and provision.
- Highlighting the potential opportunities and direction.

### 5.2 Audit of Current Infrastructure

An assessment of current facility infrastructure and potential facility needs have been undertaken. The detailed audit and assumptions are contained at Appendix E. It is to be noted that the audit and assumptions have been made on the basis of visual inspections and commentary received during the consultation process. Due to the unique nature of sport, recreation and leisure delivery within the Shire, reliance has not been made to a typical population driven standard level of provision. Instead the following definitions have been used for broad guidance purposes.

Table 10 Sport, Recreation and Leisure Provision – broad definitions and delivery agents

Item	Sport, Recreation and Leisure Facility Provision	Provider / Opportunities
1	<b>Family Support facilities: Including Play Group, Outside school hour's care, Child Care Centres (including long day care), Occasional Care.</b>	Can be located in community centres within each population centre (Volunteer or not-for-profit provider). Commercial Provider for day care – may require partnership with local govt.
2	<b>Neighbourhood and District Community Centres.</b>	To be located in community centre's within each population centre – (Local Govt or not-for-profit provider).
3	<b>Youth and Seniors: Includes Youth Centre/Youth Space, Aged Day Care, and Seniors Centre.</b>	To be located in community centre's within each population centre – (Local Govt or not-for-profit provider).
4	<b>Outdoor Activity Space – extreme sports Skate Park, BMX dirt track facility, BMX facility (formal bitumen track), Off-road recreational motorsport.</b>	Local Government provider – potential partnership with not-for-profit provider or commercial driver training body (in the case of motorised sport).

Item	Sport, Recreation and Leisure Facility Provision	Provider / Opportunities
5	<b>Cultural: Community and Performing Arts, Theatre, Amphitheatres, Outdoor Meeting Place, Museums, Arts and Cultural Centre.</b>	Local Govt or potential for commercial partnership. State Govt in partnership with commercial or not-for-profit provider.
6	<b>General Community Sports Facilities: Recreation Centre (generic), Aquatic Facilities (indoor and outdoor including various configurations) Regional Sports Facility (including aquatics), Climbing walls/centres.</b>	State / Local Govt in partnership with commercial or not-for-profit provider.
7	<b>Parks and Open Space: Including Play Spaces, Specialty Park (all abilities) sensory park, Regional Public Open Space/Park, District Park, Neighbourhood Park, Local open Space, Trails (walking, cycling and bridlepaths).</b>	State / Local Govt.
8	<b>Permanent Moorings/Water Infrastructure (including marinas).</b>	Local Govt or Through a commercial provider.
9	<b>Aerobics/Fitness/Gym.</b>	Local Govt (in association with a larger leisure centre) or Commercial provider (stand-alone provision).
10	<b>Grass Sports Pitch Space (Oval and rectangular provision): To include AFL ovals, Rugby Union/League, Diamond pitch sports, Soccer pitches, Cricket ovals, Hockey.</b>	Local Govt. Potentially in partnership with Club (voluntary).
11	<b>Outdoor Sports Courts: Including Multi-use synthetic surfaces, Netball Courts, Basketball courts, Beach Volleyball, Tennis (multi surface hard courts and grass), Hockey (synthetic – water, sand based and alternatives).</b>	Local Govt in partnership with commercial or not-for-profit provider – when combined with all indoor sports court provision. Local Govt in partnership with Club (voluntary).
12	<b>Other outdoor sports: Including Lawn Bowls, Golf Course, Cycling tracks, Athletics (grass and synthetic).</b>	Local Govt in partnership with commercial or not-for-profit provider – combined with all indoor sports court provision. Local Govt in partnership with Club (voluntary).

### 5.3 Current Service Gaps

Based on the table 10 parameters a number of current service gaps can be identified. These can be split into the following broad headings:

- Family support facilities: Day care, play groups and other family support services are difficult to resource due to the inability to attract staff and secure appropriate premises. There will be a need to assess potential intervention mechanisms which the Shire can employ to address labour shortfall in this area. It is this infrastructure which permits carers the opportunity to participate in sport and recreation pursuits and develop a social network.

- Neighbourhood and District Community Centres tend to be aging and in need of modernisation / improvement. Not all infrastructure is within the Shire's control and should not be taken on without securing an ongoing revenue stream to ensure that the ongoing viability is secured.
- Youth and seniors: Whilst senior activity may be accommodated in the new Leisureplex and existing infrastructure, provision for the youth is minimal and will require cross-government intervention to address current issues associated with the significant drop off of youths as they enter high school age.
- The outdoor activity space is considered to be a high priority in the Shire. BMX, mountain biking and other wheeled sports rank highly amongst the youth population. Based on feedback from the consultation process readily accessible wheeled sport facilities and activities will continue to be in demand in the Shire.
- Both indoor and outdoor sports facilities are valued by the local community and whilst significant investment has taken place recently in the Shire with major sporting infrastructure at the Leisureplex and Bulgarra, there is likely to be a continuing demand for such infrastructure as the population continues to expand. The critical consideration however will be in relation to the resource town integration processes and whether the Shire wishes to take on significant costs associated with relatively remote sport and recreation infrastructure associated with resource towns.
- The need to enhance and improve moorings, boat ramps and associated infrastructure will also continue to be in demand. This was reflected strongly through the consultation process, where reference was made to the limited investment at boat ramp sites in relation to car parking, rubbish collection and ablutions.

#### 5.4 Karratha Leisureplex

The Karratha Leisureplex which opened in July 2013 contains a number of sport, recreation and leisure facilities which perform a local, district wide and regional function. The facilities include:

- **Aquatic Centre:** 50 metre pool with a moveable boom to allow separation into two 25 metre pools for increased program capacity; a 4-lane 25 metre pool and free form leisure pool with zero beach entry; a zero depth splash pad with water features; and barbecue and landscaped areas.
- **Playing Fields:** Two (2) to provide 1 x Football, 3 x Rugby, 3 x Soccer, 1 x Cricket, a clubhouse and children's playground
- **Outdoor Courts:** Six (6) to provide 6 x Basketball 6 x Netball and 3 x Soccer
- **Indoor Courts:** Three (3) to provide 3 x Squash, 3 x Basketball, 3 x Netball, 8 x Badminton 3 x Volleyball Gymnastics
- **Fitness Centre** to incorporate aerobics, weights and spin
- **Other Facilities** include: a café; indoor putt-putt, commercial office space; meeting facilities and a function room with commercial kitchen;

The Leisureplex will provide a direct replacement for the KEC and KAC and fulfil a long term need for additional indoor and outdoor court space which will complement infrastructure at Bulgarra Sports Complex. The additional grass pitch infrastructure will offset current pressures experienced on the oval provision within Karratha which will potentially cater for growth in oval and rectangular sports clubs needs for the next 10 years (subject to the development committed in Mulataga and Baynton East being completed). In addition the aquatic infrastructure provides a direct replacement for the Karratha Aquatic Centre which was officially closed on 5<sup>th</sup> May 2013.

#### 5.5 Oval Usage

Current oval usage during the summer and winter highlights the following in respect of the 6 key ovals:

- Bulgarra West Oval in the winter is used by Falcons senior footy, Falcons Junior Footy, Karratha Tee-ball and Touch Football for a total of 19,536 participants. In the summer it is used by Karratha junior Cricket and Karratha Senior Cricket for a total of 3,000 participants.

- Bulgarra East Oval is used in the winter by Broncos rugby league, Karratha Tee-ball, West Pilbara Softball and Little athletics for a total of 13,224 participants. Bulgarra East Oval the summer is used by West Pilbara Softball for a total of 1,008 participants.
- KEC Oval in the winter is used by Karratha junior Soccer for 9,360 participants. KEC Oval is not used in the summer.
- Pegs Creek Oval in the winter is used by Karratha Senior Soccer, Karratha junior Soccer and Karratha Kennel Club for 11,388 participants. Pegs Creek Oval is used by Karratha Senior Soccer (Summer Comp), Karratha junior Cricket and Karratha Senior Cricket in the summer for a total of 4,992 participants.
- Kevin Richards Oval in the winter is used by Kats senior footy, Kats junior footy, Roosters rugby league and Storm juniors for 21,218 participants. Kevin Richards Oval is used in the summer by Karratha junior Cricket and Karratha Senior Cricket for a total number of 3,900 participants.
- Tambrey Oval in the winter is used by Karratha Senior Soccer, Karratha junior Soccer, Karratha Tee-ball for 15,312 participants. Tambrey Oval is not used in the summer.

Clearly the summer usage is relatively light from a participant's viewpoint with only 4 of the 6 ovals being used. This allows for effective maintenance to be undertaken and avoids excessive wear and tear. The average number of participants per week on each oval is:

- Bulgarra West Oval: 697 participants during the winter and 150 in the summer.
- Bulgarra East Oval: 472 in the winter and 36 in the summer.
- KEC Oval: 334 in the winter
- Pegs Creek Oval: 438 in the winter and 192 in the summer
- Kevin Richards Oval: 757 in the winter and 150 in the summer
- Tambrey Oval: 588 in the winter

Figure 3 Summer Oval Usage: Shire of Roebourne

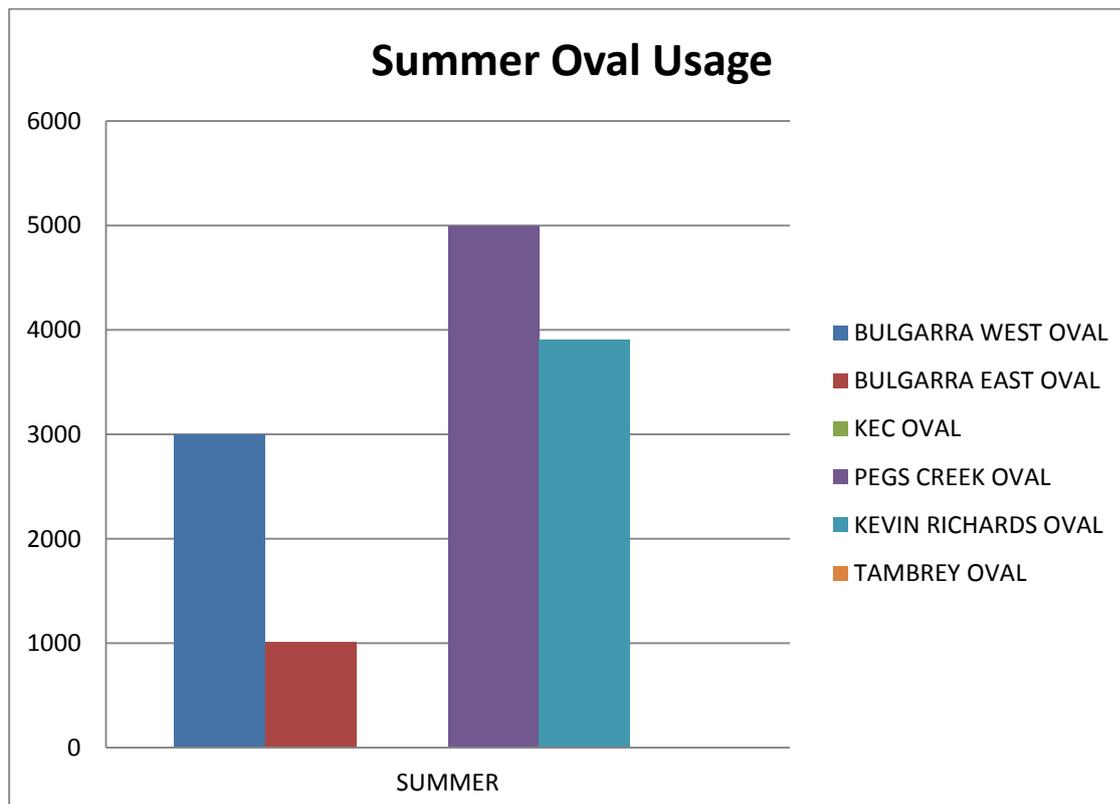
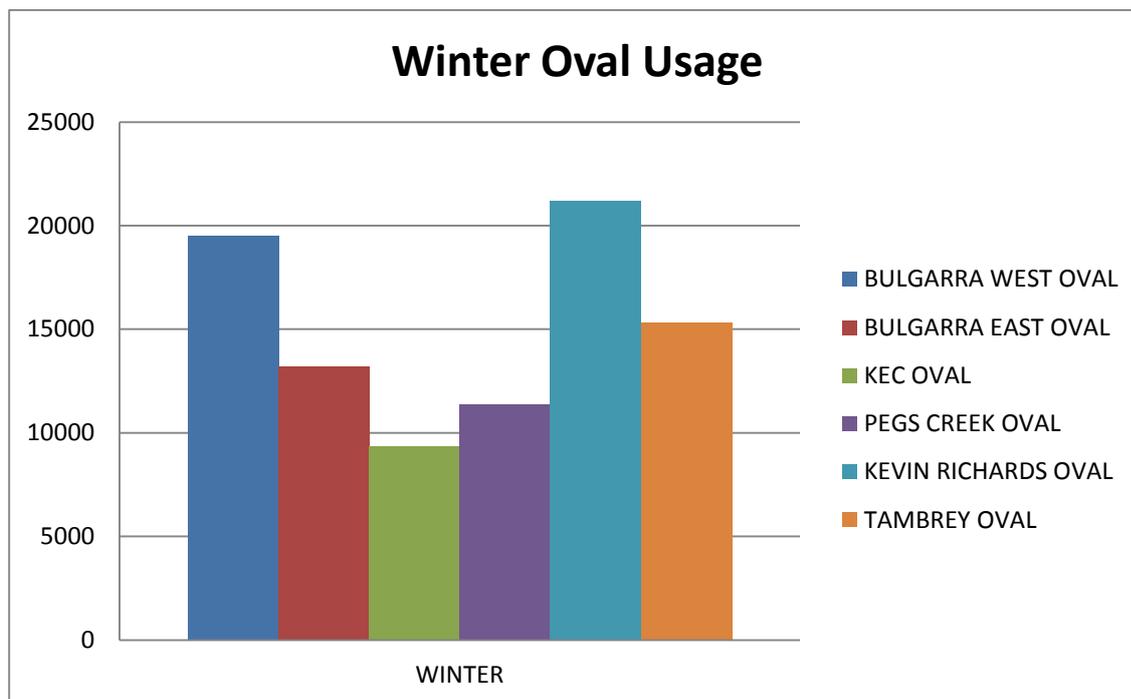


Figure 4 Winter Oval Usage: Shire of Roebourne



A recent study undertaken by Curtin University on behalf of the Department for Sport and Recreation into the provision of open space in Metropolitan Perth identifies the carrying capacity of ovals as 25 hours and rectangular pitch sports grounds as 12 hours. Based on this figure the carrying capacity of each oval would be:

- Bulgarra West Oval - a carrying capacity of 700 hours in winter based on a 28 week footy season and 500 hours in summer based on a 20 week cricket season. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 28 in winter and 6 in summer.
- Bulgarra East Oval - carrying capacity of 336 hours over a 28 week rugby season in winter and 700 hours based on a 28 week softball season in the summer. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 39 in winter and 1.5 in summer.
- KEC Oval - a carrying capacity of 312 hours over a 26 week winter soccer season. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 28 in winter.
- Pegs Creek Oval - a carrying capacity of 312 hours over a 26 week soccer season and 650 hours based on a 26 week cricket season. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 36.5 in winter and 7.7 in the summer.
- Kevin Richards Oval - a carrying capacity of 700 hours based on a 28 week footy season and 650 hours based on a 26 week cricket season. Rugby league use would clearly reduce the carrying capacity further due to the harder wear and tear. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 30 in winter and 6 in the summer.
- Tambrey Oval (predominantly soccer) - carrying capacity of 312 hours over a 26 week season. From a participation perspective this means with a maximum usage the average numbers of players each pitch would carry per hour would be 49 in winter.

The hourly usage figures highlight which facilities are under the greatest of stress from matches and training. Ordinarily for Football play you would anticipate full oval usage would accommodate between 36 and 44 players (two teams) per hour. For rugby union this would be between 30 and 38 and for rugby league 26 to 34. For soccer the usage would assume a capacity of 22 to 28, whilst for cricket it would be 22 to 26. As a broad rule of thumb this would indicate that the greatest pressures are on the Tambrey Oval, Pegs Creek and Bulgarra East sites in winter due to the higher intensity of the rectangular pitch use. All ovals during the winter period are operating near capacity based on this broad analysis.

These statistics give an indication of the likely throughput and impact of play on the surface. On average the impact is not significant, but this doesn't take into account the harsher climactic conditions compared to metropolitan Perth. In addition it does not take into account the ground substructure and issues associated with playing on a dual function oval (i.e. for AFL, Cricket and School use). Based on the current usage it is anticipated that additional oval and rectangular pitch space will be required to serve the main growth areas (Mulataga and Nickol West). These areas are currently highlighted as being the focus for new infrastructure. Growth elsewhere in the Shire over a 10 year period could not justify additional provision, to that which is already in place (including the provision of the two ovals at Karratha Leisureplex). The main focus for existing provision should be the maintenance and gradual refurbishment of existing supporting infrastructure.

## 5.6 Sports Clubs: Capital Investment Potential

The following table identifies needs as being a potential development to support sporting club infrastructure within Karratha. These are merely identified to indicate the level of sporting infrastructure that will need to be considered for investment during the life of this plan. These will require advice and support through club development / sports development officers and is highlighted as a 'catch-all' facilitation role under strategy number 36. It is essential that all sports which are in need of facility infrastructure develop an appropriate business case which is underpinned by an operational/ business plan (covering a maximum 3 year period) and a long term strategic plan.

Table 11 Sporting Club needs

Sport	Current Club	Identified Need
Shire Interest		
Off-Road Motorsport	Red Dog 4WD Club Inc	Access or restrictions to land lifted.
Archery	Wickham Archery Club	Storage and large open space.
BMX	Karratha BMX Club	Modernise and refurbish outdated clubhouse and ablution block.
Boxing	Raiders Boxing Club Inc (Based in light industrial area) and Wickham Boxing Club	Limited space – potential demand for 2 new facilities in Wickham and Karratha.
Kickboxing	Karratha Kickboxing Club (Nomadic)	No current facility. Potential demand for facility.
Indoor Cricket	Karratha Indoor Cricket Assoc	Potential for additional net facility.
Fishing	Nickol Bay Sport Fishing Club and King Bay Game Fishing Club	Access to and from boat ramps and storage of boats / parking.
Football	Karratha Falcons Football Club and Karratha Jnr Falcons Football Club	Dedicated storage.
	North Pilbara Football League and West Pilbara Jnr Football Assoc	Dedicated storage.

Sport	Current Club	Identified Need
Golf	Roebourne Golf Club: Course	Access to water is a major issue – clubhouse old and out-dated.
	Karratha Golf Club: Green	Greens required. No pro-shop but could evolve.
Gymnastics	Karratha Gymnastics Club	Could expand at Karratha Leisureplex – no set gymnastics area.
Karting	Karratha Kart Club	Track is good but additional amenities a little out dated.
Mountain Biking	Burrup Mountain Bike Club	Lack a designated area/facility for operations e.g. ablutions and any formalised tracks/trails required.
Motocross	WRAPS Motocross Club Inc.	Facility and track will likely have to relocate due to town development.
Rugby League	Karratha Storm Rugby League Club.	Changing rooms.
Yachting	Port Walcott Yacht Club.	Modernise and refurbish aging club house, ablutions and enhance limited storage.
Ballistic Sports	Karratha Rifle Club / Sporting Shooters Association of Australia.	Modernise and refurbish aging facility and enhance secure storage.
Skydiving	Wickham Skydivers Club Inc.	Development of clubhouse / ablution & facilities.
Soccer	Karratha & Districts Jnr Soccer Assoc. Inc.	Extended facility and increase capacity for coaches and referees.
	Karratha & Districts Snr Soccer Assoc. and Nickol Jnr Soccer Club Inc and Salt Junior Soccer Club Inc.	New changing rooms and clubhouse.
Hockey	Nickol Bay Hockey Association.	Provision of grass or synthetic turf pitch infrastructure.
Bowls	Dampier Bowling Club.	Potential modernisation and refurbishment. A Rio Tinto facility.
Football	Dampier Junior Football Club and Dampier Sharks Football Club.	Modernise and refurbish old and out-dated clubhouse owned by Rio.
	Karratha Kats (Football & Sporting Club) and Karratha Kats Jnr (Football & Sporting Club):	Extended Clubhouse (owned by club).
Equine	Karratha Agistment Centre.	Inadequate size and lack of amenities and appropriate facilities
	Nor West Jockey Club.	Aging facilities and club house in need of modernisation.
Enduro and Motocross	Karratha Enduro & Motocross Club.	Power to old facilities; storage and track maintenance.

Sport	Current Club	Identified Need
Speedway	Nickol Bay Speedway Club.	Major investment; lighting not to standard; club house/ablutions require development.
Soccer	Dampier Junior Soccer Club:	Modernisation of aging facility and public toilets. Owned by Rio Tinto.
Squash	Wickham Squash Club:	Modernisation of aging facility and public toilets. Owned by Rio Tinto.
Swimming	Wickham Amateur Swimming Club.	Modernisation of aging facility; 25m pool owned by Rio Tinto.
Tennis	Dampier Tennis Club.	Modernisation of aging club house, ablutions and 2 synthetic courts - Rio Tinto land/facility.

## 5.7 Sport, Recreation and Leisure: Volunteer Development Opportunities

Through the consultation process a common theme related to the lack of volunteer resources and the lack of a consistent volunteer base to sustain activities and particularly the player base and long term succession planning within clubs. Reference was made to the obligation which should be placed on the major resource companies and the need for them to take an alternative approach to volunteering in the community. An analysis of 3 of the resource companies highlight their current commitment to the volunteer network and the encouragement given to employees to participate in local voluntary activities. These are highlighted in the table below:

Table 12 Volunteer Support Programs provided by Selected Resource Sector Employers

Company	Program	Benefit /Limitations
Rio Tinto	<ul style="list-style-type: none"> <li>- Dollars for Doers: Recognises employees are actively involved in their local communities by volunteering personal time. The scheme provides a cash donation to not-for-profit organisations where employees' regularly contribute. It recognises employees who volunteer 50 hours or more of their time during a 12 month period.</li> <li>- Partnerships: Rio Tinto also partners with a range of community organisations to provide essential West Australian public services. From science education for school kids, training for aboriginal health workers to children's literacy and leadership programmes</li> <li>- Go for Gold: Team Rio Tinto: Teams of more than 20 permanent employees can apply for support to take part in community events, fundraising drives, team building days, sporting team and other activities. Rio Tinto contribute up to \$120 per permanent employee.</li> </ul>	<p>All support provided through this programme is subject to funds availability and finalised at the discretion of the Manager, Community Investment.</p> <p>Whilst a valuable contribution to the local community volunteer support is limited to those organisations through which the company has developed an appropriate arrangement with.</p> <p>Whilst financial contributions for local sports clubs / organisations, it does not include paid volunteer time.</p>
Woodside	<p>Partnerships: Through a selected group of not-for-profit community partners, Woodside focuses on providing employees with a range of volunteering opportunities that benefit them as individuals, increase pride in and loyalty to Woodside, and enhance workplace culture while contributing to a wide range of community organisations focused on improving community health and well-being. 3 schemes exist:</p>	<p>Volunteer opportunities are promoted through their volunteering intranet site and coordinated by team leaders.</p> <p>The 12 hour commitment is limited to working with volunteering partnerships. These include Volunteering</p>

Company	Program	Benefit /Limitations
	<ul style="list-style-type: none"> <li>- Workplace giving – providing employees with opportunities and mechanisms to contribute financially to not-for-profit organisations or causes;</li> <li>- Employee participation – providing employees with opportunities to participate in broad scale community activities, such as HBF Run for a Reason; and</li> <li>- Corporate Volunteering – providing employees with 12 hours of volunteering leave and a wide range of volunteering experiences in which to use that time.</li> </ul>	<p>WA and Australian Business Arts Foundation where selected placements may be made.</p> <p>This is however restricted to those organisations who fall beneath the remit of the larger volunteering organisations.</p>
BHP Billiton	<p>BHP Billiton operate 3 schemes:</p> <ul style="list-style-type: none"> <li>- Investing in Community Programs: one per cent of pre-tax profits are invested in community programs on a three year rolling average, including cash, in-kind support and administration.</li> <li>- Supporting employees who are supporting our communities: A global Matched Giving Program by supporting and encouraging employees who volunteer, fundraise or donate to not-for-profit organisations by matching their contributions.</li> <li>- Understanding and managing the company's human rights impact: In Australia, the company's Reconciliation Action Plan 2013-15 will undertake to build relationships and promote opportunities with Aboriginal and Torres Strait Islander peoples and encourage cultural awareness and respect amongst employees.</li> </ul>	<p>As with Rio Tinto and Woodside, the volunteer program is an extremely valuable contributor to the community, particularly from a financial perspective. It encourages volunteerism without providing paid time off in lieu of volunteering.</p>

The schemes operated by the resource companies highlight the valuable contribution financially they play in securing investment into local not-for-profit organisations and into selected 'volunteer' partners. However there is still a significant gap in the provision of employee time. It is this aspect which has been raised as a particular issue – the time allocated to developing and supporting club development.

## 5.8 Sport, Recreation and Leisure Needs

The following represents the sport recreation and leisure needs which emerged through the consultation process and subsequent analysis. These can be split into 4 discrete areas:

### Guiding Principle

- As a guiding principle encourage relevant resource sector companies to undertake positive intervention measures to enable employees of resource sector companies to dedicate up to 2 weeks paid time in a calendar year for volunteering purposes.
- Establish the principles and parameters which prohibit different resource industry players from creating unsustainable communities (i.e. lessons learnt from the resource town integration process).
- Introduce policy and guidance to enable clubs to incorporate seasonal membership fees and casual game fees as part of their membership portfolio.
- Introduce a performance management process to be based on the healthy club checklist to provide the Shire with an ongoing reporting process against which the performance of a facility can be measured.
- Develop an approach (policy or guidance) to deliver more effective shared use agreements with clubs; raise awareness and educate the clubs of the Shire's expectations in order to maximise the return on investment.

- The Shire is to introduce a performance management process to be based on the healthy club checklist to provide the Shire with an ongoing reporting process against which the performance of a facility can be measured. The performance targets should also be adopted in discussion with and through negotiations around renewal of lease arrangement with clubs and associations.

### **Strategy Development**

- Development Tracks and Trails for sport, recreation, leisure and heritage purposes in accordance with the Shire of Roebourne Trails Master Plan.
- Development of Off Road Use of Tracks and Trails purposes in accordance with the Shire of Roebourne Off-Road Tracks and Trails Plan.
- Establish a joint working group with not-for-profit indigenous associations and bodies to address the current disconnect between Shire services and indigenous needs. Ensure the delivery of the plan can be achieved through the NGO and / or working across NGO's.
- Explore and identify potential opportunities to partner with local service providers, health and a potential university to deliver sports injury; rehabilitation, dietary and psychological and physiological support. Sports injury / rehabilitation and sports performance.
- Assist Karratha Golf Course to implement 'Green the Greens' and facilitate the club becoming established as a financially independent entity to reduce reliance on the current subsidy received from the Shire.
- Youth facilities for ages 12 – 24 (UN definition is 15-24) to be evaluated and appropriate infrastructure developed in accordance with a long term strategic plan.
- Undertake a feasibility study to determine the future investment priorities for aquatic infrastructure: provision at Roebourne and Wickham. The study should focus on the comparative benefits of retaining the pools from an environmental, social, economic and sports development perspective.
- Explore and facilitate the development of a commercial partnership to develop a unique equine offer to the Pilbara region.
- Undertake a feasibility analysis for developing the optimum location and facility composition for a synthetic hockey pitch with associated grass pitch provision.

### **Facility Development**

- In accordance with the Shire's integrated planning framework put in place a plan to install shaded areas for the youth, children, families and seniors in all public parks and gardens. These should be undertaken on a phased program over the life of the plan (2013 to 2023).
- Undertake a staged enhancement / modernisation to boat ramps and ancillary infrastructure at Point Samson and Dampier (in consultation with Rio Tinto)
- In accordance with the Shire's integrated planning framework put in place a plan to undertake a staged improvement and development of toilets and ancillary facilities: at all public places and sporting ovals over the life of the plan (2013 to 2023).
- Temporary storage / containers are to be removed and replaced with more permanent storage structures incorporated within a pavilion or changing room building fabric.
- Crèche and day care facilities are to be provided at every multi-functional facility in accordance with a business plan which identifies their functional and financial viability.
- Monitor and review on an ongoing basis the reserves across the Shire to address shortfalls in sporting provision.
- The provision of large scale active open space and passive open space in accordance with the open space review. As part of the process implement green spines, cycleways and walkways to address the disconnect between east and west Karratha.
- All new community ovals and supporting infrastructure are to be constructed to cater for full size adult competitive games (with changing and lighting).

- Identify early in the planning process the requirements for joint use facilities in partnership with the Department of Education to ensure effective shared working is agreed and where a practical compromise may be reached with regard to cricket square development offsets.
- Should the gradual adoption of infrastructure associated with the resource town integration progress, it is to be undertaken in accordance with clear operational and asset management obligations
- Install a full sized fixture sport oval and changing rooms in the emerging settlement of Mulataga
- Undertake the following coastal developments in accordance with coastal management plans:
  - Fishing and boating infrastructure (Point Samson)
  - Popes Nose Bridge traffic management system to slow passing traffic.
  - Johns Creek Boat Harbour boating ramp repair.
  - The installation of rubbish facilities, cleaning and walkway repair.

Prior to the development of further coastal infrastructure management plans should be finalised for Fortescue River Mouth, Gnoorea Point and Balla Balla, Dampier Foreshore Area, Hearsons Cove, Karratha Back Beach and Hinterland, Cleaverville, Wickham Back Beach, Point Samson/Sams Creek and Cossack/Settlers Beach.

- Install a rectangular pitch and associated amenities (senior sized rugby pitch) at Nickol West.
- Implement the development of a skate park at Roebourne as a high priority to provide a resource for disengaged youths
- The development of Cultural Precinct to support cultural diversity and associated indigenous heritage leisure tourism.
- Develop the library and community centre in Dampier as a community hub and incorporate dedicated opportunities for dance and performance based leisure.
- Develop a community hub with a focus on youth, family support (infant health, child care and playgroup opportunities) in Wickham. The facility should incorporate dedicated opportunities for performance based leisure.
- The need to develop a permanent outdoor cinema which is located on a dedicated site providing 450m<sup>2</sup> of space for public viewing, car parking and ancillary infrastructure.
- Undertake a detailed analysis of the need for and development of replacement infrastructure following the demolition of the Roebourne Community Hall.
- Review skate park provision at Nickol West to determine whether it is sufficient to meet the emerging need.
- Undertake a planning study to ascertain the value of redeveloping / expanding / relocating Millars Well Oval to create a large playing area with 2 ovals and a purpose built football facility (with potential to accommodate AFL / WAFL games).

### **Service Development**

- Continue to develop the use of community buses or public transport as an alternative to major capital investment in facility infrastructure to facilitate access between the main centres and more remote communities.
- Improve and develop mechanisms for communicating with the community in respect of sport, recreation and leisure programs and services (i.e. through appropriate translation, apps, virtual science and other electronic media).
- Develop a comprehensive marketing plan to generate increased awareness of the services offered through Shire facilities and to encourage greater participation and usage of all facilities.

- The gradual adoption of an approach aimed at connecting services together through hub developments as a mechanism for reducing cost and maximising service delivery.
- Continue to expand and develop opportunities for effluent re-use, water management and alternative energy use within all community facilities, open space and playing surfaces.
- Continued facilitation of club development by the Shire as a critical role in ensuring the clubs and associations:
  - are effectively governed;
  - financially viable;
  - undertake appropriate training and development of key members (committee, coaches, volunteers and leaders);
  - properly manage succession and
  - maximise the use of Shire owned, controlled or supported facilities.
- Continued facilitation of events coordination to ensure that appropriate events are coordinated and attracted to the Shire to meet the needs of the local community and provide a varied and diverse portfolio.
- Review current facility usage within council control and ensure appropriate space allocation is provided within multi-functional community facilities.
- Undertake an annual review of all sporting codes to determine the extent of volunteer resources needed to be put in place to further develop the sports.
- The development of asset management plans should be undertaken and owned by sporting groups to reflect the true cost of managing and maintaining a facility.
- Review the current youth shed and perceptions of users to determine what is and is not meeting the needs of users. Review programming and determine the level of investment required to actively engage youth users in the program development.

## 6.0 Recommendations

The following section outlines the identified key projects of the Sport, Recreation and Leisure Strategic Plan. Costs have been attributed to each element where investment is required. These are based on industry benchmarks with (where necessary) a premium included to recognise the prevailing cost of construction within the Shire. The implementation plan is itemised in date order and colour coded in accordance with the following categories:

Table 13 Implementation Plan categories

Category	
DEVELOPMENT OF GUIDING PRINCIPLES	
STRATEGY DEVELOPMENT	
FACILITY DEVELOPMENT	
SERVICE DEVELOPMENT	

Table 14 Link to Integrated Strategic Planning Documents

Council Strategic Theme	A.
Council Outcome	B.
Council Response	C.
Our Programs	D.
Our Services	E.
Responsibility	F.

### 6.1 Implementation Plan

Table 15 Implementation Plan

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)	
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
A. Our Community B. 1.e, 2.a C. 1.e.1, 1.e.2, 2.a.1 D. 1.e.1.1, 1.e.2.1, 2.a.1.2 E. 1.e.1.1.1, 1.e.2.1.2, 2.a.1.2.1 F. Strategic Planning, Strategic projects	1) As a guiding principle encourage relevant resource sector companies to undertake positive intervention measures to enable employees of resource sector companies to dedicate volunteer time to local community development work.	- Draft Guiding Principles developed for elected member endorsement. - Present to Pilbara Development Commission for ratification and support. - Negotiate with nominated resource partners. - Implement principles on agreement.	- Delivery of policy agreed with Pilbara Development Commission and agreement with selected resource company partners.	Karratha Dampier The Eastern Corridor	Shire of Roebourne – Director (lead)  Rio Tinto, Woodside and other resource companies based within the Shire (partners).  Regional Development Commission (co-lead).	N/A	x	x	x	x	x	x	x	x	x	x	x

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
A. Our Community B. 1.e C. 1.e.1, 1.e.2 D. 1.e.1.1, 1.e.2.1 E. 1.e.1.1.1, 1.e.2.1.2 F. Strategic Planning, Strategic projects	2) Establish the principles and parameters in respect of sport, recreation and leisure services provision which prohibit different resource industry stakeholder from creating unsustainable communities (i.e. lessons learnt from the integration of resource towns process).	<ul style="list-style-type: none"> <li>- Draft Principles developed for elected member endorsement.</li> <li>- Integrate the approach with the broader resource town integration processes currently being undertaken through the office of the CEO.</li> <li>- Present to Pilbara Development Commission for ratification and support.</li> <li>- Negotiate with nominated resource partners.</li> <li>- Implement principles on agreement.</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of policy agreed with Pilbara Development Commission and agreement with selected resource company partners.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne – Director (lead).  Rio Tinto, Woodside and other resource companies based within the Shire (partners).  Regional Development Commission (co-lead).	N/A	x	x	x	x	x	x	x	x	x	x
A. Our Community B.1.a, 3.c C. 1.a.1, 1.a.2, 1.a.3, 1.a.4, 3.c.1 D. 1.a.2.6, 1.a.3.1, 3.c.1.1 E. 1.2.6.1, 1.a.2.6.2, 1.a.3.1.2, 3.c.1.1.1 F. Community Facilities	3) In accordance with the Shire's integrated planning framework, Public Open Space Levels of Service and Play Space Standards put in place a plan to install shaded areas for the youth, children, families and seniors in all public parks and gardens. These should be undertaken on a phased program over the life of the plan (2013 to 2023).	<ul style="list-style-type: none"> <li>- Public Open Space Levels of Service and Play Space Standards are currently being developed.</li> <li>- Ongoing review of play areas and open space in accordance with the public open space standards.</li> <li>- Identification of priority investments to be rolled out as part of the integrated planning framework and budgetary constraints.</li> <li>- Ensure all new park and open space developments as a minimum include adequate shade over play areas, seating areas and attached to clubhouses / pavilions.</li> </ul>	<ul style="list-style-type: none"> <li>- Review of play areas and open space established and prioritised investment for shade facilities agreed in accordance with an agreed criteria.</li> <li>- Prioritised projects identified for incorporating within the Shire's ongoing capital investment plan.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team and Recreation Facilities Team (co-lead).	Shaded Play areas (600m <sup>2</sup> ): \$370k Seating areas: \$2.7k per unit.	x	x	x	x	x	x	x	x	x	x
A. Our Community B. 1.a, 1.b C. 1.a.2, 1.b.3 D. 1.a.2.4, 1.b.3.1	4) Undertake a staged enhancement / modernisation to boat ramps and ancillary infrastructure at Point Samson, Karratha (Back Beach), Wickham and Dampier (in	<ul style="list-style-type: none"> <li>- Facilitate and support current dialogue with Rio Tinto and Community Associations.</li> <li>- Subject to a review of initial planning work, undertake further analysis of boat ramp and ancillary infrastructure requirements and required</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake a review of the current boat ramp infrastructure to clarify capability and life expectancy in partnership with Rio Tinto.</li> <li>- Prioritised projects identified for investment in</li> </ul>	Point Samson and Dampier	Shire of Roebourne Leisure Services Team (lead).  Rio Tinto.  Point Samson Community Association.	Boat Ramps (75m <sup>2</sup> ): \$115k (replacement) Lighting: \$29k.	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
E. 1.a.2.4.3, 1.b.3.1.3 F. Works and Technical Services, Building Maintenance	consultation with Rio Tinto).	asset management and maintenance. - Determine management roles and responsibilities. - Assist proponents in securing funding to implement proposed enhancements at Point Samson (see strategy 29 below), Karratha, Wickham and Dampier.	partnership with Rio Tinto and for incorporating within the Shire's ongoing capital investment plan.		Dampier Community Association.)												
A. Our Community B. 1.a C. 1.a.3, 1.a.4 D. 1.a.3.1, 1.a.4 E. 1.a.3.1.2, 1.a.3.1.2, 1.a.4.1.2 F. Parks and Gardens, Community Facilities, Planning Services	5) In accordance with the Shire's integrated planning framework put in place a plan to undertake a staged improvement and development of toilets and ancillary facilities: at all public places and sporting ovals over the life of the plan (2013 to 2023).	- Ongoing review of play areas and open space in accordance with the public open space standards. - Identification of priority investments to be rolled out as part of the integrated planning framework and budgetary constraints. - Ensure all new park, oval and open space developments as a minimum include adequate public toilets and ancillary seating, rubbish receptacles and changing / clubhouse facilities - To support the open space and oval development publish a minimum design standard for ancillary infrastructure for open spaces.	- Annual monitoring and review of toilet and ancillary infrastructure associated with all public places and sporting ovals to determine appropriateness for use and gaps in provision. - Prioritised investment in accordance with agreed criteria. - Prioritised projects identified for incorporating within the Shire's ongoing capital investment plan.	Shire of Roebourne Wide	Shire of Roebourne Leisure Services (lead). Recreation Facilities Team	Public toilets (200m <sup>2</sup> ): \$1.087m. Ancillary seating: \$2.7k per unit Rubbish receptacles: \$1.5k per receptacle.	x	x									
A. Our Community B. 1.b C. 1.b.3 D. 1.b.3.1 E. 1.b.3.1.3 F. Building Maintenance	6) Temporary storage / containers are to be removed and replaced with more permanent storage structures incorporated within a pavilion or changing room building fabric.	- Identify current temporary storage containers placed on Shire owned / controlled land and establish a program of works aimed at removing infrastructure within a 5 year time horizon and incorporation of adequate storage within appropriately controlled units (either integrated within existing infrastructure or adjacent to them).	- Identification of storage containers to be removed and replaced with permanent structures within an agreed staged plan. - Prioritised projects identified for incorporating within the Shire's ongoing capital investment plan.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services (lead). Sporting Clubs / Associations	Removal of temporary storage: \$27k (if concrete base and services). Nominal cost if unit placed on grass. Extensions to existing infrastructure (100m <sup>2</sup> ): \$544k	x	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
A. Our Community B.1.d C. 1.d.1 D. 1.d.1.2 E. 1.d.1.2.1 F. Community Facilities	7) Crèche and day care facilities are to be provided at every multi-functional facility in accordance with a business plan which identifies their functional and financial viability.	- Introduce a policy of providing crèche and day care (including where more practicable, Playgroups) in the development of all community buildings. - Engage with childcare providers (commercial and not-for-profit) to determine the economic trigger points at which time infrastructure will be provided and establish a plan to offset family support infrastructure needs in advance of the development of child care centres.	- Increase in crèche and day care facilities across the Shire.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	Crèche (new build – 300m <sup>2</sup> ): \$1.36m Fit out of crèche in existing building: \$897k. Creche design and development will vary according to space availability and capacity.	x	x	x	x	x	x	x	x	x	x	X
A. Our Community B. 1.a C. 1.a.3, 1.a.4 D. 1.a..3.1, 1.a.4.1 E. 1.a.3.1.1, 1.a.3.1.2, 1.a.4.1.2 F. Parks and Gardens, Strategic Planning	8) Monitor and review on an ongoing basis the reserves across the Shire to address shortfalls in sporting provision.	- Evaluate on an ongoing basis the provision of any additional regional active sporting reserves in light of co-location and rationalisation opportunities. - Ensure active sporting reserve provision is appropriately accounted for in growth and developing areas as local structure planning processes emerge. This should include: • An assessment of future population growth and sports participation trends. • The bringing forward of new reserve development in a timely and orderly manner. • Any loss of existing infrastructure is adequately compensated for through replacement and/or enhancement of infrastructure. • The provisions expected of a developer	- Ongoing monitoring and evaluation process established. - Participation levels and club development levels monitored in accordance with.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Recreation Facilities Team (lead).	N/A	x	x	x	x	x	x	x	x	x	x	X

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
		<p>in respect of financial contributions.</p> <ul style="list-style-type: none"> <li>Emerging design trends providing the potential to upgrade and enhance existing facilities to deliver more effective shared use and multi-functional sporting opportunities.</li> </ul>														
<p>A. Our Community</p> <p>B. 1.a</p> <p>C. 1.a.2, 1.a.3, 1.a.4</p> <p>D. 1.a.2.4, 1.a.3.1, 1.a.4.1</p> <p>E. 1.a.2.4.1, 1.a.3.1.2, 1.a.4.1.1, 1.a.4.1.2</p> <p>F. Works and Technical Services, Community Facilities, Strategic Planning</p>	9) Development and provision of large scale active open space and passive open space in accordance with the open space review. As part of the process implement green spines, cycleways and walkways to address the disconnect between east and west Karratha.	<ul style="list-style-type: none"> <li>Ongoing review of large scale open space and level of connectivity across the Shire and more particularly within settlements.</li> <li>Identify opportunities to install cycleways and shared use paths in accordance with priority investments to be rolled out as part of the integrated planning framework and budgetary constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring and evaluation process established.</li> <li>Implementation of open space strategy.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team and Recreation Services Team (co-lead).	To be determined according to identified opportunities. (Examples of innovative new park developments with amphitheatre include Kadidjiny Park in the City of Melville and an example of connected passive and active regional infrastructure is Carine Regional Open Space in the City of Stirling)	x	x	x	x	x	x	x	x	x	x
<p>A. Our Community</p> <p>B. 1.a</p> <p>C. 1.a.2, 1.a.3</p> <p>D. 1.a.2.6, 1.b.3.1</p> <p>E. 1.a.2.6.1, 1.a.3.1.1</p>	10) All new community ovals and supporting infrastructure are to be constructed to cater for full size adult competitive games (with changing and lighting).	<ul style="list-style-type: none"> <li>Ensure new community sporting ovals are appropriately accounted for in growth and developing areas through ongoing dialogue with the Department of Education and development proponents. This should include: <ul style="list-style-type: none"> <li>A clear specification drafted for the development of ovals to secure appropriate ground conditions, supporting changing / pavilion infrastructure</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Minimum specifications identified and adhered to by developers prior to adoption by Shire.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	New Oval: \$544k Changing / Clubroom: \$2.72m Lighting: \$544k. (Recent oval development, changing room and ancillary lighting provision in Western Australia include various configurations which are provided at Lark Hill in the City of Rockingham)	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
F. Parks and Gardens, Community Facilities		<ul style="list-style-type: none"> <li>and lighting to a specified lux level.</li> <li>The provision expected of a proponent regarding the required financial contribution is clearly articulated.</li> <li>Emerging design trends are adopted to deliver more effective shared use and multi-functional sporting opportunities.</li> </ul>														
A. Our Leadership B. 1.d, 1.e, 1.f, C. 1.d.2, 1.e.2, 1.f.1 D. 1.d.2.2, 1.e.2.1. 1.f.1.2, E.1.d.2.2.6, 1.e.2.1.1, 1.f.1.2.1, F. Community and Corporate Services, Community Facilities, Strategic projects	11) Identify early in the planning process the requirements for Joint use facilities in partnership with the Department of Education to ensure effective shared working is agreed and where practical compromise may be reached with regard to cricket square development offsets.	<ul style="list-style-type: none"> <li>Develop a consistent shared use agreement with standard terms and conditions and appropriate community access principles with the Department of Education.</li> <li>Establish a funding protocol for the development of school sports facilities which recognises a balance between community access for adult sports use and school use.</li> <li>All new school developments to be subject to standard school use agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Funding protocol agreed with DoE.</li> <li>Standard joint use agreement adopted.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead). Department of Education. Schools	N/A – cost to be negotiated on a case by case basis and is dependent on the usage secured.	x	x	x	x	x	x	x	x	x	x
A. Our Community B. 1.d, 1.e C. 1.d.2, 1.e.2 D. 1.d.2.2, 1.e.2.1	12) Should the gradual adoption of infrastructure associated with the resource town integration progress, it is to be undertaken in accordance with clear operational and asset management obligations. This will need to be addressed by	<ul style="list-style-type: none"> <li>Subject to the adoption process progressing, undertake a full evaluation of the viability of all facilities which are potentially subject to resource town integration processes and which may be brought into the portfolio of Shire buildings.</li> <li>Establish a financial evaluation mechanism to determine:</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility of facility adoption undertaken on a case by case basis.</li> <li>Financial agreements drafted, agreed and signed between the Shire and responsible resource company.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead). Rio Tinto.	N/A	x	x	x	x	x	x	x	x	x	X

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
E. 1.d.2.2.1, 1.d.2.2.6, 1.e.2.1.1 F. Community and Corporate Services, Strategic Projects	securing appropriate financial contributions from resource companies to effectively manage assets and enhance facilities which currently do not meet modern day specifications.	<ul style="list-style-type: none"> <li>Ongoing maintenance costs.</li> <li>Capital investment requirements.</li> <li>Ongoing operational costs</li> </ul> <ul style="list-style-type: none"> <li>Identify potential investment requirements from partner bodies (resource companies) to ensure that the Shire is financially 'no-worse off' as a result of adopting the infrastructure within its portfolio of buildings.</li> <li>Financial agreements drafted for each facility (or grouped facilities) on a case by case basis. Agreements for investment to be time limited in accordance with the facilities life cycle and associated costs.</li> </ul>														
A. Our Community B. 1.f C. 1.f.4 D. 1.f.4.2 E. 1.f.4.2.1 F. Community Services	13) Prior to any major capital investment in any new facility, undertake an investigation into the closest 'like' facility and the cost-benefit of using community buses or public transport across the Shire to facilitate equitable access. This should assist in determining whether investment in public transport infrastructure may be a more cost effective solution.	<ul style="list-style-type: none"> <li>Prior to the investment in capital projects undertake a financial analysis of the cost of providing and maintaining community buses (including insurance, fuel and tax implications).</li> <li>Determine the viability or otherwise of the Shire facilitating the development of such infrastructure to offset the social costs of communities' inability to access Shire programs and services.</li> </ul>	<ul style="list-style-type: none"> <li>Cost benefit analysis undertaken.</li> <li>Subject to outcome of cost benefit analysis proving implementation is viable. Gradual acquisition of community buses.</li> <li>Service agreements signed with responsible community organisations and used monitored and evaluated.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services (lead).	\$20-30k (standard planning study cost)	x	x	x	x	x	x	x	x	x	x
A. Our Community B. 1.f C. 1.f.3, 1.f.4	14) Improve and develop mechanisms for communicating with the community in respect of sport,	<ul style="list-style-type: none"> <li>Implement a program of providing service and marketing material in relevant languages</li> </ul>	<ul style="list-style-type: none"> <li>Customer survey satisfaction rating.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services (lead).	N/A	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
D. 1.f.3.1, 1.f.4.1 E. 1.f.3.1.1, 1.f.3.1.3, 1.f.4.1.3 F. Communications and Public affairs	recreation and leisure programs and services.	- appropriate to user groups within the Shire. - Implement information technology options to reach a broader level of the Shire community and in particular explore the viability of using apps, virtual science and other electronic media.														
A. Our Community B. 1.d, 1.f C. 1.d.1, 1.f.2, 1.f.3, 1.f.8, 1.f.4 D. 1.d.1.1, 1.f.2.1, 1.f.3.1, 1.f.8.1, 1.f.4.1, 1.f.4.3 E. 1.d.1.1.2, 1.f.2.1.4, 1.f.3.1.1, 1.f.3.1.3, 1.f.1.8.1, 1.f.4.1.1, 1.f.4.3.1 F. Communications and Public affairs, Community services, Community Facilities.	15) Undertake a detailed review of current marketing practices and develop a comprehensive marketing plan to generate increased awareness of the services offered through Shire facilities and to encourage greater participation and usage of all facilities.	- Review existing marketing strategies with a view to combining resources and developing a consistent message where relevant for all Shire of Roebourne community facilities. - Identify target markets and the appropriate message to be delivered to facilitate increased use of facilities and services. In particular: • Support and promote opportunities for youth development, employment and activities. • Support the provision of a range of facilities and services to encourage the retention of the aged in our community. • Ensure people with disabilities can access and use Shire facilities and services. • Provide and promote sport, recreation and leisure facilities and programs. • Provide support to local sport and recreation clubs and groups to increase public participation. • Promote and support the Leisureplex and Bulgarra developments.	- Customer survey satisfaction rating. - Increased attendance levels. - Diversity of programming in response to customer feedback.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services (lead).	N/A	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
A. Our Community B. 1.d C. 1.d.1, 1.d.2 D. 1.d.1,2 1.d.2.2 E. 1.d.1,2.1, 1.d.2.2.3, 1.d.2.2.4, 1.2.2.6 F. Community and Corporate Services	16) The gradual adoption of an approach aimed at connecting services together through hub developments as a mechanism for reducing cost and maximising service delivery.	<ul style="list-style-type: none"> <li>- Establish the principles of service hub developments to emphasise the objective of shared services and programming opportunities within a complex or group of closely aligned facilities.</li> <li>- Strategically position programs and services to meet the objectives of establishing community hubs.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual review of service provision and resourcing to be prioritised to emerging service hub developments.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	N/A	x	x	x	x	x	x	x	x	x	x
A. Our Natural and Built Environment B. 1.a C. 1.a.2, 1.a.3 D. 1.a.2.4, 1.a.3.1 E. 1.a.2.4.2, 1.a.2.4.3, 1.a.3.1.2 F. Works and Technical Services, Parks and Gardens	17) Continue to expand and develop opportunities for effluent re-use, water management and alternative energy use within all community facilities, open space and playing surfaces.	<ul style="list-style-type: none"> <li>- Develop an integrated management approach to water management in all facilities to realise significant environmental benefits in terms of water conservation, waste minimisation and pollution control.</li> <li>- Focus on potable water efficiency in development, water reuse/reclamation, and improved irrigation and stormwater best management practices.</li> <li>- The incorporate overflow drainage into the parks wherever practicable in accordance with the Urban Water Management best practice; and accommodate water-sensitive urban design in public parkland areas.</li> <li>- Incorporate sustainable practices in the design and operation of all community facilities. To wherever possible use recycled or "green" products and environmentally-friendly construction techniques which emphasise reduction of waste and recycling.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the gradual reduction in use of limited water resources to manage and maintain community infrastructure.</li> <li>- Introduction of Innovation in building management systems (i.e. hot water, heating, cooling, security and lighting).</li> <li>- The use of Heating Ventilating and Cooling Systems (HVAC) to manage air flow more effectively.</li> <li>- Case studies providing evidence of benefits of reduction of use and increase of recycling of suitable materials.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team and Recreation Services Team (co-lead).	To be determined according to identified opportunities. Generally 2% of contract value for any new open space development. (examples of a town wide water recycling system has occurred at the Shire of Margaret River delivering recycled water to parks, sports grounds, high school and primary school, Margaret River Golf Course and landscaping for the Shire's new Administration Centre and Civic Square).	x	x	x	x	x	x	x	x	x	x

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
		<ul style="list-style-type: none"> <li>- Implement standards for energy conservation, including renewable energy resources such as solar and wind energy.</li> <li>- Sustainable Building Standards - design buildings for long life, adaptability, and lower resource consumption.</li> </ul>														
A. Our Community B.1.d C. 1.d.2 D. 1.d.2.1, 1.d.2.2 E. 1.d.2.1.1, 1.d.2.2.6 F. Community and Corporate services, Community Facilities	18) Continued facilitation of club development by the Shire as a critical role in ensuring the clubs and associations: <ul style="list-style-type: none"> <li>• Are effectively governed;</li> <li>• financially viable;</li> <li>• undertake appropriate training and development of key members (committee, coaches, volunteers and leaders);</li> <li>• properly manage succession and</li> <li>• maximise the use of Shire owned, controlled or supported facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue current club support program.</li> <li>- Regular workshops, training and development opportunities offered through the DSR Clubhouse program.</li> <li>- Implementation of the Healthy Club Checklist.</li> <li>- Ongoing review of club development requirements and facility development needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of clubs fully constituted with a clear committee and structure and reporting processes established.</li> <li>- Number of clubs with an operational / business plan.</li> <li>- Number of clubs with a long term strategic plan (incorporating facility development aspirations).</li> <li>- Training and development courses operated and facilitated (including attendee's).</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Club Development (lead).	N/A – Facilitated through Club Development Officer	x	x	x	x	x	x	x	x	x	x
A. Our Community B. 1.f C. 1.f.2, 1.f.3, 1.f.4	19) Continued facilitation of marquee events to ensure that the Shire's capacity and community attendance continues to grow and meet the needs	<ul style="list-style-type: none"> <li>- Identify 5 / 6 core marquee events program which will be operated by the Shire.</li> <li>- Review and evaluate events operated by the Shire through attendance records and regular community / event survey.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of attendees attracted to the marquee events annually.</li> <li>- Customer feedback and modifications to event approach in accordance with</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Events Coordinator (lead).	N/A – Investment on an event by event basis through Events Coordinator budget.	x	x	x	x	x	x	X	x	x	x

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
D. 1.f.2.1, 1.f.2.2, 1.f.2.3, 1.f.3.1, 1.f.4.3 E. 1.f.2.1.1, 1.f.2.1.2, 1.f.2.2.1, 1.f.2.1.6, 1.f.2.1.7, 1.f.2.3.1, 1.f.3.1.1, 1.f.4.3.1, 1.f.4.3.5 F. Community Facilities, Communications and public Affairs, Strategic Projects	of the local community.	<ul style="list-style-type: none"> <li>- Facilitate community groups in developing and establishing local events and festivals.</li> <li>- Respond to customer surveys and facilitate the growth of the marquee events and community / group / association operated events in the Shire.</li> <li>- Liaise with Tourism WA to ensure opportunities at regional level are maximised and funding assistance is secured.</li> </ul>	<ul style="list-style-type: none"> <li>- customer requirements.</li> <li>- Number of events undertaken by local groups / other organisations and supported by the Shire.</li> <li>- Use of public open space – records of events and patronage.</li> <li>- Grant assistance attracted from state and federal sources.</li> </ul>													
A. Our Community B. 1.b, 4.b C. 1.b.5, 4.b.2 D. 1.b.5.1, 4.b.2.1 E. 1.b.5.1.1, 4.b.2.1.2 F. Community Facilities	20) Review current facility usage within council control and ensure appropriate space allocation can be accommodated within multi-functional community facilities.	<ul style="list-style-type: none"> <li>- Regular review of facility use and space allocation.</li> <li>- Improve priority booking systems to ensure those groups who are proactive in the development of the clubs / associations are prioritised.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular (twice annually) review of all council facilities to determine space availability and potential capacity for user groups.</li> <li>- Data capture of user groups facility and space requirements.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	N/A	x	x	x	x	x	x	x	x	x	x
A. Our Community B. 1.a, 1.d, 4.b C. 1.a.2, 1.d.2, 4.b.2 D. 1.a.2.6, 1.d.2.1, 4.b.2.1 E. 1.a.2.6.1, 1.d.2.1.1, 4.b.2.1.2 F. Community Services	21) Incentivise clubs to maximise the use of infrastructure through a variety of mechanisms to include: <ul style="list-style-type: none"> <li>• Preferential year on year booking priorities.</li> <li>• Discounted rates in accordance with use, volunteer development, junior development</li> </ul>	<ul style="list-style-type: none"> <li>- Identify an affordable and achievable incentive program for sports clubs which rewards good sports development practices.</li> <li>- Implement program with nominated sports clubs / organisations having agreed on an individual basis, annual performance targets against which increase in participation, volunteer and club development can be measured.</li> <li>- Ongoing dialogue with clubs to determine appropriate incentives which best suit</li> </ul>	<ul style="list-style-type: none"> <li>- Annual review of facility usage against agreed targets.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	N/A	x	x	x	x	x	x	x	x	x	X

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	<ul style="list-style-type: none"> <li>and coach development</li> <li>• Access to funding for ongoing mentoring, training and support.</li> </ul>	the needs of individual entities.														
A. Our Community	22) Undertake a regular annual review of all sporting codes to determine what people / volunteer resource needs to be put in place to further develop the sports.	<ul style="list-style-type: none"> <li>- Establish a strategic review process in accordance with Club Development principles to provide a suit of resources (DSR Clubhouse Resources) for volunteers, coaches and officials to deliver effective club development and competition opportunities.</li> <li>- Establish a strategic support resource to provide a suit of resources for volunteers, community leaders and committee members to build capacity in the volunteer network to sustain and evolve community club and organisation development.</li> </ul>	- 6 monthly reviews undertaken and actioned.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Club Development (lead).	N/A	x	x	x	x	x	x	x	x	x	x
B. 1.d, 1.f																
C. 1.d.2, 1.f.4																
D. 1.d.2.1, 1.f.4.2																
E. 1.d.2.1.1, 1.f.4.2.3																
F. Community Services																
A. Our Community	23) Introduce guidelines to enable clubs to incorporate seasonal membership fees and casual game fees as part of their membership portfolio.	<ul style="list-style-type: none"> <li>- Draft guidelines.</li> <li>- Workshop with clubs.</li> <li>- Modify guidelines.</li> <li>- Implement guidelines through club support and development programs.</li> </ul>	- Delivery of policy and disseminate to clubs.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Club Development (lead). Clubs and associations (partner lessee's).	N/A	x	x	x	x	x	x	x	x	x	x
B. 1.d																
C. 1.d.2																
D. 1.d.2.1																
E. 1.d.2.1.1																
F. Community Services																
A. Our Community	24) The Shire is to introduce a performance management process to be based on the healthy club checklist to provide the Shire with an ongoing reporting process against	<ul style="list-style-type: none"> <li>- Establish performance management criteria against which all community facilities can be measured consistently.</li> <li>- Trial the approach with council facilities (i.e. the Leisureplex, Bulgarra Sports Complex, Youth Shed).</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of policy and disseminate to clubs.</li> <li>- Revised lease agreements incorporating shared use obligations.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Club Development (lead). Clubs and associations (partner lessee's).	N/A	x	x	x	x	x	x	x	x	x	X
B. 1.d																
C. 1.d.2																
D. 1.d.2.1																

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
E. 1.d.2.1.1	which the performance of a facility can be measured. The performance targets should also be adopted in discussion with and through negotiations around renewal of lease arrangement with clubs and associations.	<ul style="list-style-type: none"> <li>- Modify performance management process and develop a web based resource which clubs can access.</li> <li>- Workshop with clubs, review, modify and deliver .</li> </ul>	<ul style="list-style-type: none"> <li>- Annual monitoring and evaluation process.</li> </ul>													
F. Community Services																
A. Our Community	25) Development Tracks and Trails for sport, recreation, leisure and heritage purposes in accordance with the Shire of Roebourne Trails Master Plan.	<ul style="list-style-type: none"> <li>- Adoption of Shire of Roebourne Trails Master Plan.</li> <li>- Identification and coordination of delivery of implementation and management plans for tracks and trails,</li> <li>- Identification and securing of funding sources to deliver prioritised tracks and trails in the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>- Staged implementation plan endorsed by the Shire.</li> <li>- Funding sources established and secured.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead). State Government (as land owners). State Government (Approvals – Environment, Transport, Planning).	To be determined according to identified opportunities. (Costs for tracks with sub base and servicing equate to \$150 – \$200 per m <sup>2</sup> )	x	x	x	x	x	x	x	x	x	x
B. 1.a, 1.b																
C. 1.a.2, 1.b.2																
D. 1.a.2.4, 1.a.2.6, 1.b.2.2.b.2.2 1.a.2.7,																
E. 1.a.2.4.1, 1.a.2.6.2, 1.a.2.7., 1.a.2.7.4, 1, 1.b.2.2.2																
F. Community Facilities, Community Services, Strategic Projects Works and Technical Services																
A. Our Community	26) Development of Off Road Use of Tracks and Trails purposes in accordance with the Shire of Roebourne Off-Road Tracks and Trails Plan.	<ul style="list-style-type: none"> <li>- Adoption of Shire of Roebourne Off-Road Tracks and Trails Plan</li> <li>- Identification and coordination of delivery of implementation and management plans for tracks and trails,</li> <li>- Identification and securing of funding sources to deliver prioritised tracks and trails in the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>- Staged implementation plan endorsed by the Shire.</li> <li>- Funding sources established and secured.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Regulatory Services Department (lead). State Government (as land owners). State Government (Approvals – Environment, Transport, Planning).	To be determined according to identified opportunities. (Costs for tracks with sub base and servicing equate to \$350 per m <sup>2</sup> )	x	x	x	x	x	x	x	x	x	x
B. 1.a, 1.f																
C. 1.a.2, 1.a.3, 1.f.5																
D. 1.a.2.4, 1.a.2.7, 1.a.3, 1.f.5.5																
E. 1.a.2.4.3, 1.a.2.6.2, 1.a.2.7.4 1.f.5.5.1																

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)	
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
F. Community Safety, Community Facilities, Strategic Projects Works and Technical Services																	
A. Our Community B. 1.b, 1.d, C. 1.b.5, 1.d.2 D. 1.b.5.1, 1.d.2.1 E. 1.b.5.1.1, 1.d.2.1.1 F. Community Facilities	27) Develop an approach (policy or guidance) to deliver more effective shared use agreements with clubs; raise awareness and educate the clubs of the Shire's expectations in order to maximise the return on investment.	<ul style="list-style-type: none"> <li>- Draft Policy / Guidance.</li> <li>- Workshop with clubs.</li> <li>- Modify policy / guidelines.</li> <li>- Implement policy through club support and development programs.</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of policy and disseminate to clubs.</li> <li>- Revised lease agreements incorporating shared use obligations.</li> <li>- Annual monitoring and evaluation process.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services and Recreation Facilities Team (co-lead).  Clubs and associations (partner lessee's).	N/A	x										
A. Our Community B. 1.b, 1.d, 1.f C.1.b.1, 1.d.2, 1.f.1, 1.f.2, 1.f.4 D. 1.b.1.2.2, 1.d.2.2, 1.f.1.1, 1.f.2.1, 1.f.4.2 E. 1.b.1.2.1, 1.d.2.2.6, 1.f.1.1.1, 1.f.2.1.3, 1.f.4.2.7 F. Community Facilities, Community Services	28) Establish a joint working group with not-for-profit indigenous associations and bodies to address the current disconnect between Shire services and indigenous needs. This should be developed following the appointment of a new Shire Senior Indigenous Liaison Officer. Ensure the delivery of the plan can be achieved through the NGO and / or working across NGO's.	<ul style="list-style-type: none"> <li>- Through the Indigenous Liaison Officer initiate dialogue with the Roebourne indigenous support group network to establish a mechanism for joint working.</li> <li>- Through the Indigenous Liaison Officer establish a heads of terms / terms of reference / memorandum of understanding (whatever is preferable) with partner organisations with the aim of providing joint service intervention.</li> <li>- Identify joint service opportunities and dedicated resources to initially address: <ul style="list-style-type: none"> <li>• School attendance intervention measures.</li> <li>• Health Education.</li> <li>• Crime prevention measures.</li> <li>• Sports development programming.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Appointment of Indigenous Liaison Officer.</li> <li>- Establish a Joint Working Group across Indigenous Agencies and the Shire.</li> <li>- Formalise the terms of reference for the joint working group with clear identification of roles and responsibilities.</li> <li>- Establish a monitoring and evaluation process aligned to key performance indicators of school attendance, crime prevention, sports development and health education.</li> </ul>	Town of Roebourne	Shire of Roebourne Leisure Services Team (lead).  Ngarluma Aboriginal Corporation (NAC).  Ngarluma and Yindjibarndi Foundation Ltd (NYFL).  Yaandina Family Centre Inc.  Roebourne PCYC	N/A	x										
A. Our Community				Karratha			x										

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
B. 1.a, 1.b, 1.f C. 1.a.2, 1.b.1, 1.d.2. 1.f.4 D. 1.a.2,7 1.b.1.2.. 1.d.2.2,1.f.4.2 E. 1.a.2.7.1, 1.b.1.2.2, 1.d.2.2.6, 1.f.4.2.6 F. Community and Corporate Services, Community Services	29) Explore and identify potential opportunities to partner with local service providers, health and a potential university to deliver sports injury; rehabilitation, dietary and psychological and physiological support, sports injury / rehabilitation and sports performance.	<ul style="list-style-type: none"> <li>- Scope out extent of health providers to be included within the GP super clinic in Karratha (advocacy).</li> <li>- Focus on 2 to 3 sports where the high end athlete support program is being sought and determine current gaps which need to be addressed (program development).</li> <li>- Longer term dialogue to be sought with University of Western Australia to ascertain potential faculty development opportunities in the development of a 'University of the North' (research and development).</li> <li>- Facilitate agreements with clubs / associations and service providers.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish agreement with health provider(s) to identify alignment with high performance sport.</li> <li>- Ongoing dialogue with a University (nominally UWA) to ascertain potential to deliver a sports science faculty.</li> </ul>		Shire of Roebourne Leisure Services Team (lead). Department of Health (support). Commercial health providers.	Health Centres (5,500m <sup>2</sup> ): \$39.875m – full development. (Recent examples of Health clinics include Albany Health Centre. Size and configuration will be dependent on the service to be provided).											
A. Our Community B. 1.a, 1.d, 1.b C. 1.a.1, 1.d.2, 1.b.5 D. 1.a.1.1, 1.d.2.1, 1.b.5.1 E. 1.a.1.1.1.5, 1.a.2.1.1, 1.b.5.1.1 F. Community Facilities, Asset Management	30) Where opportunities arise through funding and / or the redevelopment of council owned facilities, asset management plans should be undertaken and owned by sporting groups to ensure the true cost of managing and maintaining a facility is reflected and understood.	<ul style="list-style-type: none"> <li>- Undertake a review of current asset management processes undertaken by sports clubs / associations and determine those with the capability of managing assets effectively.</li> <li>- Implement a training program / volunteer support program to ensure that the obligations of sports clubs and associations are fully understood in respect of asset management.</li> <li>- Facilitate the development of individual asset management plans for facilities under the control of sports clubs but owned by the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>- Asset Management Plan drafted and developed in partnership with sporting clubs.</li> <li>- Clubs monitored on an annual basis against compliance with plan recommendations.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead).	N/A	x										
A. Our Community B. 1.f C. 1.f.1	31) Review the current youth shed and perceptions of users to determine what is and is not meeting the needs of users.	<ul style="list-style-type: none"> <li>- Undertake a user survey to determine the aspects of the current youth shed which are valued and those elements which potentially require addressing / reconsideration.</li> </ul>	<ul style="list-style-type: none"> <li>- Programming of youth shed reviewed on an ongoing basis in conjunction with youth</li> </ul>	Karratha	Shire of Roebourne Youth Services (lead).	Additional / Extension to skate park and shading \$90.6k (100m <sup>2</sup> ). (Recent skate park developments in	x										

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
D. 1.f.1.1, 1.f.1.3 E. 1.f.1.1.1, 1.f.1.1.2, 1.f.1.3.1 F. Community Facilities,	Review programming and determine the level of investment required to actively engage youth users in the program development.	<ul style="list-style-type: none"> <li>- Identify program opportunities and implement in accordance with available resources.</li> <li>- Explore potential opportunities to enhance the skate park infrastructure, increase shading and improve ancillary infrastructure to create a more appropriate social meeting area for the youth.</li> </ul>	representatives and programme amended to facilitate their needs.			Western Australia include the Tom Price Skate Park in the Shire of Ashburton and Pinjarra Skatepark in the Shire of Murray)										
A. Our Community B. 1.a, 1.b, 1.d C. 1.a.1, 1.a.2, 1.b.5, 1.d.2 D. 1.a.1.1, 1.a.2.4, 1.b.5.1, 1.d.2.1, 1.d.2.2 E. 1.a.1.1.5, 1.a.2.4.3, 1.b.5.1.1, 1.d.2.1.1, 1.d.2.2.6 F. Community and Corporate Services, Community Facilities.	32) Assist Karratha Golf Course to provide a high quality golf facility which will be attractive to a broader membership base and casual pay and play clients. To facilitate a gradually reduced reliance on the current subsidy received from the Shire by supporting the club becoming established as a financially independent entity	<ul style="list-style-type: none"> <li>- Explore potential funding opportunities to enhance the tee and green infrastructure to broaden the appeal to potential new members and pay and play customers.</li> <li>- Facilitate the development of a five year business plan for the golf club with the aim of: <ul style="list-style-type: none"> <li>• Identifying current and future income and expenditure.</li> <li>• Increasing membership costs and service offer.</li> <li>• Identifying a 10 year capital development and asset management plan for the club.</li> <li>• Reviewing club structure and roles / responsibilities in developing a more commercially focussed service offer.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Identification and securing of alternative funding options to enhance current infrastructure.</li> <li>- Development of 10 year capital development plan and business plan which identifies a gradual reduction in Shire subsidy.</li> </ul>	Karratha	Shire of Roebourne Leisure Services Team (lead). - Karratha Golf Club	N/A	x	x	x	x						
A. Our Community B. 1.a C. 1.a.2, 1.a.3, 1.a.4 D. 1.a.2.7, 1.a.2.6, 1.a.3.1, 1.a.4.1	33) Install a full sized fixture sport oval and changing rooms in the emerging settlement of Mulataga	<ul style="list-style-type: none"> <li>- Finalise current plans for Mulataga, secure developer contributions and implement.</li> </ul>	<ul style="list-style-type: none"> <li>- Site secured for development.</li> <li>- Development implemented.</li> </ul>	Karratha	Shire of Roebourne Leisure Services Team and Recreation Services Team (co-lead).	New oval provision of 20,000m <sup>2</sup> \$4.89m. Associated facility infrastructure \$2.719m and lighting \$544k (Recent oval development,	x	x	x							

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							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
E. 1.a.2.7.1, 1.a.2.6.1, 1.a.2.6.2, 1.a.3.1.2, 1.a.4.1.1						changing room and ancillary lighting provision in Western Australia include various configurations which are provided at Lark Hill in the City of Rockingham)											
F. Community Facilities, Planning Services, Parks and Gardens.																	
A. Our Community	34) Develop appropriate management plans for all recreation activity nodes specified in the Shire of Roebourne Coastal Management Strategy Position Paper (2011).	- Facilitate and support current dialogue with Rio Tinto and Point Samson Community Association - Undertake a staged development of coastal management plans for the recreational nodes of Fortescue River Mouth, Gnoorea Point, Balla Balla, Dampier Foreshore Area, Hearsons Cove, Karratha Back Beach and Hinterland, Cleaverville, Wickham Back Beach, Point Samson/Sams Creek and Cossack/Settlers Beach).	- Agreement with Rio Tinto in respect of ongoing funding. - Development of management plans for the 10 identified recreational coastal nodes. - Staged implementation of coastal developments in accordance with the management plans.	Point Samson	Shire of Roebourne Leisure Services Team (lead). Rio Tinto. Port Samson Community Association.	To be determined according to identified opportunities. Boardwalks (including lighting) based on 500m <sup>2</sup> is a cost of \$589k. Platforms (150m <sup>2</sup> ) are \$103k.	x	x	x	x	x	x					
B. 1.a, 1.b																	
C. 1.a.2, 1.b.5	Subject to the outcomes of the management plans, to consider the following coastal developments:																
D. 1.a.2.4, 1.a.2.6, 1.a.2.6, 1.b.5.1																	
E. 1.a.2.4,3, 1.a.2.6.1, 1.a.2.6.2, 1.b.5.1.1, 1.b.5.1.2																	
F. Community facilities, Planning Services	<ul style="list-style-type: none"> <li>Fishing and boating Infrastructure (Point Samson):</li> <li>Popes Nose Bridge traffic management system to slow passing traffic.</li> <li>Johns Creek Boat Harbour boating ramp repair.</li> <li>The installation of rubbish facilities, cleaning and walkway repair at all coastal nodes.</li> </ul>	<ul style="list-style-type: none"> <li>Subject to a review of initial planning work, undertake further analysis of boat ramp and ancillary infrastructure requirements and required asset management and maintenance.</li> <li>Determine management roles and responsibilities.</li> <li>Assist proponents in securing funding to implement proposed enhancements.</li> </ul>															
A. Our Community				Karratha				x									

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)		
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
B. 1.a C. 1.a.2, 1.a.3, 1.a.4 D. 1.a.2.7, 1.a.2.6, 1.a.3.1, 1.a.4.1 E. 1.a.2.7.1, 1.a.2.6.1, 1.a.2.6.2, 1.a.3.1.2, 1.a.4.1.1 F. Community Facilities, Planning Services, Parks and Gardens.	35) Install a rectangular pitch and associated amenities (senior sized rugby pitch) at Nickol West.	- Finalise current plans for Nickol West, secure developer contributions and implement.	- Ground specification and maintenance contribution from developer agreed and adopted.		Shire of Roebourne Leisure Services Team and Recreation Services Team (co-lead).	Nominal cost to be covered by developer.												
A. Our Community B. 1.f C. 1.f.1, 1.f.3 D. 1.f.1.1, 1.f.1.2, 1.f.1.3, 1.f.1.4 E. 1.f.1.1.1, 1.f.1.1.2, 1.f.1.2.1, 1.f.1.3.1, 1f.1.4.1 F. Community Facilities, Community Services	36) Youth facilities for ages 12 – 24 (UN definition is 15-24) to be evaluated and appropriate infrastructure developed in accordance with a long term strategic plan.	- Implementation of the Shire's Youth Development Plan 2012 -2014. - Annual review of youth development plan and subsequent approval of 2015-2017 plan and successors. - Establish youth engagement forum to ensure youth are actively involved in the development process and identification of priorities.	- Annual Review of Shire's Youth Development Plan. - Established infrastructure in accordance with ongoing youth dialogue. - Youth satisfaction survey.	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead). Youth Development. Youth User groups.	N/A – Subject to outcome of review		x										
A. Our Community B. 1.f C. 1.f.1, 1.f.3 D. 1.f.1.1, 1.f.1.2, 1.f.1.3, 1.f.1.4, 4.b.2.1 E. 1.f.1.1.1, 1.f.1.1.2, 1.f.1.2.1, 1.f.1.3.1, 1f.1.4.1 4.b.2.1.1	37) Implement the development of a skate park at Roebourne as a high priority to provide a resource for disengaged youths.	- To be developed as part of the strategic planning process advocated at 26.	- Planning study undertaken to determine needs and facility components. - Implementation of skatepark. - Monitoring of usage established.	Town of Roebourne	Shire of Roebourne Leisure Services Team (lead). Ngarluma Aboriginal Corporation (NAC). Ngarluma and Yindjibarndi Foundation Ltd (NYFL).	\$30-40k (standard planning study cost). Approximate skate park cost of \$91k (including shade and drink fountain). (Recent skate park developments in Western Australia include the Tom Price Skate Park in the Shire of Ashburton and		x										

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)	
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
F.Community Facilities, Community Services					Yaandina Family Centre Inc Roebourne PCYC	Pinjarra Skatepark in the Shire of Murray).											
A. Our Community B. 1.a, 1.f C. 1.a.2, 1.f.2, 1.f.3 D. 1.a.2.6, 1.a.2.7, 1.f.2.1, 1.f.2.2, 1.f.3, 1.f.4.3 E. 1.a.2.6.1, 1.a.2.6.2, 1.a.2.7.1, 1.f.2.2.1, 1.f.2.1.1, 1.f.2.1.1, 1.f.2.1.6, 1.f.3, 1.f.4.3.1 F. Strategic Projects, Community Facilities	38) The development of Cultural Precinct, (including feasibility study) to support cultural diversity and associated heritage leisure tourism.	<ul style="list-style-type: none"> <li>- Ensure the development of the new Cultural Precinct incorporates opportunities to showcase the cultural diversity of the region.</li> <li>- Identify potential to incorporate dedicated community space for use by community groups.</li> <li>- Incorporates (Minimum Spec for Theatre Site: 1500 square metres for theatre, excluding toilets; Theatre/cinema dual venue; seating capacity of a minimum 400 – collapsible option; car parking to suit capacity; ablution facilities; green and dressing rooms; kiosk, office space, meeting room, multi-function space, box office).</li> <li>- Identification of funding opportunities and development of business case to be used to secure relevant funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- Feasibility study complete.</li> <li>- Funding opportunities identified.</li> <li>- Development of business case.</li> <li>- Cultural Precinct plan to incorporate heritage tourism offer when developed.</li> </ul>	Karratha	Shire of Roebourne Leisure Services Team (lead).	Cost of development (\$8,426 per m <sup>2</sup> ) 1,500m <sup>2</sup> equates to \$39m. (Most recent civic centre and civic square development is in the Shire of Margaret River, located adjacent to the recreation precinct)		x	x	x	x						
A. Our Community B. 1.b, 1.d C. 1.b.2, 1.d.2 D. 1.b.2.1, 1.d.2.2 E. 1.b.2.1.1, 1.d.2.2.3 F. Community and Corporate Services, Community Facilities	39) Develop the library and community centre in Dampier as a community hub and incorporate dedicated opportunities for performance based leisure.	<ul style="list-style-type: none"> <li>- Council resolved on 20<sup>th</sup> May 2013 to advertise to engage a project architect and quantity surveyor for the purposes of developing the Dampier Community Hub Project.</li> <li>- Facilitate and support ongoing dialogue with Rio Tinto and work towards developing a community hub facility solution.</li> </ul>	<ul style="list-style-type: none"> <li>- Development incorporates community hub principles in respect of shared services and management.</li> </ul>	Dampier	Shire of Roebourne Leisure Services Team (lead). Rio Tinto.	Cost of development (\$6,525 per m <sup>2</sup> ) 800m <sup>2</sup> equates to \$8.8m. (Examples of recent community development hubs in WA include “The Rise” within the City of Bayswater – large hub development - and Claremont community hub, Town of Claremont which is a smaller		x									

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)	
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
						church refurbishment to provide flexible space, including a library).											
A. Our Community B. 1.b, 1.d C. 1.b.2, 1.d.1, 1.d.2 D. 1, 1.b.2.1, 1.d.1.2, 1.d.2.2 E. 1.b.2.1.1, 1.d.1.2.2, 1.d.2.2.3	40) Develop a community hub with a focus on youth, Family support (infant health, child care and playgroup opportunities) in Wickham. The facility should incorporate dedicated opportunities for performance based leisure.	<ul style="list-style-type: none"> <li>- Facilitate and support ongoing dialogue with community association and Rio Tinto.</li> <li>- Undertake a detailed analysis of actual need and work towards developing a community hub facility which addresses the social and community requirements whilst also balancing the financial viability.</li> <li>- Engage with state government agencies to identify opportunities for joint funding of out-reach provision and child care support.</li> </ul>	<ul style="list-style-type: none"> <li>- Development incorporates community hub principles in respect of shared services and management.</li> </ul>	Wickham	Shire of Roebourne Leisure Services Team (lead). Rio Tinto.	\$20-30k (standard feasibility study cost). (Examples of recent community development hubs in WA include "The Rise" within the City of Bayswater – large hub development - and Claremont community hub, Town of Claremont which is a smaller church refurbishment to provide flexible space, including a library).		x	x	x							
F. Community and Corporate Services, Community Facilities B., 1.a. 1.d, C., 1.a.2, 1.d.2 D., 1.a.2.6, 1.a.2.7, 1.d.2.2 E. 1.a.2.6.1, 1.a.2.6.2, 1.a.2.7,3, 1.d.2.2.4, 1.d.2.2.6	41) Undertake a Feasibility study to determine the future investment priorities for aquatic infrastructure: provision at Roebourne and Wickham. The study should focus on the comparative benefits of retaining the pools from an environmental, social, economic and sports development perspective.	<ul style="list-style-type: none"> <li>- Development of a strategic aquatic infrastructure plan for the Shire which tests: <ul style="list-style-type: none"> <li>• The social, economic, environmental and sports development value of current water space.</li> <li>• Financial assessment: Ongoing expenditure and revenue (to include anticipated lifecycle costs / replacement values, operational costs and likely customer throughput.</li> <li>• Alternative aquatic models to secure lower ongoing costs which may be introduced to provide a similar service outcome (i.e. use of splashdecks, water</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Feasibility study completed and clear direction endorsed by all partners.</li> <li>- Recommendations acted upon.</li> <li>- Funding opportunities identified and sourced.</li> </ul>	Town of Roebourne and Wickham	Shire of Roebourne Leisure Services Team and Recreation Facilities Team (co-lead) Rio Tinto Ngarluma Aboriginal Corporation (NAC). Ngarluma and Yindjibarndi Foundation Ltd (NYFL). Yaandina Family Centre Inc. Roebourne PCYC	\$30-40k (standard feasibility study cost)		initial research x		Potential Development x							

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
F. Strategic Projects, Community Facilities		<ul style="list-style-type: none"> <li>play, minimum depth water park.</li> <li>Replacement, retention and disposal costs based on a multiple bottom line analysis.</li> </ul> <ul style="list-style-type: none"> <li>Implement the recommendations arising from the plan.</li> </ul>														
A. Our Community B. 1.a, 1.d C. 1.a.2, 1.d.2 D. 1.a.2.6, 1.d.2.2 E. 1.a.2.6.1, 1.a.2.6.2, 1.d.2.2.1, 1.d.2.2.6 F. Community and Corporate Services, Community Facilities	42) Explore and facilitate the development of a commercial partnership to develop a unique equine offer to the Pilbara region.	<ul style="list-style-type: none"> <li>Undertake planning study to determine appropriate land focus for equine agistment development.</li> <li>If feasibility justifies the development, seek Expressions of Interest for potential operators to deliver and develop commercial operation.</li> </ul>	<ul style="list-style-type: none"> <li>Planning study undertaken to identify potential business opportunities.</li> <li>Contact with equine service providers (locally and state wide) through EOI process.</li> </ul>	Karratha Dampier The Eastern Corridor	Shire of Roebourne Leisure Services Team (lead). State Sporting Association. Commercial equine groups.	Cost of development (\$3,400 per m <sup>2</sup> for stabling and \$1,800 for dressage / training areas). Overall cost dependent on facility composition and size.		initial research x		Potential Development x						
A. Our Community B., 1.a. 1.d, C., 1.a.2, 1.d.2 D., 1.a.2.6, 1.a.2.7, 1.d.2.2 E. 1.a.2.6.1, 1.a.2.6.2, 1.a.2.7.3, 1.d.2.2.4, 1.d.2.2.6 F. Strategic Projects, Community Facilities	43) Undertake a feasibility analysis for developing the optimum location and facility composition for a synthetic hockey pitch with associated grass pitch provision.	<ul style="list-style-type: none"> <li>Initial research to be undertaken on appropriate site, surface; lifecycle expectations associated with the climate and potential to develop cyclone resistant retractable shade to provide optimum playing conditions.</li> <li>Secure land and commence initial development of grass pitch infrastructure to serve the sport within 5 years.</li> <li>Undertake full site analysis and development of state level standard synthetic surface with shade sail as population and sports participation increases (post 2018)</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility analysis undertaken and appropriate site for development identified and secure.</li> <li>Development of grass pitches.</li> <li>Identify funding sources and secure funding for synthetic pitch implementation.</li> </ul>	Karratha	Shire of Roebourne Recreation Facilities Team (lead). Nickol Bay Hockey association. Hockey WA.	\$30-40k feasibility study. \$2.53M facility cost based on 8,800m <sup>2</sup> . (No recent new synthetic hockey pitch developments have been undertaken in Western Australia – most recent being at Aquinas College. Recent hockey specific infrastructure in Australia includes development at Pedrina Park, Hamilton, Victoria).			initial research x					Potential Development x		
A. Our Community				Karratha				x	x	x						

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)	
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
B. 1.a, 1.f C. 1.a.2, 1.a.3, 1.f.2, 1.f.4, D. 1.a.2.6, 1.a.2.7, 1.f.2.1, 1.a.3.1, 1.f.4.3 E. 1.a.2.6.1, 1.a.2.6.2, 1.a.2.7.1, 1.a.3.1.1, 1.f.2.1.6, 1.a.3.1.2, 1.f.4.3.1 F. Community Facilities, Parks and Gardens, Strategic Projects	44) Undertake the development of an Outdoor Cinema	- Undertake site identification and feasibility study to determine land capability. (Minimum Spec for Cinema Site: 450 square metres of space for public viewing; parking for a minimum of 50 cars; ablution facilities; air-conditioned projector booth approx. 15sm; box office area; minimum 20m throw distance from projector to screen; minimum 10m x 4m fixed screen).	- Site identification and feasibility study undertaken. - Business plan developed. - Funding opportunities identified and secured. - Implementation of development.		Shire of Roebourne Leisure Services Team (lead).	To be incorporated within Project #38 scope.											
A. Our Community B., 1.a. 1.d, C., 1.a.2, 1.d.2 D., 1.a.2.6, 1.a.2.7, 1.d.2.2 E. 1.a.2.6.1, 1.a.2.6.2, 1.a.2.7.3, 1.d.2.2.4, 1.d.2.2.6 F. Strategic Projects, Community Facilities	45) Review the purpose of the Roebourne Community Hall with a view to demolishing and replacing the infrastructure with an appropriate alternative solution	- Put in place a process for review and redevelopment of the Roebourne Community Hall in consultation with indigenous support groups (process identified in strategy 26). - Explore potential opportunities to expand Yaandina or provide appropriate meeting space in agreement with indigenous groups.	- Review undertaken. - Prioritised investment agreed.	Town of Roebourne	Shire of Roebourne Leisure Services Team (lead). Ngarluma Aboriginal Corporation (NAC). Ngarluma and Yindjibarndi Foundation Ltd (NYFL). Yaandina Family Centre Inc Roebourne PCYC	\$30-40k feasibility study. (Examples of recent community development hubs in WA include "The Rise" within the City of Bayswater – large hub development – and refurbishment of Claremont Community Hub within the Town of Claremont )				x							
A. Our Community B. 1.f, 4.b C. 1.f.1, 4.b.2 D. 1.f.1.1, 1.f.1.3, 4.b.2.1	46) Review skate park provision at Nickol West: The skate park currently is considered insufficient to meet the emerging need.	- Within the next five years review the skate park infrastructure at Nickol West to determine potential changes / modifications / extensions which may be undertaken.	- Review of skate park provision undertaken. - Recommendations implemented.	Karratha	Shire of Roebourne Leisure Services Team and Recreation Services Team (co-lead).	\$20-30k feasibility study. (Recent skate park developments in Western Australia include the Tom Price Skate Park in					x						

LINK TO INTEGRATED STRATEGIC PLANNING DOCUMENTS	PROJECTS	MEANS OF ACHIEVEMENT	PERFORMANCE MEASURE	DEVELOPMENT PRECINCT	RESPONSIBILITY AND PARTNERS	INDICATIVE COSTS (incl Examples)	SHORT TERM (1-5 years)					MEDIUM TERM (6-10 years)				LONG TERM (10 years plus)						
							2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023						
E. 1.f.1.1.1, 1.f.1.1.2, 1.f.1.3.1, 4.b.2.1.1						the Shire of Ashburton and Pinjarra Skatepark in the Shire of Murray).																
F. Community Services, Community Facilities																						
A. Our Community	47) Undertake a study to ascertain the value of redeveloping / expanding Millars Well oval to create a large playing area with 2 ovals and develop a purpose built football facility (with potential to accommodate AFL / WAFL games).	<ul style="list-style-type: none"> <li>- To be explored if demand for oval space becomes an issue following the introduction of two ovals at Karratha Leisureplex.</li> <li>- Enter into dialogue with clubs and determine the potential cost implications of developing / expanding current infrastructure.</li> <li>- Initial research to be undertaken on appropriate site to provide optimum playing conditions and to ascertain the implications of retaining and / or replacing current built infrastructure. .</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of oval usage across Karratha annually to determine competition and training usage and demand.</li> <li>- Commissioning of a planning study to determine feasibility of redeveloping / expanding current facilities.</li> </ul>	Karratha	Shire of Roebourne Leisure Services Team (lead). Relevant Sporting Clubs	\$30-40k feasibility study. . (Examples include Hands Oval – City of Bunbury and Rushton Park WAFL Ground, City of Mandurah)																
B. 1.a, 1.b																						
C. 1.a.3, 1.b.5																						
D. 1.a.3.1, 1.b.5.1																						
E. 1.a.3.1.1, 1.a.3.1.2,, 1.b.5.1.2,																						
F. Parks and Gardens, Community Facilities, Planning Services																						

Cost Exclusions/Assumptions:

- 1) No information provided to support proposed strategy – all areas are notional and need to be confirmed against project brief/strategy requirements.
- 2) 25% Design and Construction Contingency proposed
- 3) 45% Loading proposed for the Shire of Roebourne
- 4) Land Acquisition Costs
- 5) Finance Costs
- 6) Legal Fees
- 7) Abnormal Ground Conditions
- 8) Contaminated Land
- 9) Assumption based on Infrastructure running to the boundary of the site
- 10) FF&E
- 11) Artwork Allowance
- 12) ESD
- 13) Bulk Earthworks excluded

- 14) No Retaining structures
- 15) GST
- 16) Professional Fees
- 17. Escalation

## Appendix A

# Document Review

## Appendix A Document Review

Table 16 Document Review - Context and Implications

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
<p>Shire of Roebourne Strategic Community Plan 2012-2022 (Shire of Roebourne)</p>	<p>The mission is identified as:</p> <ul style="list-style-type: none"> <li>– Providing community leadership and excellent local government services in an innovative and efficient manner to enhance our Shire’s social, cultural, economic and environmental well-being.</li> </ul> <p>Values include leadership, teamwork, integrity and innovation.</p> <p>Upgrades to existing community and leisure facilities are one of the major aspects of making the growth transition work.</p> <p>The Integrated Strategic Planning Framework consists of the following elements:</p> <ul style="list-style-type: none"> <li>– Strategic Community Plan - 10 years plan</li> <li>– Corporate Business Plan – 4 to 5 years plan, reviewed annually through an Operational Plan</li> <li>– Annual Budget also termed as Operational Plan - 1 year plan, reviewed annually</li> <li>– Informing Strategies – including Financial Management, Asset Management and Workforce Planning</li> <li>– Annual Report published each year to report to the Community the overall progress of the Community Strategic Plan and the Operational Plan</li> </ul> <p>Four Strategic Themes include:</p> <ul style="list-style-type: none"> <li>– Our Community which identifies a number of outcome related to the Sport, Recreation and Leisure Strategic Plan:</li> <li>– Greater use of public spaces</li> </ul>	<p>The strategic community plan themes need to be incorporated within the Sport, Recreation and Leisure Plan.</p> <p>It is essential that the plan identifies:</p> <ul style="list-style-type: none"> <li>– The use of public open spaces and the future direction in respect of use, enhancements and potentially rationalisation.</li> <li>– Future infrastructure development should balance the need for new facilities against the capacity available within existing land and buildings (and the relevance) to determine the optimum return on investment.</li> <li>– Future service provision should assess programming and users’ needs against the capacity available within the Shire and not-for-profit organisations to deliver. This will also need to be matched against the location of infrastructure; the flexibility of the service provision, relative accessibility and anticipated</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>– Infrastructure facilities, services, activities and programs that meet the needs of the Shire and allows for growth</li> <li>– Enhanced community pride, safety, services and community facilities that provide a sense of belonging</li> <li>– Our Economy</li> <li>– Our Natural and Built Environment which identifies a number of outcome related to the Sport, Recreation and Leisure Strategic Plan:</li> <li>– An environmentally responsible and sustainable organisation</li> <li>– Environment that promotes healthy lifestyle</li> </ul> <p>Our Leadership which identifies a number of outcome related to the Sport, Recreation and Leisure Strategic Plan:</p> <ul style="list-style-type: none"> <li>– Delivery of services at a standard that meets expectations of the community</li> <li>– Maintenance of health and well-being of our residents</li> </ul>	<p>future growth and demographic changes. Future services should then be matched against the optimum return on investment (from both an economic, environmental and social perspective).</p> <ul style="list-style-type: none"> <li>– A prime consideration of the plan should be to provide inclusive opportunities to enable residents of the Shire to be able to participate in sport, recreation and leisure pastimes and to increase levels of physical activity, wellness and wellbeing.</li> </ul>
<p>Shire of Roebourne Operational Plan 2012 – 2013</p>	<p>Produced under the new Integrated Strategic Planning Framework. Of the strategic projects identified for 2012/13, the following are of relevance:</p> <ul style="list-style-type: none"> <li>– Plan for Karratha Civic Precinct.</li> <li>– Karratha Leisureplex.</li> <li>– Roebourne Aquatic Centre Redevelopment</li> <li>– Relocate Karratha Community Library (KCL) from Pam Buchanan Family Centre to Pilbara Institute site.</li> <li>– Relocate Local History Office (LHO) from Peg’s Creek Pavilion to Pilbara Institute Site.</li> <li>– Install Baynton West Sports Lights</li> </ul>	<p>The Sport, Recreation and Leisure Plan in the short term will need to recognise current investment and development and ensure that such provision is not undermined by potential future demands identified by user groups.</p>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>– Lions Park Redevelopment</li> <li>– Install permanent shade structure at Dampier Lions Park</li> <li>– Shade structures incorporated into Wickham Lions Park redevelopment</li> <li>– Playground Replacement at Point Samson, Rubber softfall replacement at the Roebourne Aquatic Centre, Lions Park Redevelopment</li> </ul>	
Corporate Business Plan 2012 – 2016	<p>This plan activates the 10 year focused Strategic Community Plan and lists a number of projects and services that the Shire of Roebourne will be carrying out in the next five years. These include:</p> <ul style="list-style-type: none"> <li>– Provide a range of community events and festivals.</li> <li>– Provide permanent shades at community parks.</li> <li>– Improve community play spaces.</li> <li>– Manage bookings and usage of active and public open space.</li> <li>– Develop and strengthen youth stakeholder partnerships through Regional Youth Coordinators Network (RYCN).</li> <li>– Promote Disability Access and Inclusion Plan (DAIP) both internally and externally</li> </ul>	The long term investments in community infrastructure are focussed on existing facilities and maximising the use of infrastructure rather than the substantial investment in new development.
Asset Management Strategy and Plans (Shire of Roebourne)	<p>The Shire of Roebourne asset Management Plan forms part of the Integrated Strategic Planning Framework.</p> <p>Under buildings and community facilities the Shire recognises the value of its buildings as providing a vital role in making the Shire a special place to live and work. Community facilities include recreation and sport, aquatic and leisure centres and social / cultural assets. Reference is also made to four skate parks or like facilities which are managed by the Shire (Nickol West Skate Park, Dampier Skate Park and Wickham Skate Park are solely maintained by the Shire, while the Point Samson Skate</p>	The alignment of the sport, recreation and leisure plan to the service areas and overarching programs will need to be undertaken to ensure that the plan is consistent with the broader Integrated Strategic Planning Framework.

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<p>Ramp is managed via a MOU in place between the Shire and Point Samson Community Association).</p> <p>Community Facilities is responsible for maintaining and negotiating formal agreements with local community sporting groups and associations either through a lease or MOU to develop and maintain community sporting facilities. Existing leases include the Karratha BMX Club, Karratha Kart Club and the Shooting club for the land upon which their club facilities are located. Of particular relevance to the sport, recreation and leisure plan is the service offered to the residents of the Shire in respect of community buildings:</p> <ul style="list-style-type: none"> <li>- Improvement of Open Space as per community need.</li> <li>- Implement Community Facility Business Plans</li> <li>- Ensure Shire facilities are managed and operated effectively.</li> <li>- Deliver the Club Development Scheme</li> <li>- Undertake discussions with school principals to identify facilities that can be hired or used for after hour use to support child and youth projects or programs</li> <li>- Maintain the skate parks and investigate provision for additional skate parks</li> <li>- Apply for grants to support activities that assist community facilities</li> <li>- Present REAF. Events should utilise a variety of venues including outdoor amphitheatres and community halls.</li> <li>- Provide a range of community events and festivals</li> <li>- Provide permanent shades all community parks</li> <li>- Liaise with community groups regarding leases and lease conditions</li> <li>- Improve community play spaces</li> <li>- Manage bookings and usage of active and public open space Community Facilities</li> </ul>	

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<p>All of the services are aligned to overarching programs.</p> <p>The plan also seeks to address concerns raised in the 2011 community needs and satisfaction survey in respect of parks, gardens and open spaces. As a service area it was not identified as a top priority concern by respondents but was seen as an extremely important service provided by the Shire and one of the worst performing council areas. Currently the Shire of Roebourne does not have levels of service established but it is in the process of developing operational level of service for Parks and Open Spaces. Technical levels of service and community levels of service are not yet developed and the development of these levels of service is highlighted as an improvement opportunity for the Shire. Future demand for open space assets is anticipated to grow proportionally with predicted population growth and predicted demographic changes.</p> <p>New parks, gardens and open spaces included in the Karratha City of the North Plan include:</p> <ul style="list-style-type: none"> <li>- Mulataga;</li> <li>- City Centre; and</li> <li>- Mangroves.</li> </ul> <p>The Shire is also considering a substantial program to replace playground equipment and install shade structures.</p>	
Shire of Roebourne Budget 2012/13	<p>The total operating expenditure of the Shire is highlighted as \$68.5M with a total capital expenditure of \$71M. The main elements relating to sport, recreation and leisure infrastructure include:</p> <ul style="list-style-type: none"> <li>- Karratha Leisureplex (to complete construction). \$39.1 million</li> <li>- Walkington Amphitheatre operations. \$338,439</li> <li>- Libraries. \$1.38 million.</li> <li>- Major community events. \$970,000</li> </ul>	Current capital expenditure is dominated by the Karratha Leisureplex and the Airport

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>- Playground shade shelters (Dampier and Wickham). \$400,000.</li> </ul> <p>Specifically the following projects are highlighted:</p> <ul style="list-style-type: none"> <li>- Dampier: New playground shade structure - \$200,000; various community events.</li> <li>- Roebourne: Various community events.</li> <li>- Wickham: Wickham Skate Park - \$112,500; new playground shade structure - \$200,000; various community events.</li> </ul> <p>The Shire's Community Facilities operational budget for 2012/13, including all operating costs, wages and other overheads, programs and activities is \$14 million and the capital budget is \$1.1 million.</p>	
Karratha - City of North Plan (June 2010: Shire of Roebourne, Govt of Western Australia and Landcorp endorsed)	<p>At the forefront of these projects is the Karratha - City of North Plan, which seeks to position Karratha as the primary town in the Pilbara offering an extended range of retail and community services. The vision is a more liveable and compact regional city of 50,000+ people.</p> <p>Pressures identified include:</p> <ul style="list-style-type: none"> <li>- Economy tied to expanding resources sector and primary industrial activity.</li> <li>- Young families and a lower proportion of teenagers and seniors.</li> <li>- Limited cultural activities and limited planning and coordination.</li> </ul> <p>The aspirations for the City of the North includes:</p> <ul style="list-style-type: none"> <li>- A planned city that responds to the environmental conditions of the Pilbara and exhibits a strong sense of place.</li> </ul> <p>Provision of services at a standard that meets the expectations of the community.</p> <p>A partnership approach that facilitates the coordination and investment required to achieve a city of the north.</p>	<p>The City of the North Plan provides a strategic framework to consider as part of the development considerations for Karratha. The main goals are consistent with other strategic documents and should therefore underpin the Sport, Recreation and Leisure Plan.</p> <p>The Sport, Recreation and Leisure Plan should contribute to the development of the integrated strategic response identified in the plan. In particular the flexibility and adaptability of infrastructure should be considered to provide for a diverse age range.</p>

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	<p>The plan has 6 aspirational goals which includes:</p> <ul style="list-style-type: none"> <li>– Economy,</li> <li>– Community: Provision of a full range of community services and facilities; Community cohesion, vitality and involvement; Strong cross cultural relationships; Acknowledgement of cultural heritage through built form, public art, community art and community activities; Good access to work, services and amenities; Community participation in goal setting and decision-making processes and Integration of workforce with local community.</li> <li>– Environment,</li> <li>– Governance,</li> <li>– Infrastructure &amp; Resources,</li> <li>– Built Environment and Public Realm: A place based response that reflects the climate, context and site; an integration of uses that achieves functionality, efficiency and compatibility; Connectivity at local, district and regional scale; an integrated movement network that ensures the safe movement of pedestrians, cyclists and vehicles and a variety of well-defined open spaces.</li> </ul> <p>The response identified the recreation services strategy as integrating recreational services and resources currently available. In addition to develop a recreational services approach specifically tailored to the needs of a mobile and transient community. It will also seek to develop recreational opportunities other than sport.</p> <p>In addition of the 28 strategies identified, the following are of particular relevance:</p> <ul style="list-style-type: none"> <li>– Families with Children Strategy: to promote and support of the many lifestyle opportunities offered in Karratha.</li> <li>– Youth Development Strategy: to enable local youth to remain in Karratha</li> </ul>	<p>Current community projects developed under the plan will need to be integrated within the overall Shire's service delivery and club / association growth objectives.</p>

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	<ul style="list-style-type: none"> <li>– Community Health and Well Being Strategy: development of seniors services to retain older aged people in Karratha.</li> </ul> <p>The community projects delivered so far under the Karratha City of the North (KCN) Plan include:</p> <ul style="list-style-type: none"> <li>– Frank Butler Community Centre,</li> <li>– Cattrall Park Redevelopment,</li> <li>– The Youth Shed,</li> <li>– Bulgarra Sporting Precinct, and</li> <li>– Permanent Playground Shade</li> </ul>	
<p>Pilbara Planning and Infrastructure Framework 2012 (Department of Planning)</p>	<p>The 'Pilbara Planning and Infrastructure Framework 2012' defines a strategic direction for the future development of the Pilbara Region over the next 25 years. It addresses the future growth of the region through outlining strategies focused around economic growth, environmental issues, transport, infrastructure, water resources, tourism and the merging effects of climate change.</p> <p>In referencing Community Infrastructure, the framework seeks to provide a comprehensive range of accessible community, cultural, and recreational facilities and services commensurate with growing resident and fly-in fly-out population levels and taking into account the region's remoteness and the distance between its settlements.</p> <p>With regard to recreation it seeks to provide active and passive public open space and built facilities for formal and informal sport and recreation to enable community activity and healthier life styles.</p>	<p>The framework identifies a number of aspirational goals. There is however a lack of detail behind the implementation and delivery of the plan. It is incumbent on the Sport, Recreation and Leisure Plan to identify the community needs for the initial period of the framework and provide the delivery and implementation criteria.</p>
<p>Shire of Roebourne: Karratha 2020 Vision and Community Plan (Geografia in association with CCS)</p>	<p>Comparative data shows that remote or regional service towns, particularly those with port functions, generally have larger populations (&gt;15,000-20,000) with a more diverse spread of residents in terms of age, income, education and so forth; higher levels of local entrepreneurialism; a more extensive employment base; and a greater range of services (health, education, recreation and the like). By contrast, Resource Towns have labour-</p>	<p>The plan highlights a number of critical considerations which will influence the development of the Sport, Recreation and Leisure Plan.</p>

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<p>Strategic Management). December 2008</p>	<p>force oriented populations: younger, single workers and, in some cases, young families, with a dominant single-industry employer and primarily externally owned enterprises within a town. They also have fewer quality-of-life services.</p> <p>With regards to needs, the following were identified:</p> <ul style="list-style-type: none"> <li>- Additional four active sports playing fields in the western suburbs. One of these is currently being built adjacent to St Lukes. Sites within the Nickol and Baynton West structure plans have also been set aside for playing fields. A fourth oval can be provided as part of the high school/TAFE leisure and learning precinct.</li> <li>- Two separate indoor sports courts referenced in Karratha (Karratha Senior High School and the KEC). These are to be replaced at the KRC.</li> <li>- Storage for community and sporting group equipment.</li> <li>- An ongoing need for improved boat launch facilities. The two most immediate needs are the ramps and associated facilities at Dampier and Back Beach boat ramp.</li> <li>- Youth space and skate facilities: There is limited youth space in Karratha at present with restricted access and attraction of the Salvation Army facility in Bond Place Peg's Creek.</li> <li>- A large regional facility is added to an improved Cattrall Park in addition to the upgrade and relocation of the Bulgarra Reserve playgrounds and the urban-beach space in the town centre.</li> <li>- A range of infant health, childcare, parenting, playgroup and family facilities and services.</li> </ul> <p>Demographic and Industry Conclusions:</p> <ul style="list-style-type: none"> <li>- A strong growth in the number of dependent children in Karratha (0-9 years old);</li> <li>- The percentage of teenagers has slightly declined, although Karratha retains a slightly higher proportion of teenage residents than other resource towns;</li> </ul>	<p>In particular the following are of significance:</p> <ul style="list-style-type: none"> <li>- The need to consider rationalising and consolidating current infrastructure to meet the changing demographics of the region.</li> <li>- The need to serve young family units is recognised as a high priority, being a dominant demographic within the area.</li> <li>- The importance of the KRC in meeting the needs of Karratha and the broader region. This may require innovative approaches to be developed to ensure access and the programming of the facility meets ongoing community expectations.</li> <li>- The provision of youth activity space is critical in ensuring that Karratha is attractive for all generations and promotes a wide diversity of service provision.</li> <li>- The high volunteer base is to be encouraged and supported. Volunteer development</li> </ul>

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	<ul style="list-style-type: none"> <li>– There has been a significant decline in the number of residents over 65.</li> <li>– There has been an increase in the relative number of younger female residents in the town.</li> <li>– The low proportion of residents with a Year 12 or equivalent level of education;</li> <li>– The high proportion of residents with trade-related qualifications;</li> <li>– Parents generally use entry to high school of their children as the timeframe for relocating out of the region;</li> <li>– The high number of residents undertaking unpaid childcare and the low level of accredited child care services.</li> <li>– The relatively high number of residents enrolled in vocational education and training.</li> <li>– Karratha’s income profile is characterised by a relatively high proportion of residents on very low incomes and a much higher proportion on very high incomes, with fewer than State average numbers of households in middle-income brackets.</li> <li>– A shortfall in employment in the tertiary (service) sector, particularly Health Care &amp; Social Assistance and Accommodation &amp; Food Services;</li> <li>– A low proportion of residents working in the Professional, Scientific and Technical services sector;</li> <li>– Fewer female residents working in retail and administrative positions than state wide;</li> <li>– Fewer older workers in the service sector;</li> <li>– Roebourne has very few incorporated enterprises that are locally owned;</li> <li>– Regional Towns around Australia (even relatively remote ones) have a high number of unincorporated and incorporated local enterprises.</li> </ul>	<p>programs will assist in ongoing mentoring, training and development to ensure volunteers are appropriately trained and understand their obligations / risks and ensure that effective succession planning is adopted.</p>

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	<ul style="list-style-type: none"> <li>– Karratha has few non-working residents, a highly mobile population, and a low proportion of female residents; and</li> <li>– Karratha has relatively high levels of volunteerism, including unpaid child care support, a female population that is growing faster than the rate of growth in the State and a high number of rental properties available for share households.</li> </ul>	
Shire of Roebourne Community Survey 2009 (Marketintel)	<ul style="list-style-type: none"> <li>– A sample of 468 was randomly selected from the population.</li> <li>– Recreation services, footpaths and parks and gardens were ranked 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> respectively in respect of importance out of 28 services and facilities. Youth Services (12<sup>th</sup>), Library (13<sup>th</sup>) Leisure Centre (14<sup>th</sup>), Pool (21<sup>st</sup>), Child Care (24<sup>th</sup>), Boat Ramps (26<sup>th</sup>) and Catterall Park (28<sup>th</sup>) were other sport, recreation and leisure services considered.</li> <li>– Catterall Park, Leisure Centre, Child care, footpaths and youth services are highlighted as the lowest performing areas of Shire services.</li> <li>– The attributes which were identified as being in need of considerable improvement included - Footpaths and cycleways, Youth activities and services, Recreation facilities and Parks, gardens and open spaces.</li> <li>– Respondents did not agree that the Shire is contributing greatly to the sense of community wellbeing in that the lowest levels of agreement involved perception that the Shire is not meeting the needs of the community well, does not actively encourage community input and has not facilitated activities or provided places for people to interact.</li> <li>– Unprompted top priorities for the Shire included youth and family services (37% - 2<sup>nd</sup>), providing more outdoor recreational areas and facilities (27% - 3<sup>rd</sup>).</li> </ul>	The results of the community survey have impacted on the current level of sport and recreation provision with a number of key areas of concern being actively addressed by the Shire.
Community Needs And Satisfaction Survey (Shire of Roebourne)	<ul style="list-style-type: none"> <li>– The community's biggest concerns are health and the costs of living with leisure and entertainment being the third biggest concern (i.e. cafes/restaurants, boating and</li> </ul>	The Community Needs and Satisfaction Survey follows on from the 2008 plan in assessing performance on an annual basis and

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March 14 To April 1, 2011)	<p>camping amenity. Other priority areas include community safety and events/activities).</p> <ul style="list-style-type: none"> <li>- Of the 421 residents who answered the question, almost half (48%) said they intended to leave within 5 years.</li> <li>- Very few FIFO workers (12 or 10% of respondents) had been permanent residents of the Shire. Of these, 8 had been FIFO workers for more than 6 years.</li> <li>- Most youth felt that there was not enough to do in the Shire and that a cinema, bowling alley, dirt bike facilities or games centre would go part of the way towards addressing this.</li> </ul>	<p>providing direction for future planning and investment. It is most notable that the leisure and entertainment aspects of the Shire's growth are highlighted as being critical in attracting and retaining permanent residents.</p>
Community Needs And Satisfaction Survey (Shire of Roebourne June 2012 – Draft)	<ul style="list-style-type: none"> <li>- A total of 618 valid responses were received.</li> <li>- Of the top issues raised, entertainment and leisure remained high whilst family services and childcare as well as community events and activities are significantly increasing in relevance.</li> <li>- Libraries and information services, Leisure / Entertainment centres and recreational facilities rank as 3 out of the 4 most important Shire services (out of 22).</li> <li>- Of the 533 residents who answered the question, around 41% said they intended to leave within 5 years (down from 48%).</li> <li>- The community's perception of the Shire's performance and quality of life has improved. People intend to stay longer, with the reality of seeing major community projects from Karratha 2020 having an impact.</li> </ul>	<p>The survey follows similar surveys with the most notable differences being the move from a desire to improve hard infrastructure amenity towards community services, events, and activities.</p>
Shire Of Roebourne: Strategic Plan For Sport Recreation And Leisure 2003 (RMP & Associates Pty. Ltd and	<p>The document identified the following strategies:</p> <ul style="list-style-type: none"> <li>- Strategy 1: Develop integrated multi-purpose facilities as appropriate. This included the Develop a multi-purpose sports pavilion at Bulgarra Regional Sports Complex; Develop the Karratha Aquatic Centre; Upgrade Karratha Country Club; Complete the upgrade of the Roebourne Community Hall; Complete the upgrade of the Roebourne Community Hall and surrounding hard court and grass playing areas; Provide a</li> </ul>	<p>The objectives of the plan are still relevant today.</p> <p>The development of multi-purpose facilities has to a large extent been</p>

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Donovan Payne Architects)	<p>playground and picnic area adjacent to the boat and fishing precinct at Pt. Samson; Develop a youth skate and activity facility, integrated with sports facilities at Millars Well Oval; Upgrade the lighting at Bulgarra and reposition Bulgarra fields to optimise cricket, football, softball and junior sport.</p> <ul style="list-style-type: none"> <li>– Strategy 2: Provide an open space plan that includes neighbourhood parks, cycle paths and foreshore parks and bushland based on the identified need for a diversity of sporting, recreation and leisure facilities and areas beyond the traditional playing field and hard court provision.</li> <li>– Strategy 3: To develop and keep current a Facilities Asset Management Plan.</li> <li>– Strategy 4: To ensure fees and charges for recreation, sporting and leisure facilities are affordable.</li> <li>– Strategy 5: Develop a Marketing Plan for all sport, recreation and community facilities.</li> </ul> <p>Objectives of the plan include:</p> <ol style="list-style-type: none"> <li>1) To develop facilities and services which are sustainable, multi-purpose and flexible.</li> <li>2) To increase participation in sport, recreation and leisure activities.</li> <li>3) Use existing facilities and services more efficiently and effectively.</li> <li>4) Make better use of existing stakeholder facilities e.g. Schools.</li> <li>5) Council to facilitate the long-term viability of Clubs and community groups involved in the provision of sport, recreation and leisure.</li> <li>6) To improve the opportunities for all to participate in and enjoy sport, recreation and leisure pursuits in the Shire of Roebourne.</li> <li>7) Provide opportunities for greater participation in decision making process</li> <li>8) To manage and market facilities effectively.</li> </ol>	<p>achieved or is in the process of being developed.</p> <p>The main consideration is to ensure that recent developments are maximised to ensure that the maximum sporting, recreational, social and financial return is achieved. This will require a balanced assessment approach to be adopted together with appropriate performance measures relative to each facility and user group.</p> <p>The importance of facilitating club growth and development is an essential role of the Shire. Whilst this has been relatively effective there is a need to ensure that such support is maintained and enhanced (to include marketing, membership development and expansion of sports development opportunities).</p>

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	<p>9) Develop safe, attractive and well managed environments that encourage sport, recreation and leisure lifestyles.</p> <p>10) To develop an evaluation frame-work and benchmarks for measuring changes in participation rates.</p> <p>11) To develop the Karratha Aquatic Centre as a family orientated outdoor aquatic facility.</p>	
<p>Shire of Roebourne Community Facilities Plan Draft August 2011 (Syme Marmion) – Includes Community Facilities Matrix of June 2012</p>	<p>References the key suburbs as:</p> <ul style="list-style-type: none"> <li>– Karratha District has developed into the largest and most economically diverse community in the Pilbara with high end services, facilities and shopping.</li> <li>– Dampier is currently in the process of being ‘normalised’. i.e. transferring from a commercial resource company to local government agencies.</li> <li>– Wickham &amp; Point Samson - Residents of Wickham are likely to use Port Samson and Cossack for recreational purposes and Karratha for higher order services.</li> <li>– Roebourne Town has continued to develop and is a thriving hub for Aboriginal enterprise and culture.</li> </ul> <p>Population conclusions:</p> <ul style="list-style-type: none"> <li>– Population growth will be focussed within the Karratha District.</li> <li>– The proportion of population between the age group of “20 to 49” is expected to decrease while the “over 50” age group will increase significantly.</li> </ul> <p>Selected facility rations include (population triggers in brackets):</p> <ul style="list-style-type: none"> <li>– Playing Fields: District (15,000), Sub-District (5, 250), Local (3,500)</li> <li>– Aquatic Centre: District (50,000), Sub-District (20, 000),</li> <li>– Indoor Recreation Centre District (35,000), Sub-District (25, 000), Local (7,000)</li> <li>– Skate Park: District (25,000), Sub-District (7, 000), Local (3,500)</li> </ul>	<p>The community facilities plan identifies broad facility requirements based on a population dynamic.</p> <p>Shortfalls in provision need to be tested against the current carrying capacity of the existing infrastructure and the potential for growth to meet the anticipated population increase.</p> <p>Recognition also needs to be given to the need to develop infrastructure and the likelihood in attracting staff to manage and support the development. This is particularly relevant for the development of family support services such as child care and after school care arrangements which is currently supplemented by the strong volunteer network.</p>

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	<ul style="list-style-type: none"> <li>- BMX Track: District (25,000), Sub-District (10, 000)</li> <li>- Local Parks and Playgrounds (1,000)</li> <li>- Sports Change rooms: Sub-District (4,000)</li> <li>- Clubrooms: District (15,000) and Sub-District (7,000)</li> <li>- Golf Course: District (25,000)</li> <li>- District Community Centre: District (20,000)</li> <li>- Local Community Centre/ Neighbourhood Centre: Sub- District (5,000)</li> <li>- Library: District (12,000) and Sub-District (5,000)</li> <li>- Youth Centre: Sub-District (15,000)</li> <li>- Seniors Centre: Sub-District (10,000)</li> <li>- Childcare Centre: District (7,500) and Sub-District (5,000)</li> </ul> <p>Current shortfalls in sport and recreation infrastructure highlights the following:</p> <ul style="list-style-type: none"> <li>- Playing Fields - Sub-District – 2</li> <li>- Playing Fields – Local – 2</li> <li>- Indoor Recreation Centre Local – 1</li> <li>- Skate Park: District - 1, Sub-District – 1, Local – 4</li> <li>- BMX Track: Sub-District – 1</li> <li>- Sports Change rooms Sub-District – 1</li> <li>- Clubrooms Sub-District – 3</li> <li>- Childcare Centre District – 1</li> </ul>	

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	<p>Projected Requirements to 2031 include:</p> <ul style="list-style-type: none"> <li>– Playing Fields: District (2), Sub-District (5), Local (7) and Aquatic Centre: District (0), Sub-District (0) and Indoor Recreation Centre District (1), Sub-District (1), Local (3)</li> <li>– Skate Park: District (2), Sub-District (3), Local (9) and BMX Track: District (1), Sub-District (3)</li> <li>– Local Parks and Playgrounds (10)</li> <li>– Sports Change rooms: Sub-District (6) and Clubrooms: District (1) and Sub-District (5)</li> <li>– Golf Course: District (0)</li> <li>– District Community Centre: District (1) and Local Community Centre/ Neighbourhood Centre: Sub- District (4) and Library: District (2) and Sub-District (3)</li> <li>– Youth Centre: Sub-District (1) and Seniors Centre: Sub-District (4)</li> <li>– Childcare Centre: District (3) and Sub-District (4)</li> </ul>	
<p>Youth Development Plan Shire of Roebourne 2012 - 2014</p>	<p>A number of key Objectives are critical to the development of the Sport, Recreation and Leisure Plan. These include:</p> <ul style="list-style-type: none"> <li>– STAKEHOLDER COORDINATION &amp; MANAGEMENT: Develop and strengthen youth stakeholder partnerships.</li> <li>– STAKEHOLDER COORDINATION &amp; MANAGEMENT: Enhance the capacity of staff working in youth service organisations.</li> <li>– FACILITIES AND AMENITIES: Support young people to take ownership of dedicated youth places and spaces.</li> <li>– FACILITIES AND AMENITIES: Develop youth friendly town centre spaces as part of Karratha Town Revitalisation.</li> </ul>	<p>The objectives and actions identified for youth are important considerations in developing the Sport, Recreation and Leisure Plan. Of particular concern will be the need to develop infrastructure which can be used for combined uses such as a meeting place and as a focal point for active and passive sport and recreational activity.</p> <p>Both the services and infrastructure within which the services are located need to be sufficiently flexible to</p>

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	<ul style="list-style-type: none"> <li>– LEADERSHIP, PARTICIPATION AND IDENTITY: Improve the quality and quantity of Med 2013 leadership and development programs.</li> <li>– RECREATION CULTURE AND EVENTS: Recognise and foster engagement of young people in community activities and decision making.</li> <li>– RECREATION CULTURE AND EVENTS: Develop a program of arts and cultural activities and ensure young people are involved in any cultural planning process.</li> </ul> <p>The main issues which emerged from the youth consultation exercise included:</p> <ul style="list-style-type: none"> <li>– Lack of things to do.</li> <li>– Lack of facilities and infrastructure.</li> </ul> <p>The main considerations to make the community a better place for young people are:</p> <ul style="list-style-type: none"> <li>– Improving leisure facilities (e.g. cinema, bowling alley and entertainment centre).</li> <li>– Improve youth programs and entertainment.</li> <li>– Increasing the amount of outdoor activities (e.g. rock climbing, paint balling and hiking).</li> </ul> <p>The shopping centre, beach / jetty and sporting facilities are identified as the focus for youth social activities.</p> <p>Indoor (cinema, ten pin bowling, laser tag, arcade, youth centre) and outdoor (ovals, a paint ball centre, skate park and motorbike tracks) leisure facilities rank highest as facilities desired by the youth in the Shire.</p>	<p>accommodate a variety of functional needs (I.e. catering to those which are positively engaged and for disaffected youths).</p>
<p>Review Of Public Open Space In Karratha (Ordinary Council Meeting 16 May 2011 – Minutes)</p>	<p>Karratha currently has nineteen (19) designated formal POS areas or parks with a further 3 more parks at Nickol to be handed to the Shire of Roebourne within the 2011/ 2012 financial year. The study identifies 3 levels of provision:</p> <ul style="list-style-type: none"> <li>– Level 1: At least 1ha multi-purpose use with majority of residents living within a 1km radius (to include: Playground equipment, Pathways, Seating. Grassed and</li> </ul>	<p>The public open space network in Karratha provides a valuable resource which links communities and provides for a variety of sport, recreation and leisure use. Such space whilst requiring significant</p>

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	<p>reticulated area, BBQ/s with lighting, Shade (trees and/or structures), Toilets, Car parking, Lighting).</p> <ul style="list-style-type: none"> <li>- Level 2: Minimum 5000m<sup>2</sup> for passive recreation where the majority of residents should live within a 500m radius (to include Playground equipment, Pathways, Seating, Grassed and reticulated area, BBQ/s with lighting, Shade (trees and/or structures).</li> <li>- Linkage Park, being a maintained green space that links areas (generally part of the structured town pathway network). To include Footpaths, Lighting, Seating</li> </ul>	<p>resources to manage and maintain are a vital part of the urban fabric to encourage positive physical and mental health outcomes. Level one and two parks currently cover the majority of the residential area within Karratha. However there are significant gaps which will need to be recognised and addressed as the town continues to expand.</p>
<p>Shire of Roebourne Fly in Fly out (FIFO) and Community Facilities in the Shire of Roebourne (Syme Marmion) – October 2012</p>	<p>The purpose of the report is to identify the FIFO population and its impact on services and facilities. It has been argued that from an economic perspective FIFO can simultaneously be:</p> <ul style="list-style-type: none"> <li>- Beneficial to capital cities by adding to their economic diversity;</li> <li>- Destructive to local communities if they are unable to meet the infrastructure and service demands generated;</li> <li>- Erosive to local communities if it reduces the economic viability of local infrastructure, services and businesses.</li> <li>- Erosive to communities or regions bordering 'host' or 'home' communities if workers relocate to take advantage of FIFO work arrangements.</li> <li>- Implications for the Shire of Roebourne is denoted as:</li> <li>- It is expected that remote camps will have little or no effect on community facilities generally, while those living in camps and accommodation close to or within towns will have more impact.</li> <li>- An estimated 85% of the caravan park occupancy in the Shire is generated by workers and this increases to over 95% for the parks in Karratha.</li> </ul>	<p>The aspiration of the Department of Planning is to develop accommodation for FIFO workers closer to urban centres to minimise the impact on the economy and supporting social infrastructure. This will require a cultural shift in the operation of current resource companies which is only likely to emerge post the timescale of the Sport, Recreation and Leisure Plan.</p> <p>There is however likely to be an increase in demand for outdoor recreational pursuits to meet the needs of the resident population, tourist visitors and FIFO. It is important to therefore consider the development of boat ramps and ancillary supporting infrastructure (to</p>

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	<ul style="list-style-type: none"> <li>– Long term operational FIFO workers are much more likely to have a longer stay and closer community ties and are generally seen as having some impact and demand on community infrastructure.</li> <li>– The construction workforce for major projects can be discarded as a factor in considering the impact of the FIFO workforce on community facilities. The economic activity is transient in nature and the numbers are subject to very substantial fluctuations depending on the major project activity at the time and their accommodation is generally purpose-built and self-contained.</li> <li>– There will be, however, some short-term effects, for example, increased use of public areas and recreation areas such as boat ramps and in this regard FIFO impact is similar to that of a tourist visitor.</li> </ul>	<p>provide for land fishing, cleaning, ablutions and car access / parking).</p> <p>The need to develop policies and strategies across government to address the impact of FIFO and general resource town social infrastructure provision is required to mitigate duplication of facility and service provision.</p>
<p>Bulgarra POS Master Plan (Mary Jeavons Landscape Architects 02/05/11)</p>	<p>Proposed enhancement and extension to existing recreation facility which is to be undertaken in 2 stages:</p> <p>STAGE 1</p> <ul style="list-style-type: none"> <li>– Construct Sealed car park No 3 (north of Recreation Club) and No 3 (south of tennis courts) and tree planting around car parks</li> <li>– Sealed shared circuit path (no less than 2.5 meters wide) and fitness equipment</li> <li>– BMX track-1 Jumps track; BMX track 2- Circuit/ pump track (junior). Review fencing around BMX remove and replace as required</li> <li>– Vehicle access route (compacted gravel) and double gates to northern end of oval</li> <li>– Screen off Recreation Club, using fencing and planting</li> <li>– Play areas -younger children and junior spaces, including surfaces, structures, landscape elements, planting, and connecting paths. New shelter/amenities close to play area</li> <li>– Renovate toilets near netball courts</li> </ul>	<p>The development of Bulgarra Public Open space has been undertaken and is now a multi-functional facility which serves as a district wide facility for a number of sports.</p> <p>Support for clubs and organisations using the facility are likely to be sought in order to develop and grow club infrastructure. The Shire will be required to be responsive to these needs.</p> <p>The second phase of the development is still to be completed.</p>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<p>STAGE 2:</p> <ul style="list-style-type: none"> <li>– Install new north-south road (6m carriageway) and footpath (1.5 m wide), pedestrian crossings and path links</li> <li>– Install Car Park No. 5 (south of Recreation Club)</li> <li>– Demolish old netball kiosk and remove part of netball court surface; install new rebound wall; modify or remove fence on east side of remaining courts and consider optimum fence height for west side of remaining court (high for ball retention, or low to maximise social interaction?)</li> <li>– Install bolt down, prefabricated skate / BMX components onto former Eastern court surface (incl. blocks, ramps and rails) from recycled plastic or similar; install mound and seating wall on SW corner of remaining ball courts; earthworks, mounding and tree planting between courts and oval; complete junior and senior playgrounds and additional shelter, including planting and natural elements, structures, equipment, paths and surfacing and complete pedestrian path links.</li> </ul>	
<p>Shire of Roebourne Community Survey 2013 (Raw Data)</p>	<p>Key findings include:</p> <ul style="list-style-type: none"> <li>– 87% of respondents were residents and 13% FIFO workers.</li> <li>– 30% of respondents had lived in the Shire for 10 years or more</li> <li>– 27% of respondents had no plans to leave the Shire</li> <li>– 90% of respondents rate the Shire as average to excellent place to live).</li> <li>– 43% believe the Shire is a better place to live than 12 months ago.</li> <li>– 75% rate the cost of living in the Shire as poor or very poor.</li> <li>– Sense of Community is predominantly split between poor to good.</li> <li>– Leisure, recreation and entertainment are split relatively evenly between poor to good.</li> </ul>	<p>The community survey responses indicate that the following matters are of significance to residents:</p> <ul style="list-style-type: none"> <li>– The need to provide good quality recreation facilities (this in part will be addressed with the opening of the KRC).</li> <li>– Access to the natural environment is an important consideration for the majority of residents and therefore ancillary supporting infrastructure is likely to be valued highly.</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>- The natural environment is rated highly with only 10% of respondents rating it poor or very poor.</li> </ul> <p>The following sport, recreation and leisure related services provided by the Shire rank highly for respondents (overall performance of the Shire identified by respondents is in brackets):</p> <ul style="list-style-type: none"> <li>- Child care facilities (average)</li> <li>- Community consultation (average)</li> <li>- Conservation, heritage and environment (average)</li> <li>- Cultural and community events (average to good)</li> <li>- Footpaths and cycleways (average)</li> <li>- Libraries (average to poor)</li> <li>- Parks, gardens and open spaces (average to good)</li> <li>- Sports fields (average to good)</li> <li>- Youth services and activities (average to good)</li> <li>- Public swimming pools (average to good)</li> <li>- Indoor recreation facilities (average)</li> <li>- Overall the average Shire rating given by respondents for their performance over the past twelve months is average to good.</li> <li>- Facilities likely to influence being a permanent resident related to sport, recreation and leisure related services includes (50% respondents replies of likely or highly likely): <ul style="list-style-type: none"> <li>• Better childcare/family support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- The impact of child care facilities on the use of sport, recreation and leisure facilities should not be underestimated. The link with such services should wherever possible be created.</li> <li>- Parks and recreation facilities vary in respect of their function and accessibility. The need to adapt current facilities to provide flexible, multi-functional space is an important consideration in the next 10 years.</li> <li>- The provision of library services is highlighted as an important provision which is not currently meeting the needs of the community. This in part reflects the difficulty in serving the extent of the Shire's resident population with outreach library services.</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>• More things for families to do</li> <li>• Better aquatic facilities</li> <li>• Better parks and recreation facilities</li> <li>• Improved boating and marine facilities</li> <li>• Better Library services</li> </ul>	
<p>Strategic Directions 5 for the WA Sport and Recreation Industry 2011-2010</p> <p>Department of Sport and Recreation</p>	<p>The document provides a vision for the sport and recreation industry for the next 5 years. Of the key challenges identified the need to develop models which enable sustainable operation and financial viability.</p> <p>In addition affordable and sustainable provision models must be applied to manage the long term impacts of the strong investment in sport and recreation infrastructure and spaces in regional WA.</p>	<ul style="list-style-type: none"> <li>- A need to elevate business planning and performance of organisations in the sport and recreation sector to a new level.</li> <li>- It is critical that the strong momentum for the value of lifecycle maintenance costing and whole of life asset planning is rigorously applied to the next investment phase to ensure that the current impost on regional communities is affordable and sustainable.</li> <li>- A need to address the current disparity in open space to counter the profound generational social, health, economic, justice and environmental and lifestyle implications. This will require specific approaches to address</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
		needs in regional and remote WA.
Shire of Roebourne Art and Culture Action Plan 2011-2013 (including appendices)	<p>The action plan has an aim of increasing levels of coordination and planning for the Shire's development team in their approach to arts and cultural events, activities and programs.</p> <p>Focus of community development is to:</p> <ul style="list-style-type: none"> <li>– Providing opportunities for residents to meaningfully participate in decision making processes.</li> <li>– Supporting individuals and communities through the provision of resources and fostering of partnerships.</li> <li>– Assisting with the development of strong and resilient communities</li> <li>– When asked about the vision for arts, responses broadly referred to the development of strong partnerships, venues / space / hubs, strategic networking and support, access to facilities and valuing the indigenous culture.</li> </ul> <p>8 cultural goals are identified which should broadly align to sport recreation and leisure. These were:</p> <ul style="list-style-type: none"> <li>– Preserving and enhancing our unique cultural identity</li> <li>– Conserving, and enhancing our Cultural Heritage</li> <li>– Supporting Cultural Diversity and Unity</li> <li>– Promoting Participation in Cultural Development and Cultural Activities</li> <li>– Access to Cultural Information and Local Knowledge that enhances Community Relations and Culture</li> <li>– Coordination of Cultural Services, Infrastructure and Activities</li> </ul>	<p>The Action Plan contains a number of strategic goals which are directly applicable to the Sport Recreation and Leisure Plan. These can be considered as being:</p> <ul style="list-style-type: none"> <li>– Facilitating and enhancing the Shire's Sport, Recreation and Leisure identity.</li> <li>– Conserving the sport, recreation and leisure heritage.</li> <li>– Supporting diversity</li> <li>– Promoting participation</li> <li>– Coordinating activity</li> <li>– Enhancing existing natural and built infrastructure.</li> <li>– Maximising opportunities of the natural environment.</li> <li>– Enhancing the role sport, recreation and leisure plays in improving the local economy (i.e. through the development of volunteers and supporting localised retail / industry).</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>– Making the Most of our Natural and Public Environment</li> <li>– Enhancing Culture’s part in the Local Economy</li> </ul> <p>5 focus areas were specified which include:</p> <ul style="list-style-type: none"> <li>– Creative and Cultural Identity: To strengthen and develop the Shire’s identity as a region in which creativity is nurtured, supported and celebrated whilst enhancing its cultural heritage.</li> <li>– Creative Networks, Partnerships and Communication: To foster a culture of support and collaboration for the arts community and to encourage effective communication which will in turn build stronger networks.</li> <li>– Creative Development: To strengthen culture’s role in the local community and enhance economic development by increasing opportunities for all people living in the Shire of Roebourne to develop skills related to the creative industries.</li> <li>– Events and Festivals: To ensure every person living in the Shire of Roebourne has the opportunity to participate in festivals and events which are relevant, exciting and high quality.</li> <li>– Creative Spaces: To ensure the Shire of Roebourne is a creative place committed to cultivating creative spaces which allow the local community to engage positively in their natural and public environment.</li> </ul> <p>Of the actions and strategies identified within the plan the following are of significance to the Sport, Recreation and Leisure Plan:</p> <ul style="list-style-type: none"> <li>– Promote opportunities for emerging musicians to perform.</li> <li>– Assist and Support Community Associations and Representative Groups to build capacity for service delivery and member support.</li> </ul>	<p>The development of the sport, recreation and leisure plan will need to have regard to:</p> <ul style="list-style-type: none"> <li>– Increasing opportunity.</li> <li>– Build capacity in community groups and organisations.</li> <li>– Develop a coordinated diary of events and competitions to ensure where possible, conflicts are minimised.</li> <li>– Ensure access to facilities and clubs is open and equitable.</li> <li>– Meeting the needs of the resident and emerging population.</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>- Ensure that festivals and events within the Shire of Roebourne focus on the region, its people, its heritage and its creative and cultural identity. i.e. by working with providers and collating an annual events calendar.</li> <li>- Ensure all festivals and events include opportunities for disadvantaged community members and people with disabilities to engage in the arts.</li> <li>- Support Community Associations in development &amp; Planning of Events and Festivals.</li> <li>- Ensure community are aware of ways in which future infrastructure developments meet the needs and wants identified.</li> </ul>	
<p>Events and Festival Program Business Plan 2013 -2015</p>	<p>The Councils objective is to ensure every person living in the Shire of Roebourne has the opportunity to participate in festivals and events which are relevant, exciting and high quality.</p> <p>Recently (January 2012) the Shire took over management of the Moonrise Cinema and have reinstated the cinema program utilising the Walkington Amphitheatre (following the unexpected closure of the Walkington Theatre in January 2011 due to water damage and mould outbreak).</p> <p>The Shire in transforming Karratha from a mining town to a regional city centre seeks to:</p> <ul style="list-style-type: none"> <li>- attract a population base to support the expansion of infrastructure and programmes;</li> <li>- support and deliver a skilled workforce for major economic projects; and</li> <li>- support sustainable economic and social development across the Pilbara.</li> </ul> <p>The long term vision of the Shire's Events Portfolio is to build a new theatre as part of a civic precinct accommodating community, cultural and civic requirements that is efficiently designed and aesthetically incorporates modern technology.</p> <p>The following represents the critical issues with the current short term solution of delivering events and cinema via a mobile system;</p> <ul style="list-style-type: none"> <li>- The Shire needs to continue to have an event management team.</li> </ul>	<p>Recognition needs to be given to the requirement to:</p> <ul style="list-style-type: none"> <li>- Confirm the Shire's commitment to an event management team.</li> <li>- Gradually reduce reliance on mobile systems.</li> <li>- Identify and develop a permanent Outdoor Cinema site in accordance with minimum specifications.</li> <li>- Identify and develop a permanent Theatre in accordance with minimum specifications.</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>– A mobile system is unsustainable.</li> <li>– The variety and sophistication of performances that are able to be staged within the Shire is severely impacted by not having a theatre.</li> <li>– Local performing arts requires a venue available to use for performance and rehearsal.</li> </ul> <p>The most popular entertainment offering is the outdoor cinema. A permanent site however needs to be established.</p> <p>The following minimum specifications are highlighted for both the cinema and theatre:</p> <ul style="list-style-type: none"> <li>– Cinema Site: 450 square metres of space for public viewing; parking for a minimum of 50 cars; ablution facilities; air-conditioned projector booth approx. 15sm; box office area; minimum 20m throw distance from projector to screen; minimum 10m x 4m fixed screen</li> <li>– Theatre Site: 1500 square metres for theatre, excluding toilets; Theatre/cinema dual venue; seating capacity of a minimum 400 – collapsible option; car parking to suit capacity; ablution facilities; green and dressing rooms; kiosk, office space, meeting room, multi-function space, box office</li> </ul>	
Trails Master Plan: Shire of Roebourne Trails Master Plan – Progress Report	<p>The master plan project update identifies a number of trails and tracks of significance. These include:</p> <ul style="list-style-type: none"> <li>– Warlu Way – from Exmouth to Broome – responsibility of NW Tourism.</li> <li>– Yaburara Heritage Trail – lack of maintenance due to confusion over responsibility.</li> <li>– Emma Withnell Heritage Trail – management responsibilities not clear but requires minimal maintenance.</li> <li>– Roebourne Significant buildings – based on current road infrastructure.</li> <li>– Cossack Heritage Trail – Managed by the Shire.</li> </ul>	<p>Recognition needs to be given to the investment required to manage, upgrade and develop a variety of tracks and trails which provide a number of different functions which are of significant value to the community. The trails fundamentally cut across one or more of the following themes:</p> <ul style="list-style-type: none"> <li>– Heritage</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>– Cossack Historic Walk – Managed through the Heritage Council of WA.</li> <li>– Dampier Walking and Fitness Trails – joint responsibility of Rio Tinto and the Shire.</li> <li>– Point Samson Heritage Trail – Promoted by Point Samson Community Association.</li> <li>– Popes Nose Bridge, Johns Creek Harbour, Tank Hill and Sams Creek – Promoted by Point Samson Community Association with CoastCare support.</li> </ul> <p>Proposed new trails include:</p> <ul style="list-style-type: none"> <li>– Eeramuckadoo (Yirramargadu) Bush Tucker Trail</li> <li>– Roebourne Heritage Trail</li> <li>– Cossack Heritage Trail</li> <li>– Mountain Bike Park – to assess suitable sites for one consolidated mountain bike area.</li> <li>– Point Samson Area – to consolidate existing trails.</li> <li>– Wickham Tank Hill Trail.</li> <li>– Mulataga Circuit</li> <li>– The Burrup – on the Burrup Peninsula.</li> <li>– Yaburara Heritage Trails – Upgrading 5 existing trails.</li> <li>– Drive Trails – through Aboriginal history / culture. (22 sites across the region with 7 possibilities).</li> </ul> <p>Others include the Karratha to Dampier Mountain Bike Route; Dampier Heritage Trail; Karratha Hills West (walk circuit); Coastal dune / mangrove walk (Searipple Road / Mystery Road); Bridle Trails (Karratha Hills East; Cleaverville Circuit and Water Trail (Dampier Archipelago);</p>	<ul style="list-style-type: none"> <li>– Physical Activity</li> <li>– Recreational</li> <li>– Historic</li> <li>– Tourism</li> <li>– Connectivity between centres.</li> <li>– Access to the bush and areas of environmental / conservation significance.</li> </ul>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
<p>Coastal Management Strategy (draft) May 2011 Landvision</p>	<p>The strategy identifies that the coastal zone is now attractive to a variety of land uses including industrial, urban, pastoral and recreational activities that compete for foreshore locations. The most intense pressure will be placed upon coastal sites in the vicinity of towns in the Nickol Bay subregion and at highly frequented recreational nodes.</p> <p>Determining the correct position or location of infrastructure is important. The management of foot and vehicle traffic centring on such facilities as jetties, toilets, beaches and car parking areas must affect the minimum impact on the local environment particularly where dune systems are involved. Planning must include consideration of aesthetics in funnelling foot traffic, and obstructing sensitive areas.</p> <p>Facilities identified include:</p> <ul style="list-style-type: none"> <li>- The need for the installation of toilet facilities in remote areas.</li> <li>- The disposal of solid and liquid waste in foreshore areas that are un-serviced and are subject to camper, mobile home and caravan visitation should be addressed when developing foreshore management plans.</li> <li>- Boat ramps and accompanying service jetties are provided along the coast and are well used by the residents and visitors to the area. Existing Currently launching ramps exist at Balla Balla, Cossack, Point Samson, Wickham Back Beach (Yacht Club), Cleaverville, Karratha Back Beach, Dampier (Yacht Club),</li> <li>- Recreational shelters and barbeque facilities are provided at Point Samson, Hearsons Cove and Dampier.</li> </ul>	<p>The importance of the coastal zone for recreational pursuits is emphasised as is the need to control access to sensitive areas. The most important aspect to recognise is the need to:</p> <ul style="list-style-type: none"> <li>- Retain current infrastructure and enhance it.</li> <li>- Provide additional toilet facilities in more remote areas.</li> <li>- To ensure waste is appropriately disposed of.</li> </ul>
<p>Shire of Roebourne Coastal Management Strategy Position Paper June 2011</p>	<p>The Shire is committed to responsibly managing 350 km of Indian Ocean coastline for existing or planned land uses located within the coastal zone of the municipality.</p> <p>The scope of position paper amongst others is to Identify areas along the coastline that can be used for certain generic purposes (e.g. conservation, recreation, infrastructure).</p> <p>Recreation is identified as:</p> <ul style="list-style-type: none"> <li>- Recreational fishing and diving;</li> </ul>	<p>The role of recreation is recognised but it is clearly emphasised that where activity nodes are identified for recreation, that they are subject to proper management, and foreshore plans which need to be prepared for each. These plans will</p>

Document	Commentary	Implications for Sport, Recreation and Leisure Strategic Plan
	<ul style="list-style-type: none"> <li>- Recreational boating including sailing;</li> <li>- Day tripper and overnight access for camping, nature study, swimming, snorkelling and picnicking;</li> <li>- Use of shacks on the islands;</li> <li>- Use of camping areas of the mainland;</li> <li>- Tourist activities through intermittent charter tours;</li> </ul> <p>The position paper states that recreational nodes require individual management plans</p> <p>Recommendations include:</p> <ul style="list-style-type: none"> <li>- A list of priority projects to be planned and evaluated for identified recreational nodes; and</li> <li>- The preparation of foreshore management plans for each identified recreational node.</li> </ul> <p>The draft Coastal Management Strategy identifies ten recreational activity nodes along the coast. Three of these sites, Fortescue River Mouth, Gnoorea Point and Balla Balla might be described as remote sites, while the remaining seven are located between Dampier and Cossack close to inhabited areas. (Dampier Foreshore Area, Hearsons Cove, Karratha Back Beach and Hinterland, Cleaverville, Wickham Back Beach, Point Samson/Sams Creek and Cossack/Settlers Beach).</p> <p>Development and recreational activity will be directed towards identified activity nodes. Each activity node is to have a designated role in servicing coastal recreational use.</p> <p>It is evident though that all sites were in urgent need of proper management, and foreshore plans need to be prepared for each.</p>	<p>identify the priority projects which will need to be planned and evaluated.</p>

## Appendix B

# Demographic Analysis

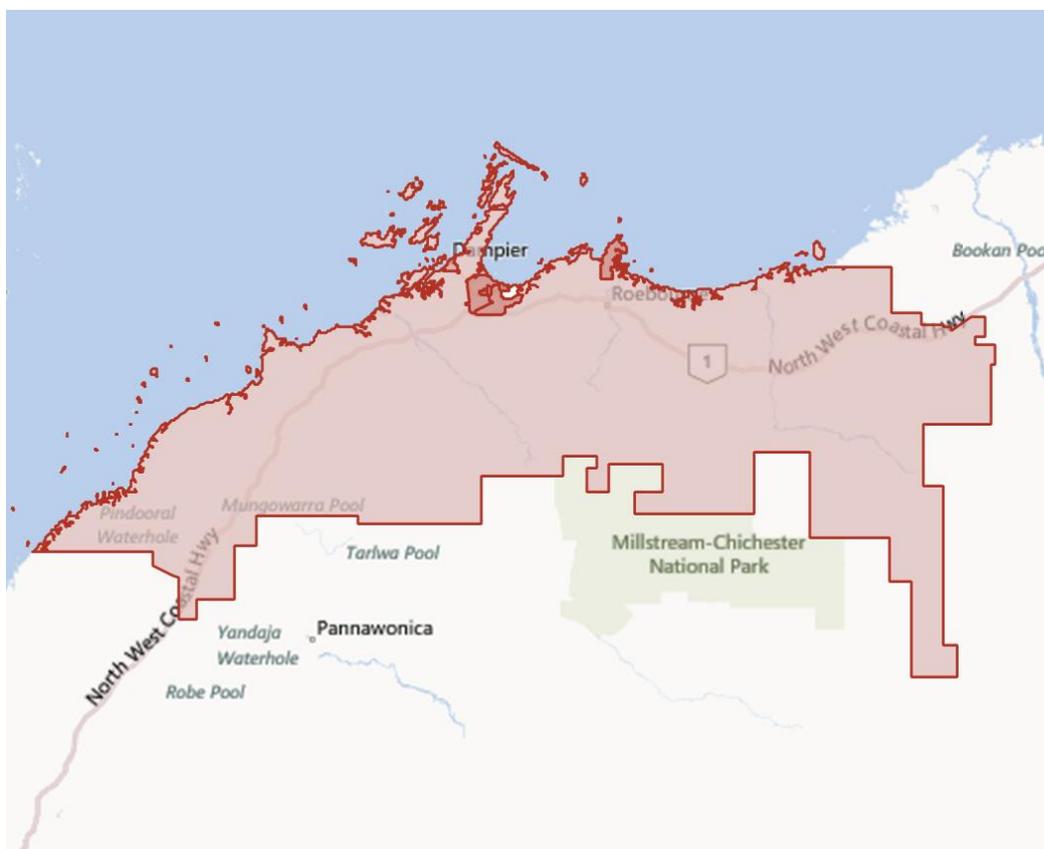
## Appendix B Demographic Analysis

This section provides the demographic analysis for the Shire of Roebourne. It has been obtained using Australian Bureau of Statistics (ABS) 2011 Census and Forecast id which projects selected population dynamics up to 2031. Whilst the Sport, Recreation and Leisure Plan is for a 10 year period it is important to understand the likely long term implications in order that current planning processes cater for potential future land requirements.. .

### Age Profile

The current age profile is obtained from the 2011 Census and covers the full extent of the Shire as depicted in figure 5 below. The Shire data was compared against the population age profiles for Regional WA, Western Australia and Australia for comparative analysis purposes. As stated previously the majority of the population is found in 3 broad precincts of Karratha, Dampier and the Eastern Coastal Corridor.

Figure 5 Shire of Roebourne local government boundary (Source: Forecast id)

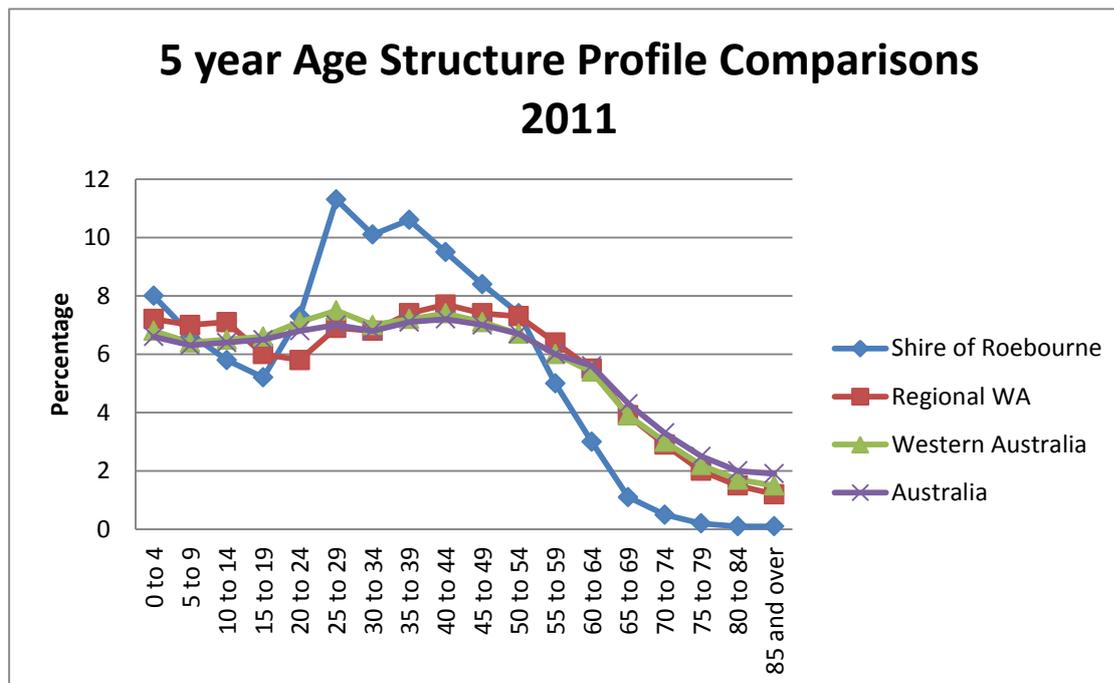


The population profile for the Shire indicates the following:

- The Shire of Roebourne is significantly above the regional, state and national average for the percentage of residents within the 24 to 49 age range. This highlights the dominance of the resources sector as an employer in the area and the high levels of fly-in fly-out residents in the area (i.e. a non-permanent population base). As this is the age range which predominantly participates in competitive sports, the demand for competitive sporting opportunities in the area (i.e. contact and combative sports of soccer, football, rugby, basketball, netball) are likely to be high.
- Conversely the lower than average percentage of population which is aging (i.e. in the age range of 59 plus) indicates that the need for passive sport and recreation and socially focussed passive activities will be lower than average (i.e. bowls, croquet and seniors groups).

- The higher percentage of young families or young age workers in comparison to the aged members of the community indicates that the need for community services will be focussed around family support for carers (particularly for those with children) and to accommodate shift patterns for workers.

Figure 6 5 year age structure comparisons between the Shire of Roebourne, Regional WA, Western Australia and Australia (Source ABS Census 2011)



- The high numbers of 0-4 year age range indicates that there will be a demand for family based activities and particularly those associated with child care, family support and family leisure pursuits (i.e. child day care, family health, babies and toddlers learn to swim and playgroup activities).
- The significant drop in numbers of children between the ages of 9 and 19 in comparison to regional, state and national averages indicates that there is going to be a fall-off in youth participation in the use of sport, recreation and leisure infrastructure and services. This age is a critical age in the development of a club or association and provides the basis for long term growth. The lack of juniors aligned to clubs and associations can often impact on the long term viability (i.e. juniors attract parental volunteers; potentially drive income and invariably provide for longer term succession planning).

With regard to the age profile over the past decade, the following is relevant:

- The age profile for the Shire from 2001 to 2011 indicates that the trend of increasing both the population numbers and percentage of population in the 19 to 49 age range in comparison to other age ranges has exacerbated. Whilst this may be attributable to the growth in the resources sector which is driving higher levels of average resident incomes, it is a concern that those members of the population which traditionally are in need of a higher level of community service provision (i.e. the youth and seniors) may be marginalised. This is particularly acute when the service is provided by commercial and not-for-profit organisations. In circumstances where numbers associated with the service provision are low and dispersed it may not be viable for those organisations to operate and consequently undermines the diversity of service opportunities. In such situations local government is often obliged to fill the void.
- The trending upwards of the 19-49 age range will also put significant pressure on the local government in providing high quality sport and recreation facilities to service the recreational needs for adult sport and recreation provision.

- Whilst there has been an increase in population across the majority of age ranges it is most notable that the ages of 10 to 14 and 74 plus has seen no positive movement.
- The substantial increase in the 0-4 age range further indicates the need to provide family support services.

Figure 7 Shire of Roebourne Age Profile 2001 – 2011 (source: ABS Census 2011)

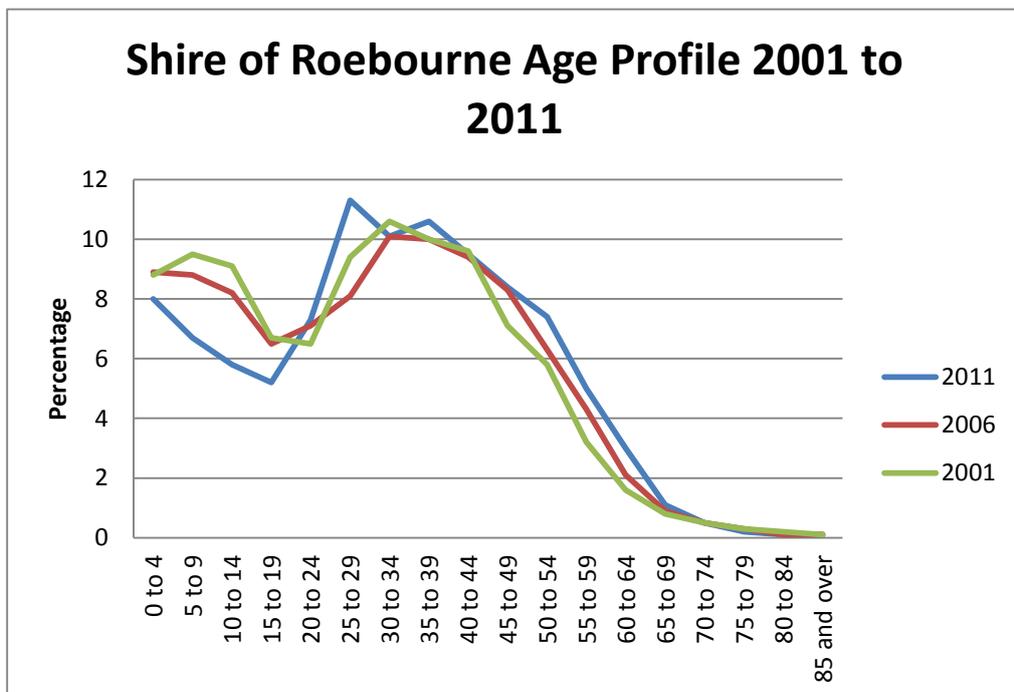
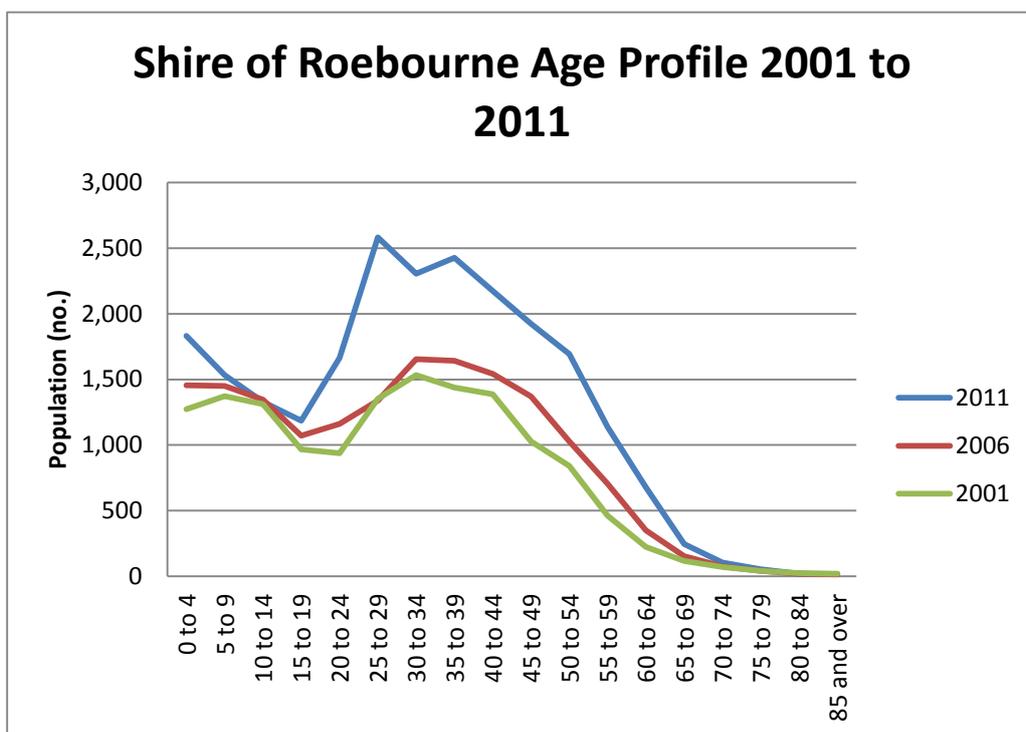


Figure 8 Shire of Roebourne Age Profile by population number 2001 to 2011 (Source: ABS Census 2011)



With regard to the service ages across all service areas, the following is relevant:

- The young workforce (25-34) and Parents and homebuilders (35 – 49) are the dominant groups in the Shire across all Service areas.
- Empty nesters and retirees (60-69), seniors (70-84) and elderly (85 and over) are minority population bandings in the area.
- Baynton is the area with the highest parent and homebuilder service area, with conversely the lowest number in relation to the young workforce. Baynton also has the highest number of babies. Pre-school and primary schoolers as a percentage of the population.

Figure 9 Service Ages as a percentage of the population: By Service Area

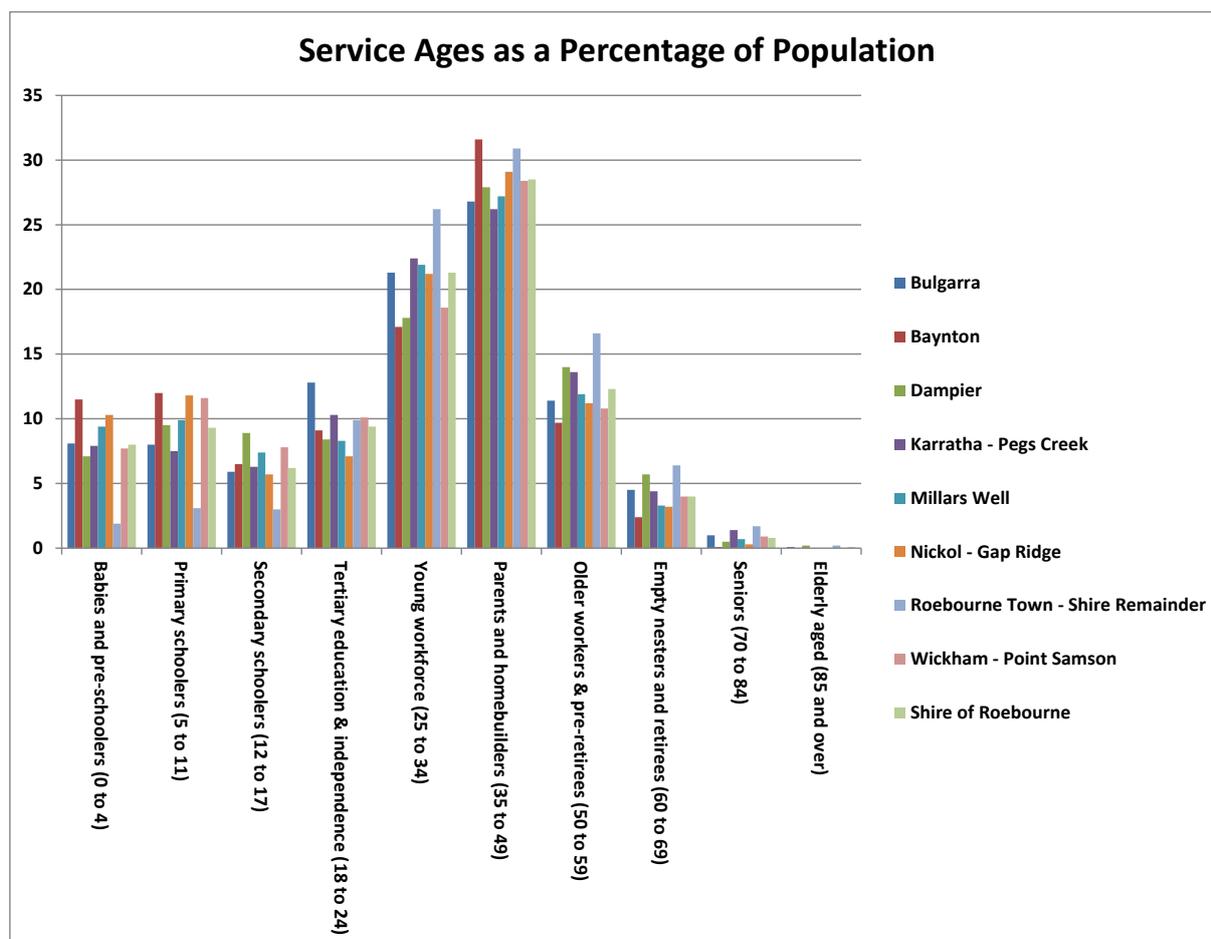
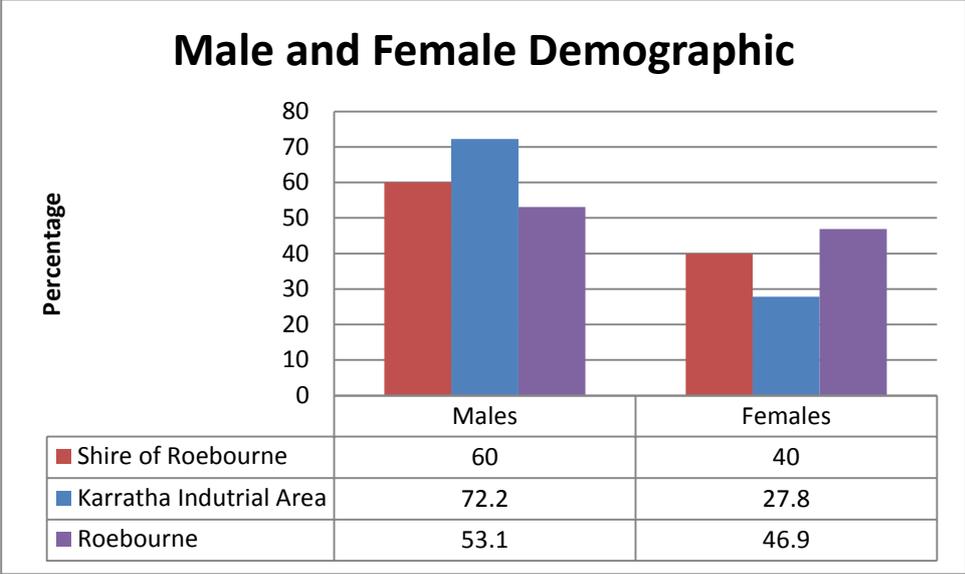


Figure 10 Male and Female Demographic split for Roebourne, Karratha Industrial Area and the Shire (ABS 2011 Census)

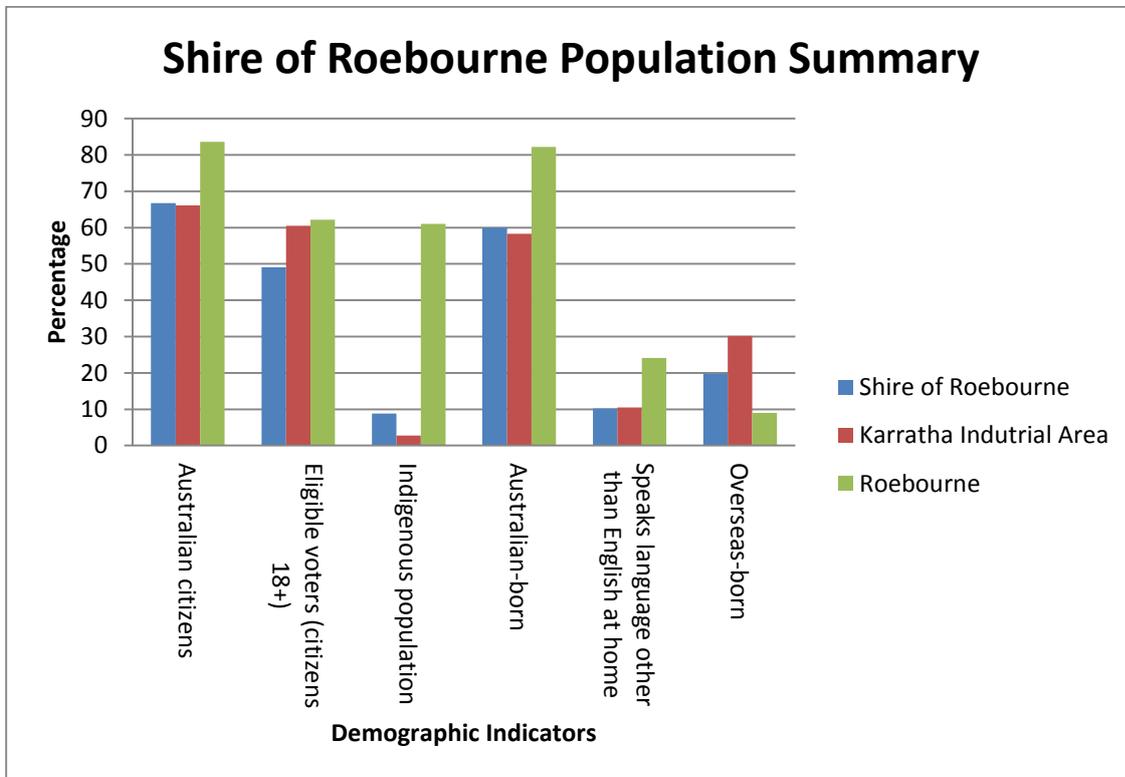


With regard to the gender balance in the Shire it is evident that Males are predominant. This is indicative of the gender balance in the resources sector which significantly impacts on the permanent resident population. Given that males generally participate more in competitive sport, it is likely that the demand for traditional male sports will be a focus for the area.

The key demographic indicators highlight the following:

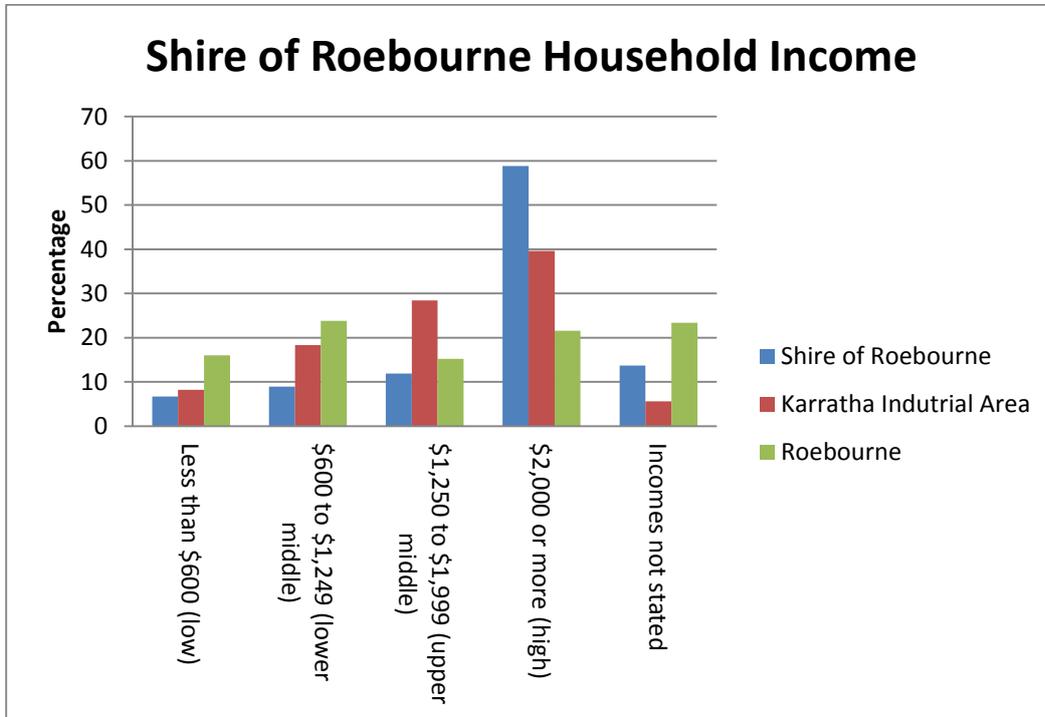
- Roebourne has the highest percentage of Australian citizens and naturalised Australians. It is also the area with the majority of the indigenous population. As a result indigenous services naturally gravitate to Roebourne and will continue to do so. Roebourne is also the area where there is a significantly higher percentage of the resident population which speaks a language other than English at home.
- Karratha Industrial Area has the highest number of overseas born residents and the lowest number of Australian born residents. This again is indicative of the higher levels of migrant workers servicing the resource industry which reside in the Shire’s main population area. This indicates that within Karratha there is likely to be a greater demand for diverse cultural opportunities relating to specific ethnic populations, particularly with regard to worship, the arts and group social activities.

Figure 11 Shire of Roebourne Demographic Indicators Population Summary: Shire, Karratha Industrial Estate and Roebourne (ABS Census 2011)



Household income when comparing the average across the Shire with the Karratha Industrial Area and Roebourne is stark. Average incomes in Roebourne are low and almost 3 times as many people within the Shire of Roebourne as a percentage of population earn more than \$2,000 per week in comparison to Roebourne. This indicator of relative affluence also provides an indication of the propensity for the population to travel or have access to private transport. Lower incomes in more remote communities may indicate a lack of mobility and ability to pay to access sport, recreation and leisure activities.

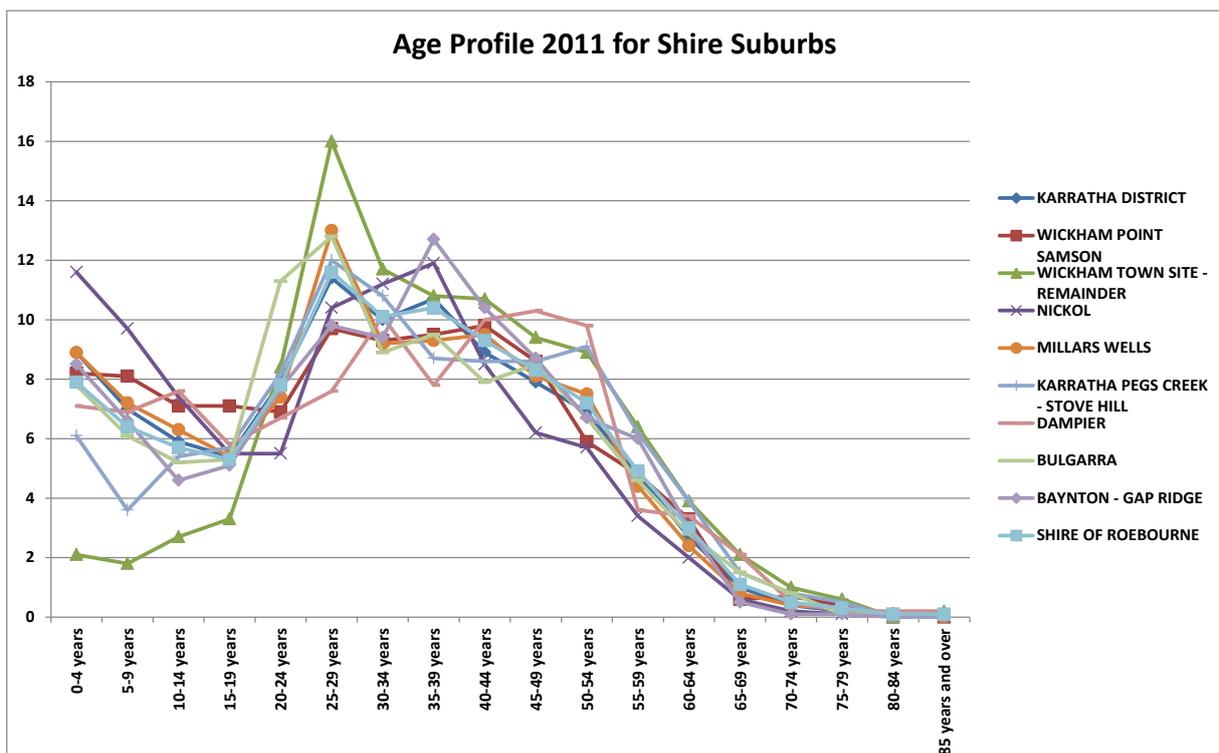
Figure 12 Shire of Roebourne Household Income per week: Shire, Karratha Industrial Estate and Roebourne (Source: ABS Census 2011)



### Population Projections

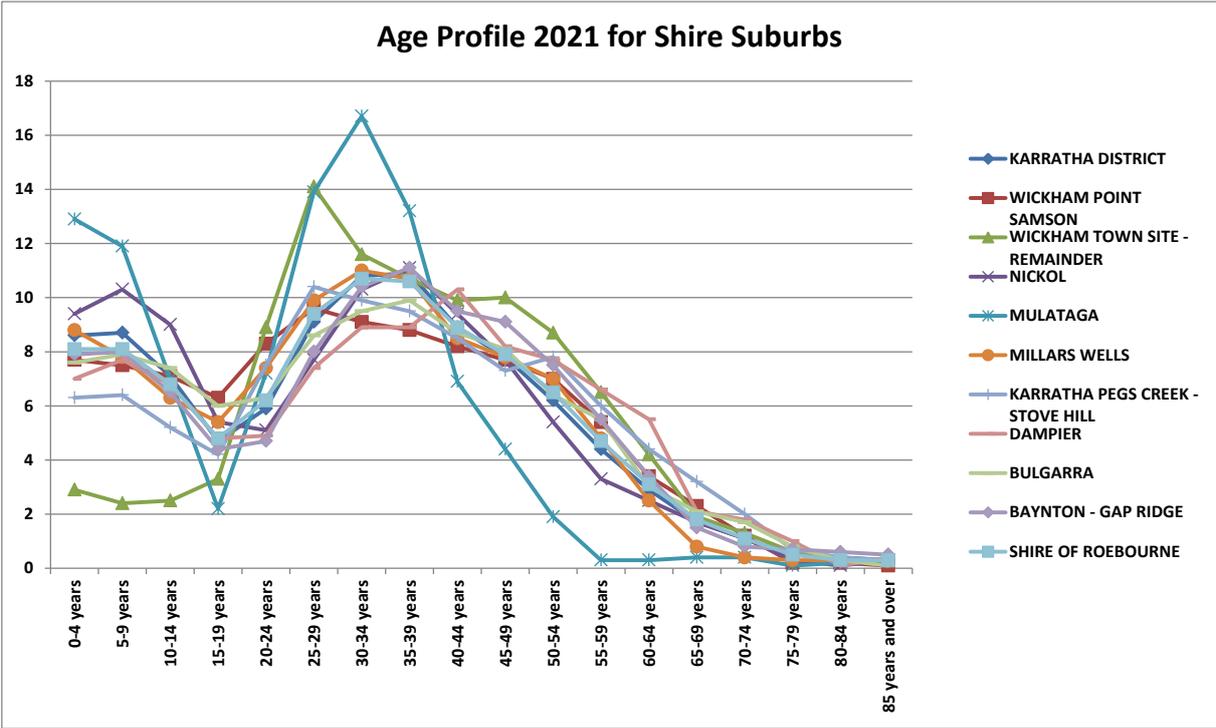
Population projections have been undertaken for all service areas from 2011, 2021 and 2031 to provide an indicator of how the population may change over time.

Figure 13 Population profile for Shire Suburbs (Source: ABS Census 2011)



In 2011 the most critical spikes in population is in the 19 to 39 age range with Wickham Town having the lowest number of children and highest number of young working adults. This would indicate that the town site is less dependent on the provision of family activities and more reliant on access to social and competitive sporting infrastructure. It also indicates a need to provide a variety of fitness / gym related activities.

Figure 14 Population profile for Shire Suburbs 2021 (Source: Forecast id)



In 2021 the major changes relate to the anticipated development at Mulataga. It is projected that the area will be populated by young families where there will be a need for child care and family support services. Wickham is still experiencing similar characteristics to 2011 whilst all other areas show relatively similar population patterns. The most notable age related implications are in the 10 to 19 age range where the population is relatively low and following a trend brought about by the resource sector activities.

By 2031 the population of Mulataga is starting to plateau marginally although young family units are most common. The profile for Wickham remains similar to 2021 indicating that the town site will remain a resources sector dominated service area. The most notable changes in the age profiling is the gradual aging of the population with increases across all service areas in the 60 to 85 plus age range.

When the projected household composition is taken into account it is evident that the most significant growth is projected to be amongst the couple families with dependents and couples without dependents. The focus for infrastructure and service delivery to meet the needs of such communities will require different approaches. Those areas such as Wickham will require limited family support programs and a focus on adult sport, recreation and leisure provision, whilst areas in Roebourne and Karratha will be focussed on family support provision.

Figure 15 Population profile for Shire Suburbs 2031 (Source: Forecast id)

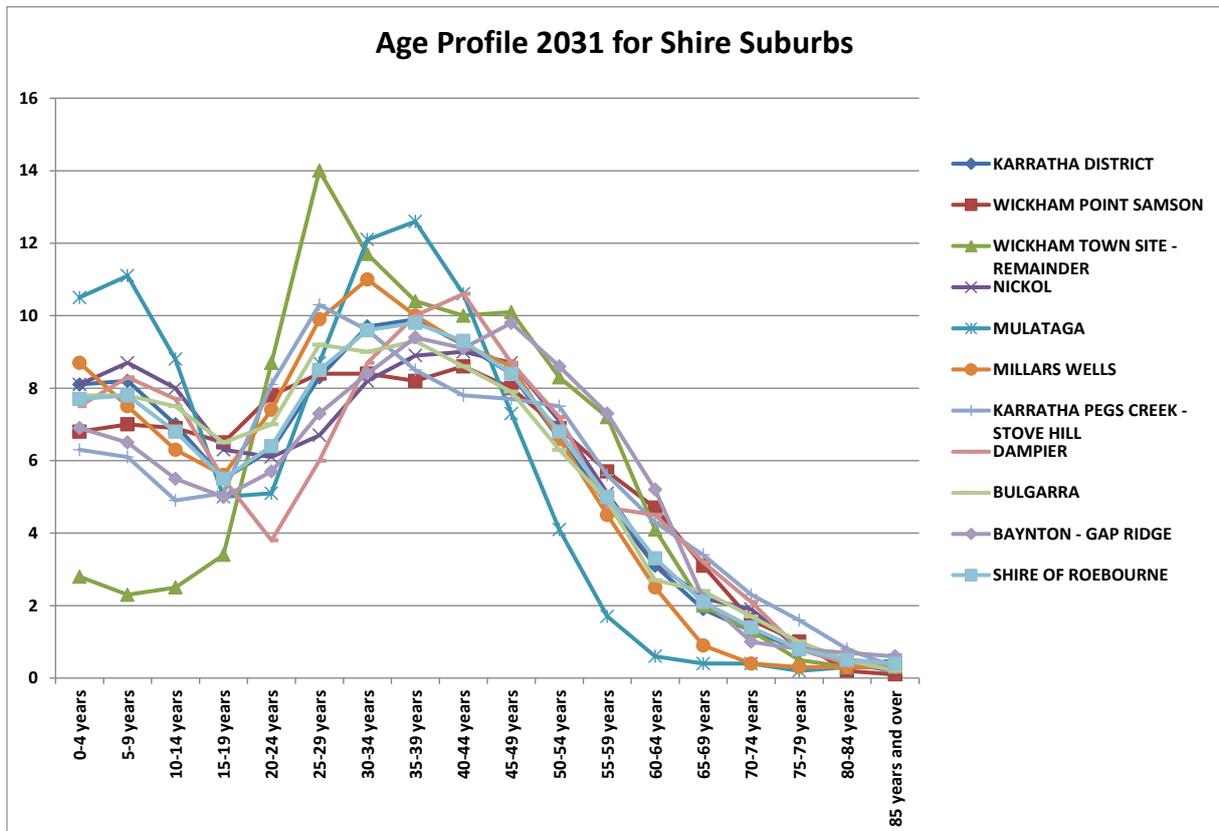
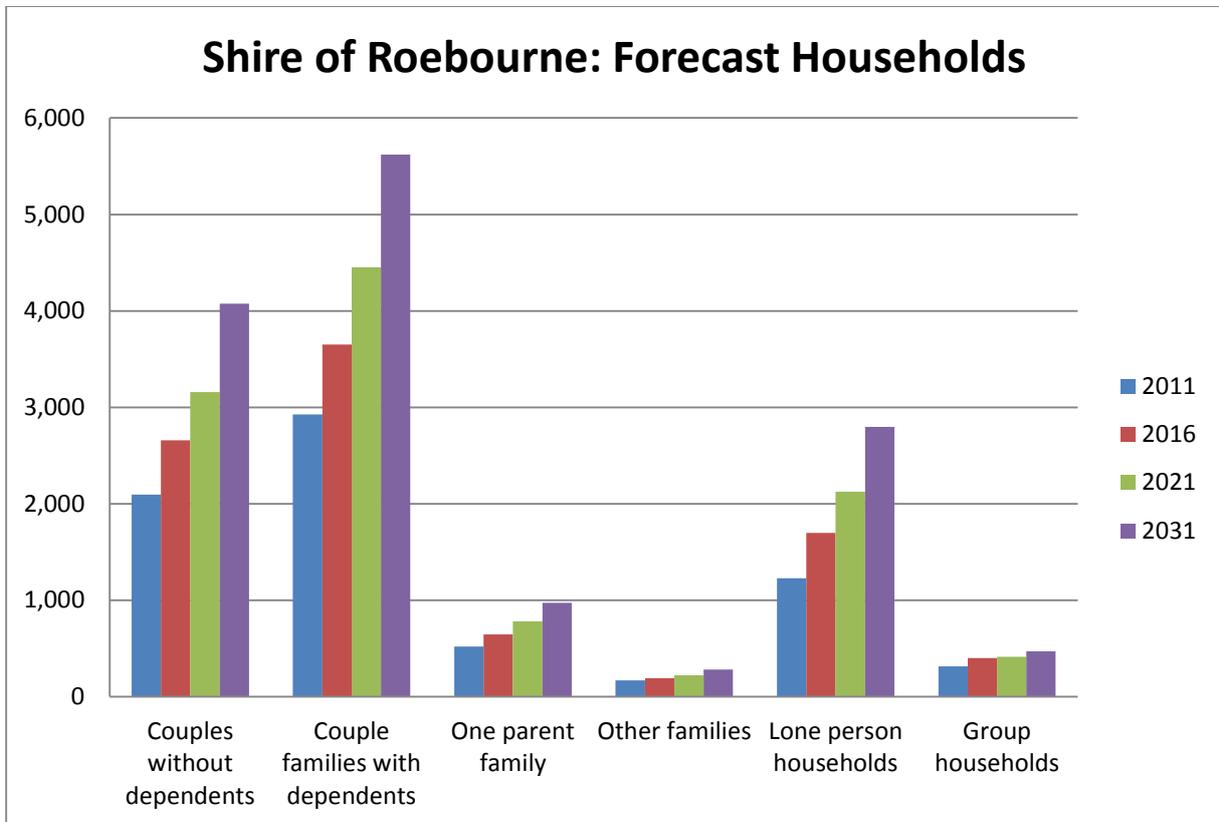
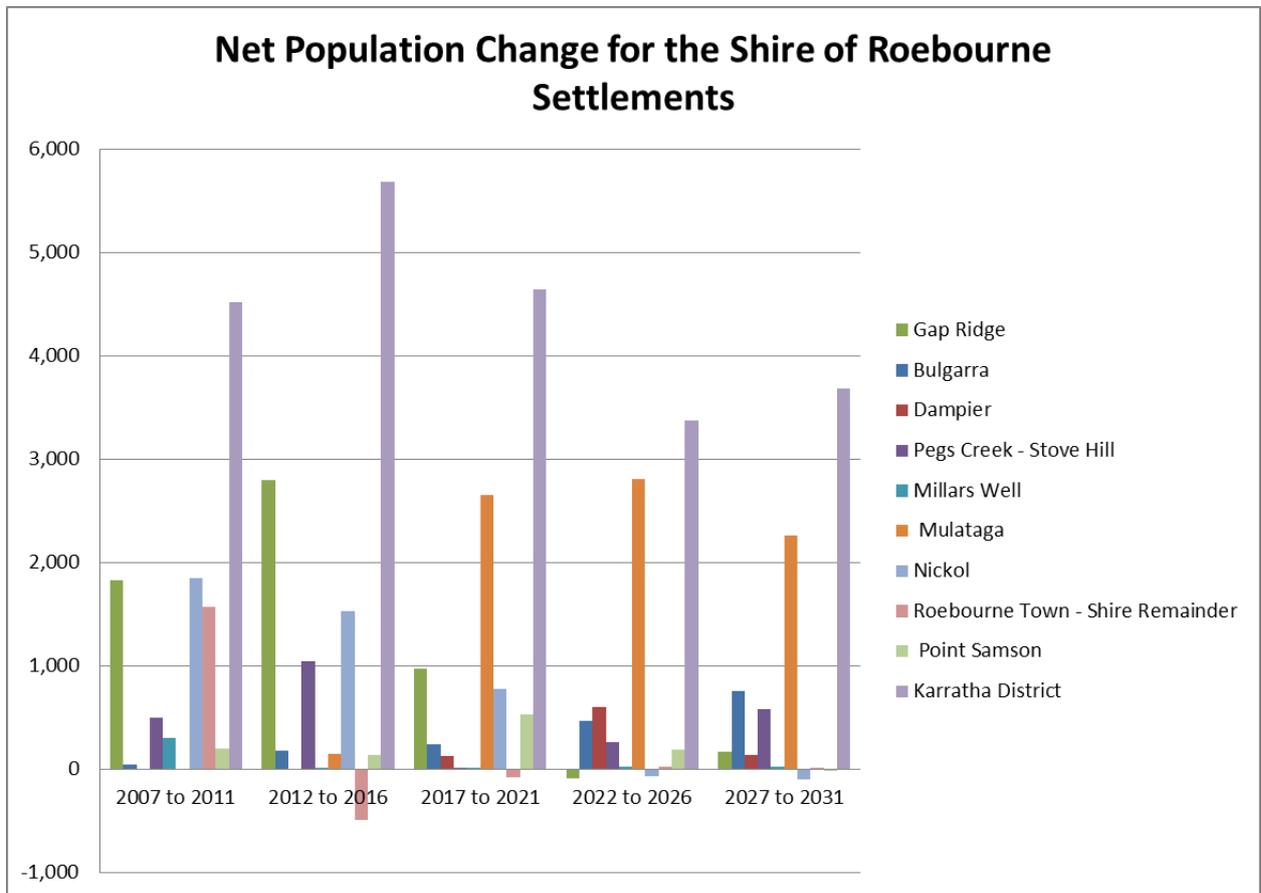


Figure 16 Shire of Roebourne Household Composition to 2031 (Source: Forecast id)



The net population changes for the settlement areas from 2007 through to 2031 highlights Karratha District as being the main population centre. The Karratha District will continue to expand and provide the bulk of the population growth for the Shire. Mulataga will become a major growth area from 2017 onwards with Gap Ridge being fully built out by 2021. Roebourne will experience a slight decline over the period and will retain a static population base from 2022 onwards. Similarly Millars Well will retain a relatively static population with marginal growth at Point Samson and in Dampier.

Figure 17 Net Population Change for the Shire of Roebourne Settlements (Source: Forecast id)



The components of population change projected from 2007 through to 2031 highlights that net population change is likely to diminish slightly over time. It is notable that births are likely to increase over the period with the fundamental impact on the population growth being the reduction in levels of net migration. This is merely a reflection that the current pace of growth is likely to fall back to more manageable levels.

The annual dwelling commencement figure highlights a steady development program of between 300 and 600. The average dwelling commencement for the period between 2011 and 2031 is 380 which will fuel the gradual population growth.

Figure 18 Components of Population Change for the Shire of Roebourne (Source: Forecast id)

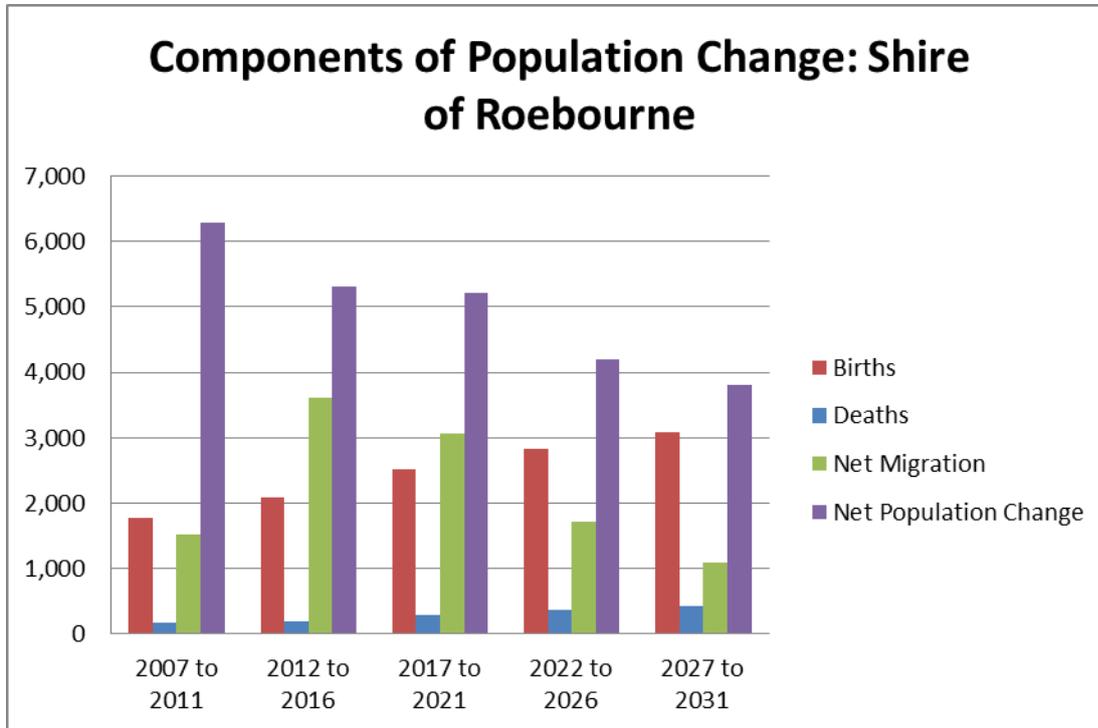
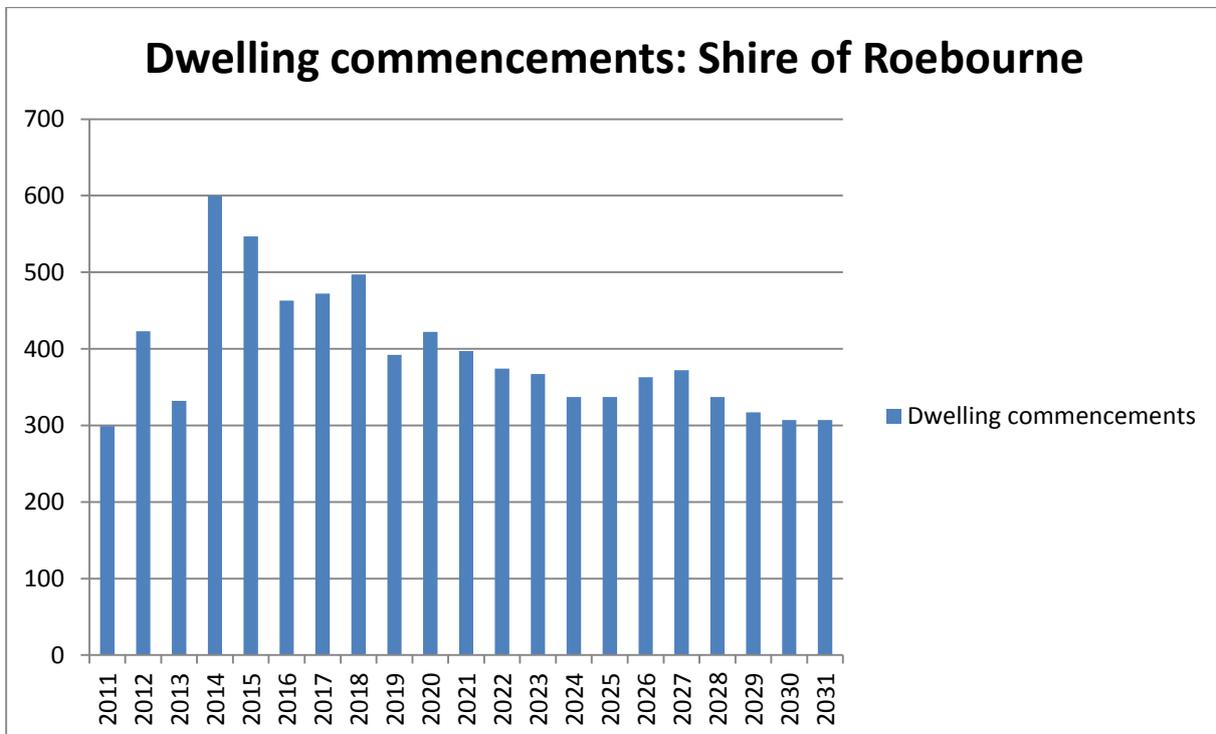


Figure 19 Dwelling Commencements (Source: Forecast id)



## Appendix C

# Industry Trends

## Appendix C Industry Trends

An analysis of trends has been undertaken based on knowledge of the industry which has been obtained through previous consultation with a variety of representative bodies including State Sporting Associations; State Government Departments; case study outputs and a variety of publications.

### Participation Trends: Sport and Recreation: Adults

The following table indicates the participation trends in sports for Australia, compared to Western Australia. Participation rates are provided for 2010 (the latest Participation in Exercise, Recreation and Sports Study produced by the Australian Sports Commission). Participation relates to persons aged 15 years and over who participated over a 12 month period prior to interview in 2010. All sport, exercise and recreation activities are ranked in accordance those most popular activities Australia wide. Activities within WA for which participation rates are greater than the national average are highlighted in green, whilst those below the national average are highlighted in red. The figures do not take into account the growth in the junior activities, which are referenced separately.

Table 17: Australian and Western Australian total participation in specific activities 2010 (ERASS 2010: Australian Sports Commission)

National Rank 2010	Activity	National 2010	Western Australia 2010	National Rank 2001	National 2001	Western Australia 2001
1	Walking (other)	35.9%	38.4%	1	28.8%	32.5%
2	Aerobics/Fitness	23.5%	25.4%	2	13.0%	14.0%
3	Swimming	13.0%	15.5%	3	16.0%	17.0%
4	Cycling	11.9%	14.2%	4	9.5%	10.7%
5	Running	10.6%	10.4%	7	7.2%	8.0%
6	Golf	6.7%	5.6%	6	8.2%	7.8%
7	Tennis	6.0%	4.9%	5	9.2%	7.2%
8=	Football - outdoor	4.8%	4.6%	10	3.7%	3.5%
8=	Walking (bush)	4.8%	3.6%	8	5.3%	5.1%
10	Netball	3.7%	4.1%	9	4.1%	3.6%
11	Basketball	3.5%	4.8%	11	3.5%	4.6%
11	Yoga	3.5%	4.0%	20	1.5%	1.5%
13	Australian Rules	3.3%	5.4%	16	2.3%	3.6%
14	Cricket (outdoor)	3.2%	2.2%	12=	2.7%	2.9%
15	Weight Lifting	2.9%	3.1%	11	2.9%	2.5%
16	Touch Football	2.8%	1.8%	12=	2.7%	1.3%
17	Dancing	2.6%	3.8%	18	2.0%	2.1%
18	Fishing	2.2%	2.3%	14=	2.4%	2.4%
19=	Martial Arts	2.1%	1.9%	17	2.1%	2.2%
19=	Lawn Bowls	2.1%	2.3%	19	1.9%	2.0%
21=	Surf Sports	1.9%	2.9%	14=	2.4%	3.8%
21=	Football (indoor)	1.9%	1.3%	21	1.2%	1.4%
	Badminton	0.7%	1.1%		0.6%	1.0%

Overall participation indicates growth has varied. Aerobics/Fitness has increased significantly over the 10 year period from 14.0% to 25.4% in Western Australia. In addition walking, swimming and cycling have consistently been above the national average.

Australian Rules Football in Western Australia is consistently significantly higher than national participation rates as is basketball, dancing, fishing, lawn bowls, surf sports and badminton. It is noticeable that rugby league, rugby union and hockey are not recognised within the top 20 sport and recreation pursuits within the ERASS data. This however should not under-value the contribution such sports make in providing diverse opportunities for residents. In particular, participation in such sports is generally aligned to the demographic and cultural composition of an area.

Table 18 below identifies the general trends in sports participation across Western Australia during the past 5 years. Swimming, aerobic/fitness, swimming, cycling, running and golf activities have consistently remained high. This emphasises the importance of non-club based activities as being a key driver in sustaining high levels of participation in sport and recreation. It also highlights the fact that team sports, individually are not necessarily the main participatory drivers. However this assumption tends to undermine the value of team sports, which collectively demonstrates a high participation rate. If sports were not competing for the same users and opportunities were more constrained it is likely that participation rates would be higher.

Of the main team sports, tennis, netball, Australian Rules Football, football (outdoor), cricket (outdoor), basketball and volleyball consistently rank in the top 20 of participatory sport and recreation activities. This indicates that such sports are likely to be a focus for most communities across metropolitan and regional Western Australia.

**Table 18 WA Participants - percentage of total participants in specified activities (Source: ERASS 2006-2010)**

Rank	Activity/Participation 2006	Activity/Participation 2007	Activity/Participation 2008	Activity/Participation 2009	Activity/Participation 2010
1	Walking (other) 37.8%	Walking (other) 33.1%	Walking (other) 40.1%	Walking (other) 37.2%	Walking (other) 38.4%
2	Aerobics/fitness 22.0%	Aerobics/fitness 20.4%	Aerobics/fitness 23.3%	Aerobics/fitness 26.2%	Aerobics/fitness 25.4%
3	Swimming 16.0%	Swimming 14.0%	Swimming 16.9%	Swimming 17.6%	Swimming 15.5%
4	Cycling 12.3%	Cycling 10.7%	Cycling 13.6%	Cycling 14.5%	Cycling 14.2%
5	Running 9.4%	Running 8.4%	Running 9.3%	Running 11.3%	Running 10.4%
6	Golf 7.0%	Golf 5.7%	Golf 6.7%	Golf 6.3%	Golf 5.6%
7	Tennis 6.0%	Walking (bush) 5.2%	Basketball 5.6%	Tennis 5.4%	Australian rules football 5.4%
8	Netball 5.3%	Tennis 4.5%	Tennis 5.5%	Basketball 4.2%	
9	Australian rules football 5.0%	Basketball 4.1%	Australian rules football 5.2%	Netball 4.2%	Basketball 4.8%
10	Walking (bush) 3.9%	Netball 3.5%	Walking (bush) 4.6%	Football (outdoor) 4.1%	Football (outdoor) 4.6%
11	Football (outdoor) 3.6%	Yoga 3.1%	Football (outdoor) 4.4%	Walking (bush) 4.0%	Netball 4.1%
12	Surf sports 3.4%	Australian rules football 3.0%	Netball 4.2%	Australian rules football 3.9%	Yoga 4.0%
13	Weight training 3.2%	Football (outdoor) 3.0%	Cricket (outdoor) 3.5%	Surf sports 2.9%	Dancing 3.8%
14	Cricket (outdoor) 3.1%	Dancing 2.7%	Yoga 3.4%	Cricket (outdoor) 2.8%	Walking (bush) 3.6%
15	Basketball 3.0%	Surf sports 2.5%	Weight training 3.4%	Weight training 2.8%	Weight training 3.1%
16	Yoga 2.9%	Weight training 2.3%	Surf sports 3.1%	Fishing 2.5%	Surf sports 2.9%
17	Dancing 2.5%	Cricket (outdoor) 2.2%	Squash/racquetball 2.8%	Hockey (outdoor) 2.4%	Fishing 2.3%
18	Volleyball 2.5%	Lawn bowls 2.1%	Dancing 2.6%	Yoga 2.3%	Lawn bowls 2.3%
19	Squash/racquetball 2.2%	Fishing 1.9%	Football (indoor) 2.4%	Lawn bowls 2.3%	Squash/racquetball 2.3%
20	Fishing 2.1%	Football (indoor) 1.9%	Hockey (outdoor) 2.3%	Canoeing/kayaking 2.3%	Cricket (outdoor) 2.2%

The level of participation in basketball and netball has fluctuated but both sports are consistently within the top ten participation sports within the state. Indoor participation for football, cricket and volleyball are generally low and infrequently appear amongst the top 20 sports by participation.

Figure 20 identifies the trends associated with club based sports in WA. The data highlight that within a 10 year period the most significant growth in Western Australia is in football (soccer) with a significant

decline associated with martial arts. Tennis has seen a decline although from 2006 to 2009 it had started to gradually increase participation levels until a drop in 2010.

Participation trends are only one element in understanding local needs and demands and need to be underpinned by knowledge of club growth and participation in a specific region / local area

Figure 20 WA Sports Participation (Source ERASS 2011)

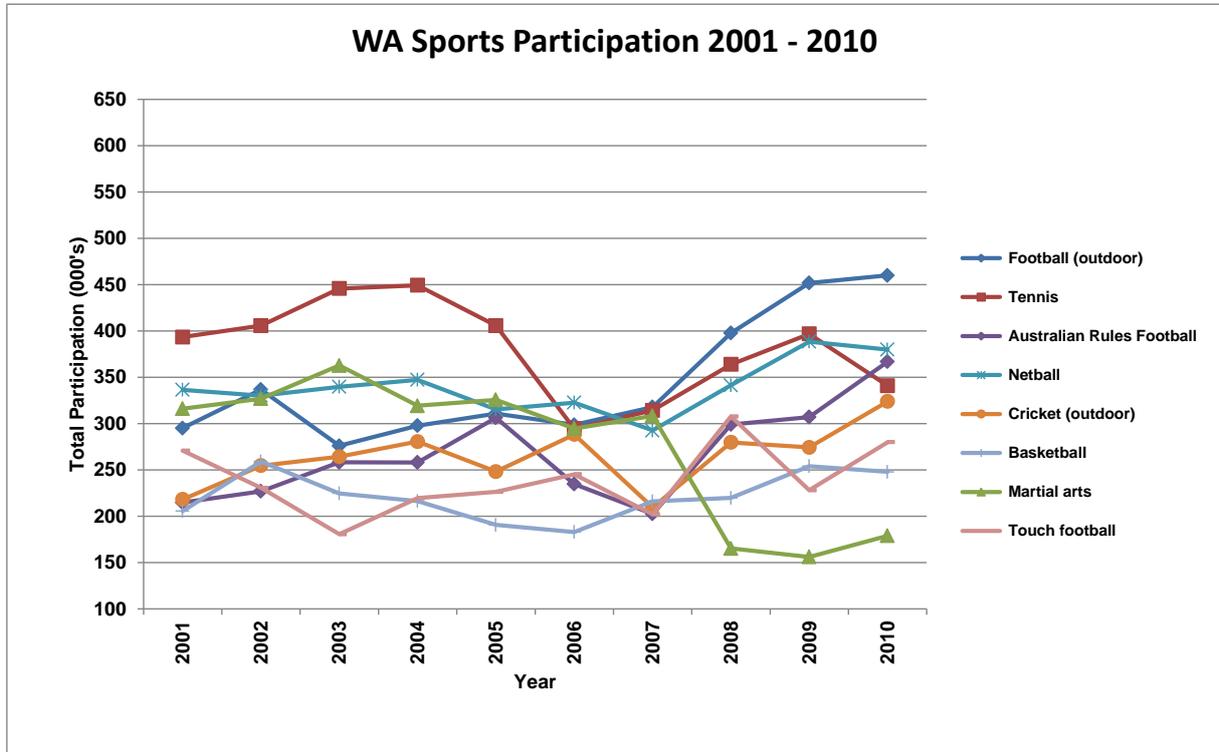


Table 19 WA Sports Participation 2007 to 2010 (Source ERASS 2010 ASC)

Activity/Participation 2007		Activity/Participation 2008		Activity/Participation 2009		Activity/Participation 2010	
Walking (other)	33.1%	Walking (other)	40.1%	Walking (other)	37.2%	Walking (other)	38.4%
Aerobics/fitness	20.4%	Aerobics/fitness	23.3%	Aerobics/fitness	26.2%	Aerobics/fitness	25.4%
Swimming	14.0%	Swimming	16.9%	Swimming	17.6%	Swimming	15.5%
Cycling	10.7%	Cycling	13.6%	Cycling	14.5%	Cycling	14.2%
Running	8.4%	Running	9.3%	Running	11.3%	Running	10.4%
Golf	5.7%	Golf	6.7%	Golf	6.3%	Golf	5.6%
Walking (bush)	5.2%	Basketball	5.6%	Tennis	5.4%	Australian rules football	5.4%
Tennis	4.5%	Tennis	5.5%	Basketball	4.2%	Tennis	4.9%
Basketball	4.1%	Australian rules football	5.2%	Netball	4.2%	Basketball	4.8%
Netball	3.5%	Walking (bush)	4.6%	Football (outdoor)	4.1%	Football (outdoor)	4.6%
Yoga	3.1%	Football (outdoor)	4.4%	Walking (bush)	4.0%	Netball	4.1%
Australian rules football	3.0%	Netball	4.2%	Australian rules football	3.9%	Yoga	4.0%
Football (outdoor)	3.0%	Cricket (outdoor)	3.5%	Surf sports	2.9%	Dancing	3.8%
Dancing	2.7%	Yoga	3.4%	Cricket (outdoor)	2.8%	Walking (bush)	3.6%
Surf sports	2.5%	Weight training	3.4%	Weight training	2.8%	Weight training	3.1%
Weight training	2.3%	Surf sports	3.1%	Fishing	2.5%	Surf sports	2.9%
Cricket (outdoor)	2.2%	Squash/racquetball	2.8%	Hockey (outdoor)	2.4%	Fishing	2.3%
Lawn bowls	2.1%	Dancing	2.6%	Yoga	2.3%	Lawn bowls	2.3%
Fishing	1.9%	Football (indoor)	2.4%	Lawn bowls	2.3%	Squash/racquetball	2.3%
Football (indoor)	1.9%	Hockey (outdoor)	2.3%	Canoeing/kayaking	2.3%	Cricket (outdoor)	2.2%

## **Sport and Recreation Participation Trends: Children**

A National survey of children's participation in Cultural and Leisure Activities is conducted every three years (ABS April 2012 is the latest version, recently published, which is a continuation of a series of surveys on this topic conducted since April 2000). It presents data on a range of cultural and recreational activities, including participation in organised sports and use of the Internet. The study includes children aged from 5 to 14 years inclusive and both state and national data is presented in respect of sport activities: Data was collected on children's cultural and sporting activities undertaken outside of school hours over a 12 month period. Data on the frequency of participation relates to the 12 months before interview.

With regard to sports participation trends the most common activities are identified as being:

For boys:-

- Outdoor soccer (21.7%);
- Swimming (16.5%); and
- Australian Rules football (14.9%).

For girls:

- Swimming (18.9%);
- Netball (16.2%); and
- Gymnastics (8.1% -figures only available for 2012).

Of particular note is:

- The level of male children's participation in soccer has growing significantly as a percentage over the 6 year period. Martial arts, basketball and athletics have similarly shown a gradual increase in participation. Other sports have either shown a decrease or have remained relatively stable participation rates. Netball shows a low level of participation amongst male children.
- Swimming, Soccer and Australian Rules Football participation amongst male children is significantly higher than all other organised sports
- The level of female children's participation in sports has either shown a decrease or has remained relatively stable over the six year period of study. Rugby union, rugby league, cricket and Australian Rules Football shows a low level of participation amongst female children.
- Swimming and netball participation amongst female children is significantly higher than all other organised sports

Figure 21 Male Children's Participation in Selected Organised Sports for Western Australia 2006 – 2012 (Source: ABS)

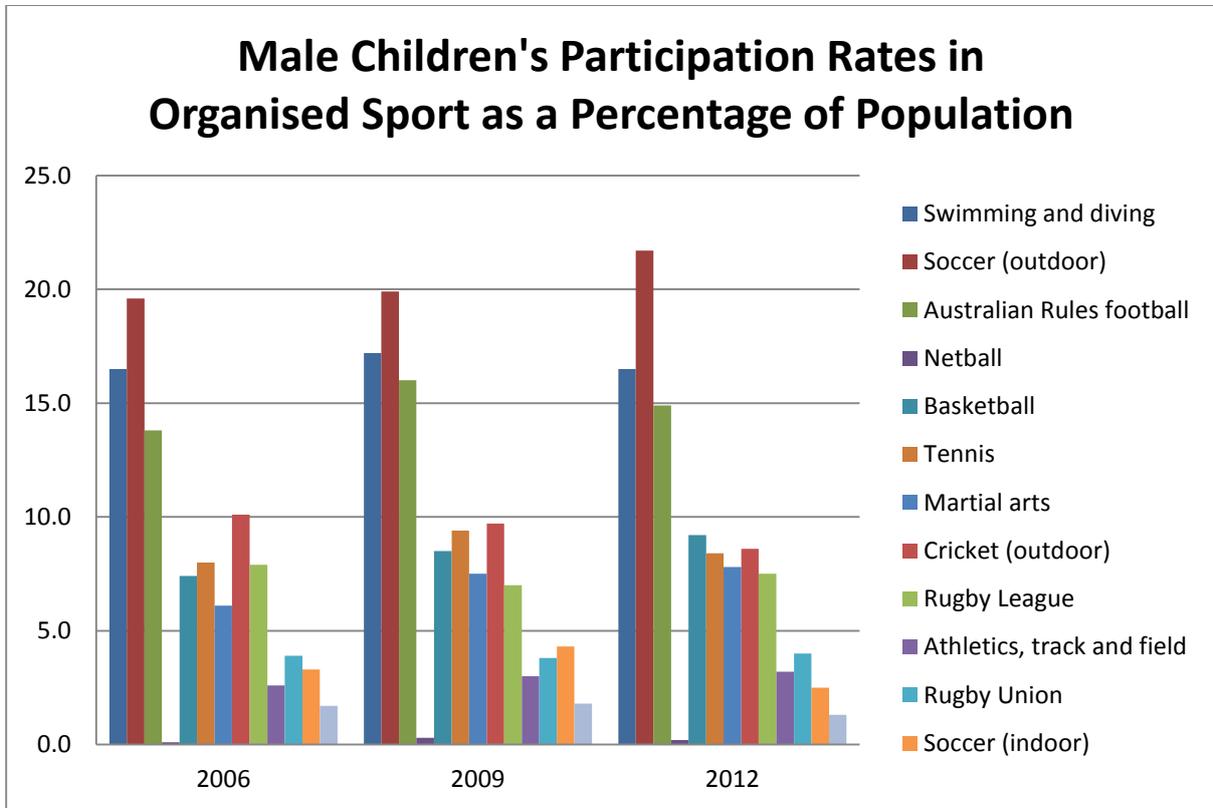
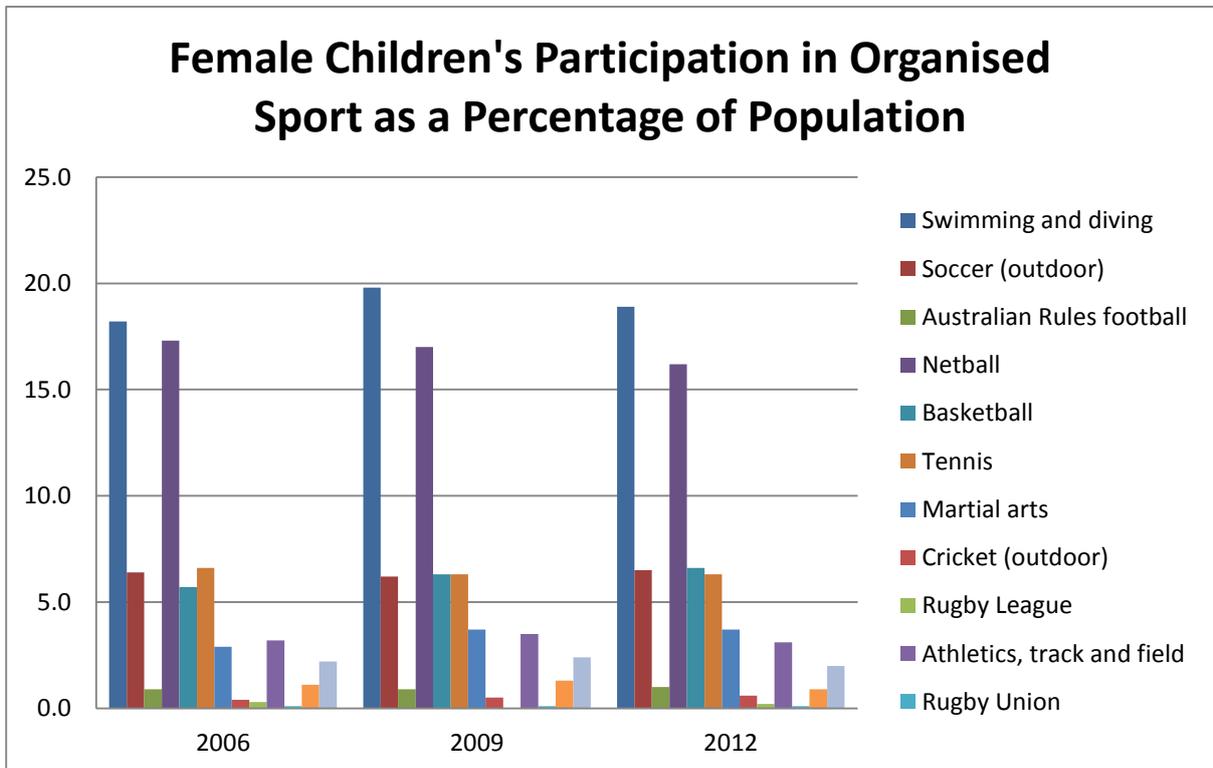


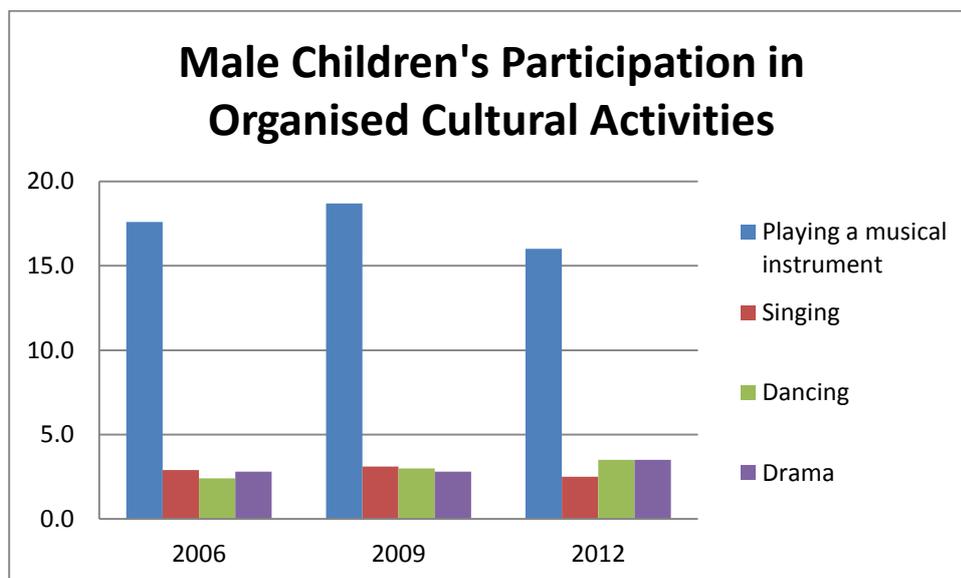
Figure 22 Male Children's Participation in Selected Sports for Western Australia 2006 – 2012 (Source: ABS)



Other statistical information confirmed that:

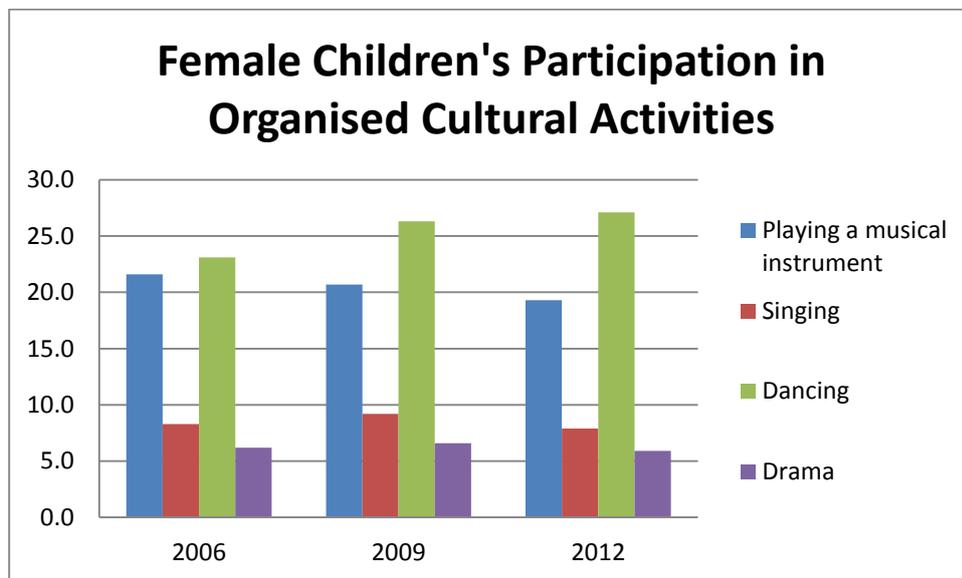
- A comparison of the data from 2003 to 2012 shows that the participation rate in organised sport shows a slight decline (62% in 2003 to 60% in 2009).
- Approximately two thirds (66%) of all children aged between 9 and 11 years participated in organised sport, higher than the participation rates of those aged 5 to 8 years and 12 to 14 years (56% and 60% respectively).
- Participation rates for males for Australia in at least one organised sport did not change significantly over the six year period. After showing an increase of three percentage points from 54% in 2003 to 60% in 2012, female participation rates in at least one organised sport did not show any significant change.
- More males (949,000) participated than females (727,000).
- In 2012 national participation in AFL for male children was 14.9% whereas for females it was 1.0%. This compared to soccer which highlights 21.7% for male soccer and 6.5% for female soccer participation. Tennis showed a more equal gender split with 8.4% males and 6.3% female participation. Cricket identified a gender participation split of 8.6% (males) and 0.6% (females).
- In Western Australia the main participation sport for females other than swimming and netball was outdoor soccer, although participation is in decline as a percentage of the child population. The same is true of cricket, although tennis has shown a slight increase. Figure 22 above refers.
- An estimated 1.7 million (60%) children participated in at least one organised sport outside of school hours, in the 12 months to April 2012. This is the same number of participants than in 2009 (which was 63% of the child population).
- Participation rates were higher for boys across all age groups compared with girls, with the greatest difference being between 12 to 14 year olds (boys 74% compared with girls 55%).
- One of the main concerns is that whilst actual participation numbers for sports has remained relatively stable over the research period, the actual participation rates have fallen as a percentage of child population across many organised sports activities.
- With reference to male children's participation in organised cultural activities, the playing of musical instruments is the most dominant activity. Participation in the cultural activities of singing, drama and dance is less than 4%. This has remained relatively consistent between 2006 and 2012.

Figure 23 Male children's participation in organised cultural activities (as a percentage of population – Source ABS)



- With reference to female children's participation in organised cultural activities, the playing of musical instruments and dancing are the most dominant activities. Participation in the cultural activities of singing and drama is notably higher than male participation rates. Dancing is significantly increasing in popularity.

Figure 24 Female children's participation in organised cultural activities (as a percentage of population – Source ABS)



Male and female children's participation in selected recreational activities highlights the trend towards watching tv and videos and other screen based activities. Bike riding and skate boarding are relatively high participatory recreational activities with numbers amongst boys significantly higher than girls. Nevertheless both recreational pursuits rank highly amongst both sexes. For females, reading for pleasure is a significantly higher recreational activity than for males, but nevertheless ranks highly for both sexes.

Figure 25 Male children's participation in selected recreational activities (as a percentage of population – Source ABS)

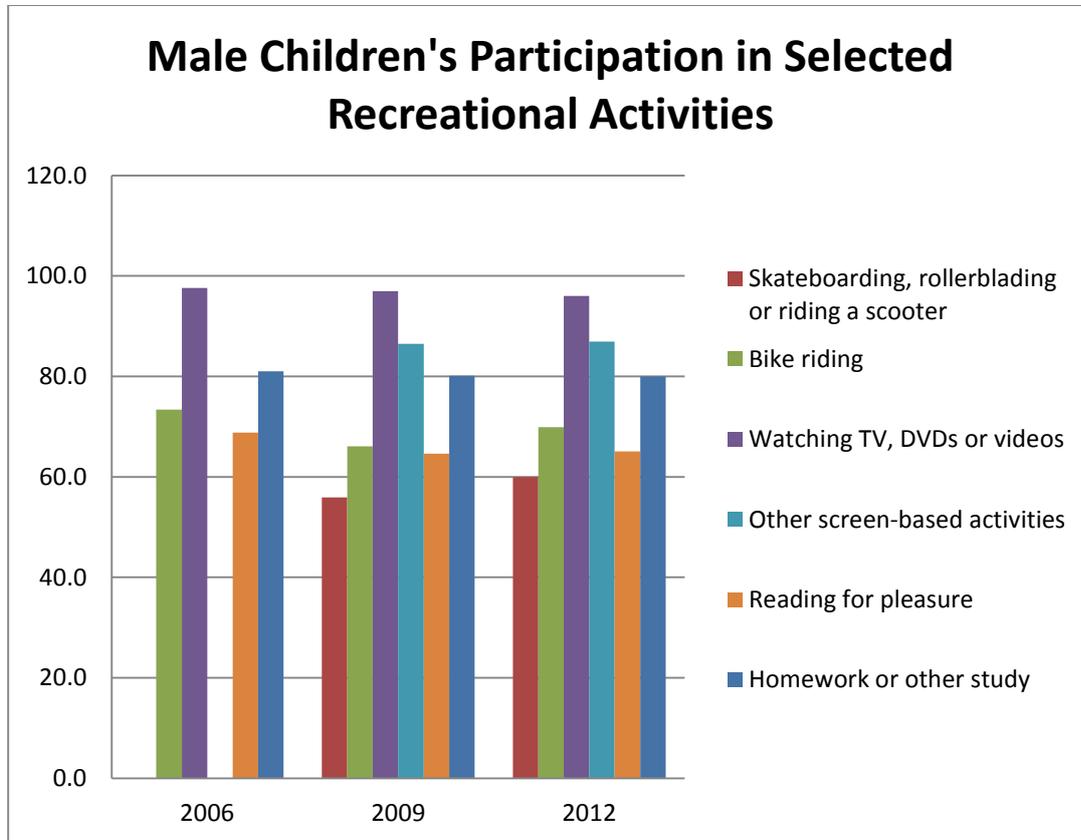
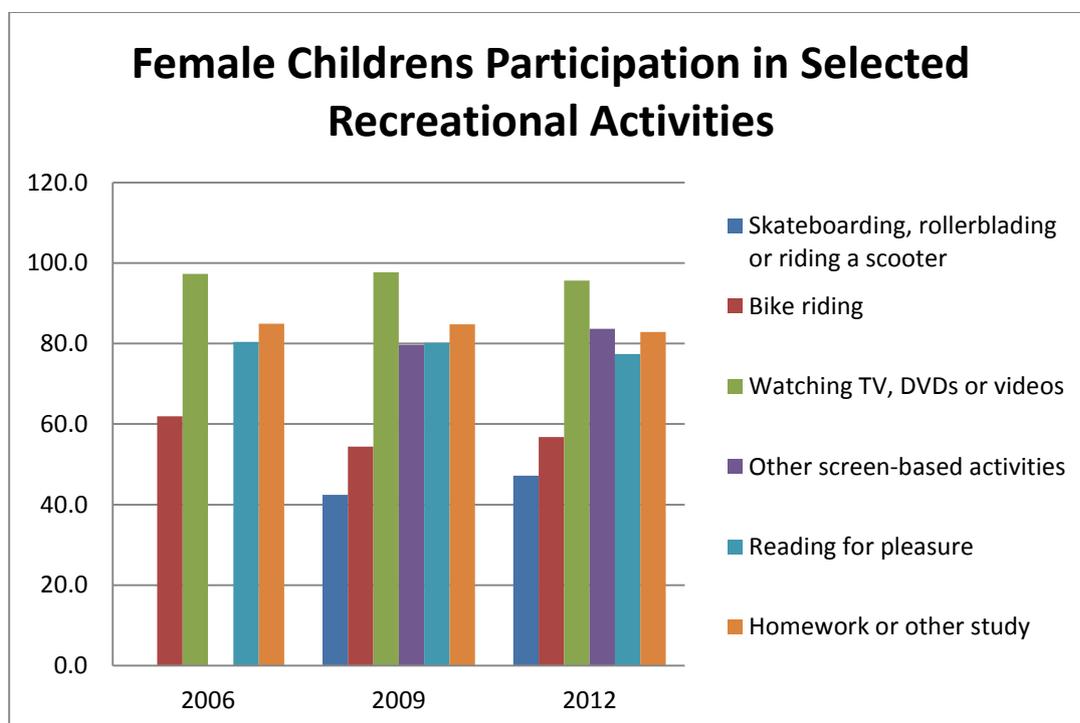


Figure 26 Female children's participation in selected recreational activities (as a percentage of population – Source ABS)



### Summary of Arts and Cultural Activity Trends:

#### Participation by adults in cultural activities

Table 20 identifies general attendance patterns of 15 years and over to selected cultural venues and events. The data is summarised from the ABS publication, Attendance at Selected Cultural Venues and Events, Australia, 2005-06 (2007). The table highlights the significance of library provision which ranks consistently high as a popular cultural venue.

Table 20 Most popular cultural venues and events nationally in 2006:

Rank	Venue/Event	% Nat Attendance (2006)	% Nat Attendance (2002)	% WA Attendance 2006
1	Cinemas	65.2%	69.9%	66.6%
2	Libraries	34.1%	42.1%	36.7%
3	Popular Music Concerts	25.2%	26.4%	30.8%
4	Museums	22.6%	25.0%	22.2%
5	Art Galleries	22.7%	24.9%	22.8%

- For most venues and events surveyed, people born overseas in English-speaking countries had significantly higher attendance rates than those born in Australia or in other countries.
- Employed people (and particularly those employed part-time) had significantly higher attendance rates at most venues and events than people who were unemployed or not in the labour force. However, for libraries, unemployed people had the highest attendance rate, with 48% having visited a national, state or local library in the previous 12 months, compared with 31% for employed people.

- People with higher qualifications were more likely to attend cultural venues and events.
- There was a strong relationship between the level of gross household income (adjusted to allow for the number of people in the household) and attendance at cultural venues and events. For each of the 12 venues and events surveyed, residents with household income in the highest quintile reported the highest attendance rates. Generally, as gross household income decreased, so too did attendance rates.

### **Participation by children in cultural activities**

A national survey of children's participation in Cultural and Leisure Activities (ABS April 2009) presents data on a range of cultural and recreational activities, including participation in organised sports and use of the Internet. The study includes children aged from 5 to 14 years inclusive and both state and national data is presented<sup>1</sup> found in respect of cultural activities that:

- There was an increase in the participation rate for organised cultural activities (30% in 2003 to 34% in 2009).
- Playing a musical instrument remained the most popular selected cultural activity for boys (19%) while dancing remained the most popular cultural activity for girls (26%).
- The proportion of children accessing the Internet did not change noticeably between 2003 and 2006 (64% in 2003 to 65% in 2006) but increased significantly to 79% for 2009.
- In the 12 months to April 2009, there were approximately 1.9 million (71%) children aged 5 to 14 years who attended at least one of the selected cultural venues or events. It is estimated that outside of school hours:
  - 54% (1.5 million) of children visited a public library
  - 41% (1.1 million) visited a museum or art gallery
  - 34% (913,900) attended a performing arts event.

### **Design Trends**

The following relates to specific design trends which are applicable to the development of buildings and service infrastructure in more remote regional areas where climatic conditions are hot and dry for large parts of the year.

- Innovative practices are being developed to maximise natural lighting whilst minimising the vagaries of climatic conditions to develop more sustainable building fabrics.
- Astute facility design is required by the majority of facility operators to minimise staffing requirements.
- Flexible facility designs are required to attract a more diverse demographic mix and cater for alternative users with the potential to generate additional income.
- There is a trend of co-locating health and fitness facilities with other leisure based activities to create multi-purpose leisure venues that facilitate improved financial performance.
- The co-location of other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs is becoming more commonplace. Current examples include education institution and community sport and recreation facilities (sharing of ovals, lighting and supporting clubhouse / changing room infrastructure). This traditionally occurs at the majority of Department of Education school sites in the Shire. One of the significant concerns however is the need to develop a cricket wicket in the centre of ovals which can often negate the value of the pitch space for competitive.
- The design of facilities has improved in relation to minimising public risk and possible litigation.

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<sup>1</sup> Children's Participation in Cultural and Leisure Activities, Australia, Apr 2009, ABS.

- There is now greater pressure on reducing the environmental impact of facilities (i.e. by incorporating Environmentally Sustainable Design - ESD – initiatives in built infrastructure and using water sensitive solutions in the maintenance of open space and playing pitches).
- Management of air temperatures in extreme heat, through innovative design and introduction of building management systems:
  - Improving the thermal comfort in indoor spaces and improving the buildings efficiency using passive systems such as shading and insulation to reduce heat gain and by installing modern energy efficient such as air-conditioning and mixed mode systems.
  - Reducing the surface area exposed to solar radiations.
  - Developing buildings in clusters for heat absorption, shading opportunities and protection from east and west exposure.
  - Increased green cover.
  - Construction of windows at a high level to block floor radiation.
  - Using materials with high reflection.
  - Providing natural ventilation especially at night.
- Environmental and Water Management is seen as a fundamental consideration in developing new community facilities which also seek to minimise cost through energy loss and maximise re-use of materials.
- The need to establish profitable secondary spend areas (i.e. café, crèche, vending machines etc.) is generally considered to assist in securing the financial viability of facilities.
- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.
- There is a need to build core infrastructure, such as vertical circulation, natural lighting, and HVAC (automotive environmental comfort) to support future development and ensure a smoother transition as new needs surface.
- Utilise just-in-time equipment delivery, especially for key pieces of technology such as computers, projectors, and AV systems.
- Flexibility in the design of open space to move away from traditional play equipment and incorporate alternative approaches to cater for all ages as both social meeting and activity spaces).

## **Financial and Operational Trends**

- Increased competition (from other sports and leisure activities) which impact on programming and potentially undermine financial viability.
- Increased costs of energy, staffing and superannuation. Energy costs alone have increased by approximately 20% a year recently.
- Council financial pressures (increased competition for both revenue and capital investment).
- Pressures on local government discretionary spend limiting the flexibility to underpin non-statutory provision.
- Aging stock of facilities and allocation of additional funding to address legacy maintenance and refurbishment (including allocation of sinking funds).
- Increased customer expectations – which may result in the loss of current users and lack of ability to attract new participants.
- State/Federal drivers (funding requirements – monitoring - and the need to plan strategically).

- Increase in planning for the early determination of issues affecting service, (service review, benchmarking, and performance measurement).
- A greater focus on establishing sensible and realistic aspirations/targets (i.e. a realistic acceptance of the costs of operating sports facilities and the recognition of non-direct expenditure in overall income/expenditure financial accounts).
- The need to develop economic, effectiveness and efficiency of the service.
- Greater levels of partnership working (with other agencies, operators learning from best practice and not afraid to innovate). This includes the devolution of control from local government to alternative management arrangements which are held accountable for delivering on agreed objectives.
- Pressure on income generation requiring a greater focus on
  - Market analysis and demographics
  - Targeted marketing and promotion
  - Member/user attrition, customer loyalty
  - Attracting new customers
  - Competitors' tactics and market intelligence
  - Innovative programming
  - Consistent and recognisable branding
- Reducing Staff Costs. Invariably these are between 50% and 90% of Income typically associated with community infrastructure. This requires ongoing assessment of:
  - Staffing levels (and potential alternative solutions to a staff presence).
  - Shift patterns and adopting innovative solutions
  - Quality training and personal development to ensure staff retention

## **Trends in Facility Provision**

### **General**

- The majority of community facilities are operated and managed by the relevant local government. In certain circumstances local government have brought in an experienced not-for-profit or commercial management body to bring in specialist expertise and offset asset management costs.
- Integration of family and youth services as is the integration of senior services is now common place.
- Due to busier lifestyles there has been a move away from competitive and equipped sport to simpler, fitness orientated activities.
- Home based fitness and non-centre based activities such as cycling, walking and running are gradually increasing.
- Government drives against poor public health and obesity to have accessible facilities to allow a wide range of people to take more exercise.
- Specific programming is required for baby boomers: Baby boomers want to age well, and they are exercising for more energy and the ability to work and play longer. There is a need now to consider beyond the baby boom generation and anticipate what their needs will be in order to future proof investment in community infrastructure.
- Within WA recent developments, highlight the capability of providing combined leisure and library services with a common entrance and services.

- Recent community planning initiatives across local governments highlight the rationalisation and co-location of facilities as being the preferred option. This is an emerging trend across Australia and overseas.
- More training programs and equipment will continue to be designed around children's unique fitness needs.
- The need to allocate land in advance of development to meet emerging community needs.

These trends are likely to be reflected in the development of other community infrastructure over the next 25 years.

### **Community Hubs:**

A greater focus is emerging with respect to Community Hubs. These are conveniently located gathering places for the general community which provide an access point for a wide range of community activities, programs, services and events. They can be a single building or several buildings with associated outdoor social meeting areas within close proximity that can form an accessible services and activities linked to other activity areas in order to share resources, audiences and target groups. Key principles associated with a hub model include:

- The provision of a compatible range of services/functions that is co-located.
- The provision of facilities used by a diverse range of community organisations, agencies and groups on both permanent and casual basis.
- Provide opportunities for the co-location of key service delivery such as childcare, aged care and library services.
- Location within or close to population centres and in close proximity to public transport.
- Economic viability and management sustainability including opportunities for community partnerships where resources are shared and efficiencies can be demonstrated.

Community hubs which have been developed often have a core theme which includes health and aged care; family and children's services; social and recreation and lifelong learning and multi-sport focussed infrastructure. It is widely recognised as a mechanism for delivering community services most cost effectively. They are generally located centrally and accessible by the immediate local community through a variety of transport modes.

### **Multi-functional facilities**

Generally refers to the design and adaptability of single buildings and/or playing field space. The design incorporates highly flexible, innovative and adaptable approaches to meet the needs of a variety of users and use requirements. It is important within these facilities to incorporate a management approach which is independent of the user groups is fair, equitable and transparent in its decision making process.

### **Shared Use Facilities**

To meet the needs of the community with limited resources, it has become more important to ensure that there is flexibility in the way that facilities are provided. Shared use infrastructure can include:

- The provision of multiuse facilities;
- Co-location of Council services; and
- Co-location or partnerships with other providers (including the not for profit sector).

Shared use (sometimes referenced as dual use) of school facilities is the most common mechanism for delivering shared use community infrastructure. This combines the use of facilities required to meet curriculum needs and managed/controlled access for more general community use.

When considering partnerships for the community use of school facilities we should ensure that the sharing of school facilities will:

- Meet an identified need in the local community.

- Offer benefits to both the school and the community.
- Make the most of school and community resources.
- Strengthen Relationships and social networks between schools and communities.

## Appendix D

# Consultation Outputs

## Appendix D Consultation Outputs

Table 21 Consultation Outputs by Group / Individuals

Consultee's	Comments
<p>Location: Youth Shed Attendees: 9 people 13.3.2013</p>	<p>Current Youth Centre likes / dislikes:</p> <ul style="list-style-type: none"> <li>- Don't like the opening hours because it's not open at the time it says it's going to be open</li> <li>- Often it's hot outside at the skate park or in the break out area and we want to go inside in the air-con but it's not open</li> <li>- There is meant to be a stage 2 of the skate park but haven't noticed it</li> <li>- Don't think that the centre and skate park is used by youth as much as what it was when it first opened</li> <li>- The size of the centre is right</li> <li>- The water isn't cold and taste funny</li> </ul> <p>Issues:</p> <ul style="list-style-type: none"> <li>- Having access to areas to ride off road motor vehicles</li> <li>- The Shire is closing down off road access areas</li> <li>- If you get caught on the salt flats then you can get a huge fine</li> <li>- I used to use my quad bike but not anymore because you can't ride around like you used to?</li> <li>- Regular off-road area behind Nickol River is now closed. The fines are high if you get caught riding there</li> </ul> <p>Facilities / Services required:</p> <ul style="list-style-type: none"> <li>- Would like a Paintball centre, there isn't a dedicated site and we only have it on a few times a year</li> <li>- An indoor skate park like the one in Perth and in Melbourne</li> <li>- Will use the Karratha Leisureplex when it opens – access is not perceived to be a problem.</li> <li>- Additional facilities suggested at Karratha Leisureplex include an indoor rock climbing wall and waterpark.</li> <li>- BMX it's very popular, there's about 150 riders</li> <li>- It's bigger in Karratha than in Hedland and Tom Price</li> <li>- There's the North West Championships every year and our parents drive us to these kind of regional events</li> <li>- Teenage nightclub</li> <li>- Indoor bowling</li> <li>- Open indoor cinema</li> <li>- Shooting range</li> <li>- Lazer tag</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Skate Park like Hedland</li> <li>- Something like the JD Hardie centre</li> <li>- We need a graffiti wall</li> </ul> <p>Where do you currently hang out?</p> <ul style="list-style-type: none"> <li>- Skate parks</li> <li>- Shops</li> <li>- Or where it's cool at the time</li> <li>- There is nothing to do around town</li> </ul> <p>Does anyone live in Roebourne and how do you get to Karratha?</p> <ul style="list-style-type: none"> <li>- I catch a school bus then walk to the Youth Shed</li> <li>- 6 or 7 students live in Roebourne and have issues getting into town</li> </ul> <p>Perceptions of the Baynton West playground?</p> <ul style="list-style-type: none"> <li>- Yes it's good</li> <li>- Needs something for the long boards</li> </ul> <p>Overview of main points</p> <ul style="list-style-type: none"> <li>- More space with shade</li> <li>- Accessibility for the Youth shed</li> <li>- Hours open</li> <li>- Activities for after 6pm</li> <li>- Friday and Saturday nights are when youth need after hour activities</li> </ul>
<p>Nickol Bay Hockey Association (11-03-13) and subsequent letter</p>	<p>What are your views in relation to the quality, condition, relevancy and sustainability of existing sport, recreation and leisure facilities?</p> <ul style="list-style-type: none"> <li>- The past 5 years has seen a dramatic increase in the facilities available in the Shire</li> <li>- Nickol Bay Hockey Association (NBHA) is not one of the sporting clubs included in the previous facility upgrades</li> <li>- For the NBHA to achieve its objective of having a complete pathway for hockey from Year 1 through to senior level competitions, there needs to be dedicated hockey fields for; both grass and astro-turf.</li> </ul> <p>What are the current barriers to use?</p>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Cost of building in the Pilbara, approximately 55% Pilbara loading for infrastructure due to the high cost of freight, materials, labour and worker accommodation.</li> <li>- Management of assets particularly maintenance</li> <li>- Increased fees to clubs to sustain maintenance and pay for infrastructure</li> </ul> <p>What do you consider to be the emerging needs and future facility demands?</p> <ul style="list-style-type: none"> <li>- At least one synthetic turf hockey field constructed to an international standard</li> <li>- Another synthetic turf field suitably constructed to Australian standards for club games, junior and senior training and Hockey carnivals and tournaments.</li> <li>- Grass fields suitably constructed as above</li> <li>- Fields marked lengthways for standard senior games and several smaller junior fields across the other way.</li> <li>- Extensive shade provision for players and spectators</li> <li>- Lights for night competitions</li> <li>- Club change rooms, function rooms and store rooms</li> </ul> <p>What are the current gaps in facility provision?</p> <ul style="list-style-type: none"> <li>- No dedicated hockey facilities: fields or clubrooms, exist in the Pilbara region</li> <li>- The local primary schools run an interschool sport competition in which hockey features every second year. Many children express an interest in playing but are limited by the lack of a hockey turf</li> <li>- No reasonable storage facilities exist and lack of shade and clubhouse facilities.</li> </ul> <p>What gaps are there in programs and services?</p> <ul style="list-style-type: none"> <li>- No dedicated hockey fields</li> <li>- No current intermediate competition</li> </ul> <p>What is the groups view in respect of rationalising current facilities?</p> <ul style="list-style-type: none"> <li>- The lack of a dedicated synthetic turf in the region denies opportunities for talented junior players to develop their game and fulfil their ability. Due to our remote location, players are forced to move to Perth (1600km away) if they want to pursue a hockey career.</li> <li>- There are opportunities to utilise the fields for multiuse to maximise the benefits to the Shire of Roebourne community.</li> </ul> <p>Other matters:</p>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- The Shire of Roebourne is currently the only place in Australia Hockey Australia run their indigenous programme. This is a chance to support and promote a unique opportunity.</li> <li>- Although existing for 30 years there is no dedicated sports field for hockey and no dedicated club rooms. The Shire has generously provided us with our own storage facility for our equipment, yet this is located a suburb away from where we play on a weekly basis.</li> <li>- The nature of the town of Karratha is a fluctuating and transient population, which means it is difficult to maintain membership numbers and permanent clubs.</li> <li>- Currently the club can only play with around 7 players on the field instead of 11 due to the field size. We have no goalies, reduced size goals and limit our game style for safety to pushing the ball only. We do hold monthly grass games to enable full teams and a full field. We have found most players prefer the synthetic turf to a grass surface.</li> </ul>
<p>Ngarliyarndu Bindari Aboriginal Corporation (NBAC), CEO Susan Shirlift (13-03-13)</p>	<p>Main concern with plans on behalf of the Shire is:</p> <ul style="list-style-type: none"> <li>- Sometimes they overstep the issues between centres</li> <li>- Institutionally they undermine Roebourne year on year</li> </ul> <p>It is essential that the plan doesn't overstep the complexity. A number of organisations work in a cooperative way in investing time and resources into Roebourne.</p> <p>Core issues being dealt with:</p> <ul style="list-style-type: none"> <li>- The 2011 census data identifies a very defined blowout in the number of people under 25 (11:1 ratio of adults to children – 7:1 in nurturing years).</li> <li>- Outdoor space is at a premium.</li> <li>- A large portion of children are not being schooled (2 generations of non-school attendance). A 40% attendance rate at the local primary school is being celebrated as a major achievement.</li> <li>- Population numbers are currently small but are unlikely to be so in the long term. Uneducated people generally feed the boom in births.</li> <li>- People are difficult to get hold of.</li> <li>- Delivery of a plan can only be achieved through an NGO.</li> <li>- Currently a major disconnect between Shire services and indigenous needs.</li> <li>- The role of sport and recreation should not be underestimated. <ul style="list-style-type: none"> <li>• It links to coaches and provides leadership.</li> <li>• It provides life education facilities that are not school based. Most people are outside of the key stage spaces but would relate to sports space.</li> </ul> </li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Facilities are needed first and then the NGO's can work within them.</li> <li>- A second chance educational outdoor learning park would be highly beneficial i.e. multi-functional for sport, meeting place, outdoor learning space.</li> <li>- Activities in demand which serve the community are generally outdoors (community gardens, skate racing – not skate parks, running, fishing, homework space, outdoor films / culture, camping and river based learning).</li> <li>- It is important to provide infrastructure that the community will not have to maintain. Drainage swales are being looked at for skate racing.</li> <li>- Opportunities to learn about country are highly beneficial.</li> <li>- The only way kids will perform at school is with the guidance of an elder.</li> <li>- There is currently no bus service in Roebourne.</li> </ul> <p>Current positives:</p> <ul style="list-style-type: none"> <li>- Roebourne has sporting teams</li> <li>- The pool and basketball court are well liked.</li> <li>- Attracting coaches has been problematic. There is a need to attract native labour force from the camps.</li> <li>- Long term vision for Roebourne is to improve tourism potential through the development of walking trails and enhanced.</li> <li>- Ideally should take advantage of the industry need and look at the delivery of sport, recreation and leisure infrastructure from Roebourne, Cossack, Wickham and Point Samson.</li> <li>- Currently there is no training for the performance area. It is important to provide all children with opportunities (i.e. dance)</li> </ul>
<p>Community Development and Chairman Roebourne Advisory Council (13-3-13)</p>	<p>Work is mainly with the youth. Main concerns expressed:</p> <ul style="list-style-type: none"> <li>- No leisure place where they can hang out. In Karratha the youth hang out at the skate ark but have nowhere to sit. At Nickol West there is a skate park but it is too far away</li> <li>- Would like small parks with shaded areas.</li> <li>- Roebourne would like a skate park (to be located on current wasteland and to be an asset of the Shire). There is a good youth centre and basketball is well used. There is a good community meeting space. All facilities are intertwined. The Roebourne Advisory Committee is used as the sounding board and recommend priorities for development). The amphitheatre is a popular facility with a variety of usage. Fifty cent hall is well used but needs a significant uplift (currently a problem due to issues of theft). Disability access to hall is a problem.</li> <li>- Wickham have a new development and further requirements are not required. It is currently being upgraded with a youth hub.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- The Leisureplex caters for the needs of seniors.</li> <li>- Dampier doesn't have a youth specific area and there is nothing to attract the youth. Main concern is that it is a Rio Tinto Town. Disability access to community hall is a significant problem. Library is owned by Rio Tinto and may not be there much longer.</li> <li>- Critical issue is communication and to make material available in the local language.</li> <li>- The Youth Shed is perceived as being for under 12's. The marketing needs improving as it is not obvious that it provides a service for older children / youths. There is also a perception regarding a lack of safety in accessing the youth shed. Car parking (too small) and road access is considered to be ineffective and dangerous.</li> <li>- Need more programs within the youth shed. Outdoor area needs to be encouraging (i.e. youth friendly / climbing wall / grass etc.</li> <li>- Programs provided for youths include: arts and crafts, lazer tag, music, under age rages, holiday programs. These are not provided on a daily basis and there is a need to extend these programs. The youth shed currently operates as a drop in centre but has not been particularly effective.</li> <li>- Public transport is an issue and needs to be more convenient.</li> <li>- Seniors would not merge with the youth in developing a combined centre.</li> <li>- Disability provision is excellent with more inclusive programming.</li> <li>- Indigenous provision is recognised as having significant gaps. In particular people needing crisis care – there is nothing for males in need of assistance. Youth provision is not 24hr in Roebourne and therefore there are issues of nowhere for people to go. Indigenous arts is a big issue with an arts hub required (Space for working and a gallery). The new Cultural Precinct in Karratha will assist in addressing the arts hub gap.</li> </ul> <p>Limitations were identified as:</p> <ul style="list-style-type: none"> <li>- Public transport – a major limiting factor</li> <li>- Something for older children / youths to do.</li> <li>- Community garden spaces (in Karratha and Wickham). Whilst they have community groups operating them there are problems with land issues.</li> <li>- Capacity building – there is no real solution as there are only a certain amount of volunteers to go around.</li> <li>- Ability to communicate – new systems need to be used as newspapers do not provide the solution. A number of workshops are undertaken with the community, but generally the same people attend.</li> <li>- Ideal solutions were identified as: <ul style="list-style-type: none"> <li>• Providing more grassed areas for people to go and sit in.</li> <li>• Policy development – particularly to bring resource industries on board with agreements relating to volunteer time (i.e. paid volunteer leave).</li> </ul> </li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>• More indoor options to combat the weather or more outdoor shades.</li> <li>• Increase the number of shared spaces with public toilets, drink fountains etc.</li> <li>• A water park with slides.</li> <li>• Develop the unexpected to attract people to places and spaces.</li> <li>• A train that operates between settlements (i.e. Karratha to Point Samson).</li> <li>• University provision.</li> <li>• Multi-cultural / worship places.</li> <li>• Improve medical access (broader health opportunities).</li> <li>• Yoga centre.</li> <li>• Better utilised youth shed with additional room space.</li> <li>• Connecting services together through hub developments. (Pam Buchanon Centre has created further competition rather than integration – this needs to be addressed).</li> </ul>
Leigh Cover (13-03-13)	<p>Current projects:</p> <ul style="list-style-type: none"> <li>- Wickham – currently developing the youth and community space. Wickham Community association – discussions ongoing relating to the development of a skate park, water play, ten pin bowling and music / arts space. Also discussions with Rio Tinto in respect of infant health and child care facility.</li> <li>- Dampier – library and community centre to be developed as a community hub. Opportunity for dance and performance based leisure.</li> <li>- Bulgarra to Mulataga: In Design Document stage for senior size oval with clubrooms attached. 4 other pocket parks being developed. Foreshore development with shared paths for cycling and walking. Essentially a list of infrastructure requirements based on an extra population of up to 8,000 people within the area.</li> <li>- Nickol West: Estate is to be extended to the airport with a new senior sized rugby pitch being developed.</li> <li>- Estate adjacent to Baynton West – No green public open space dedicated for sport and recreation purposes. It all is to remain as bush.</li> <li>- Golf Course Development – Green the Greens has received \$300k from DSR and has been shortlisted for Regional Development Australia Fund. Potential commencement in Aug / Sept 2013 if funding is secured.</li> <li>- Concern was expressed that in Nickol, Baynton West and Jingarri that the ability to influence public open space development for sport and recreation purposes has been missed.</li> <li>- Millars Well – There is potential to redevelop or relocate the oval and create a large playing area with 2 ovals and a purpose built football facility (with potential to accommodate AFL / WAFL games).</li> <li>- Netball / Basketball teams are both strong from an elite sport perspective.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- GP Super Clinic is planned for Sharp Avenue. There is potential for allied health services to be aligned to sports injury / rehabilitation and sports performance.</li> <li>- The long term capital plan lies heavily on income from the resource companies.</li> </ul>
Karratha Community Forum (12-03-13)	<p>Current gaps were identified as:</p> <ul style="list-style-type: none"> <li>- Volunteers / people to support large events particularly</li> <li>- Companies not releasing people to volunteer / provide community support.</li> <li>- Segregation through FIFO camps (and lack of capacity for shift workers to engage in community activities).</li> <li>- Access to sporting facilities. i.e. lack of public transport and ability to travel to Leisureplex.</li> <li>- Car park availability – pick-up and drop off points.</li> <li>- Bike lanes – particularly to Dampier where there are no shared paths.</li> <li>- Boat ramps are extremely important - car parking is a problem at Dampier and rubbish is a problem at all sites. Management issues need to be resolved relating to responsibilities.</li> <li>- Toilets and ancillary facilities at all public places.</li> </ul> <p>Barriers to participation includes:</p> <ul style="list-style-type: none"> <li>- Ongoing maintenance and upkeep of facilities.</li> <li>- Asset management – the ability to say no to developing new infrastructure is as important as saying yes. The development of appropriate asset management plans should be undertaken to temper the expectations of sporting groups.</li> <li>- Loss of use of facilities to those who cannot afford it – particularly true locals.</li> <li>- Aging facilities.</li> <li>- Skate park extensions – will not be used unless age appropriate infrastructure is developed.</li> <li>- Landscaping to enable access to and from various elements of infrastructure.</li> </ul> <p>The town (Karratha) is considered to have really good ovals, permanent shades over playgrounds and other infrastructure. Comment was made that great things are happening in the Shire.</p> <p>Additional correspondence was received from the Karratha Community Association which expanded further on their initial views by identifying the following:</p> <ul style="list-style-type: none"> <li>- An audit of paths to understand gaps, maintenance etc. Little thought has been given to the development of paths and needs of users.</li> <li>- Strongly advocate the Yaburara Heritage Trail.</li> <li>- Development of a showground for equestrian use (to include a tourism caravan park / affordable accommodation).</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- A community bus to assist with major events.</li> <li>- Emphasis needs to be placed on the foreshore development at Dampier (beautify Windy Oval to the Palms and use to host outdoor events) and Point Samson.</li> <li>- Boat ramps are currently at capacity and require supporting infrastructure.</li> <li>- Prices charged to use the facility need to remain affordable.</li> <li>- Emphasis needs to be placed on activities that support family friendly participation (pathways, playgrounds, bbqs, seating and shade).</li> <li>- Companies to give employee's time-off to get the spirit of being in the community back in the towns</li> </ul>
<p>Point Samson Community Association: Catherine Wall (12-03-13)</p>	<ul style="list-style-type: none"> <li>- Point Samson is a small village of 250 residents – a pedestrian friendly community.</li> <li>- Main considerations are the fishing and boating infrastructure at the Causeway (Popes Nose Bridge) and John's Creek Boat Harbour.</li> <li>- Popes Nose Bridge requires traffic management system to be incorporated. There are no formal fishing facilities to support the sport (i.e. cleaning areas, bins, shaded picnic facility, potable drinking water and ablutions).</li> <li>- Johns Creek Boat Harbour boating ramp is now in desperate need of repair. Also require rubbish facilities, cleaning and walkway repair.</li> <li>- Point Samson is the nearest neighbour to Cape Lambert (Rio Tinto iron ore facility). Remodelling and re-vamping of the foreshore has been discussed. No money has been spent on the upgrade in the last 6 years. Proposal is to build a boat shed (for kayaks / scuba diving gear (similar to a surf life-saving club).</li> <li>- Potential future development would be for a mangrove walk to connect a number of trails in Point Samson.</li> <li>- Ten year aspiration: To provide a proper and safe facility at copes Nose Bridge; maintain Johns Creek Boat Harbour; develop a mangrove walk and develop the boat shed.</li> </ul>
<p>Pilbara Development Commission. Audrey Martin Hill (12-03-13)</p>	<ul style="list-style-type: none"> <li>- Do not consider that there are huge gaps in infrastructure provision within the Shire of Roebourne. However a gap analysis has yet to be undertaken.</li> <li>- New multi-purpose sports facility at Wickham is a good resource. Sports facility infrastructure at Roebourne is not seen as a top priority.</li> <li>- The PDC are currently reviewing their strategic plan and do not see sport, recreation and leisure as a top priority.</li> <li>- New land and development releases have resulted in rents dropping by 25%. The next stage of the iron ore price development and Pluto would be critical in identifying likely growth.</li> <li>- Whilst they have a close relationship with resource companies the preference currently is to bring people in rather than basing people permanently in the region.</li> <li>- Sport is considered to be what holds the community together.</li> <li>- The working rosters have a direct impact on sport and recreation needs. The current Dampier roster is a rolling 5-4-5-4. This seriously impacts on volunteers and support for club networks.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Current considerations:</li> <li>- Leisureplex is a fantastic facility which will serve a population of 100,000.</li> <li>- There are enough associated buildings for sport and recreation purposes but a recognised deficiency in the number of parks which are sport oval size.</li> <li>- Bulgarra is considered to be an excellent investment.</li> <li>- The current and anticipated population increase in the suburbs is perceived as not being matched with the supply of sport pitch infrastructure (of an appropriate size).</li> <li>- Baynton West is a beautiful park which is reasonable to meet the needs for the next ten years.</li> <li>- A few sports don't work in Karratha due to the heat.</li> <li>- Much of the club development is reliant on the motivation of individuals. Volunteer issues are a serious concern (continuous loss of people with migration back to cities when children reach High School age).</li> <li>- Lack of local young people undermines development of clubs.</li> <li>- Issues: Hip hop dance have moved premises five times due to lack of certainty.</li> <li>- There is a need to prohibit different resource industry players from creating unsustainable communities. This requires developing new styles of buildings and handing back to the Shire once their functional use has ceased. These then need to be integrated into the existing communities.</li> </ul>
Sports Club Consultation: At Bulgarra Sports Precinct (11-03-13)	<p>Issues raised include:</p> <ul style="list-style-type: none"> <li>- Lack of a Football facility which could potentially host Nab Cup matches (due to cricket wickets located in the centre of all ovals).</li> <li>- Hampton Oval access – managed by Dampier Community association.</li> <li>- Development barriers: <ul style="list-style-type: none"> <li>• Accommodation – lack of appropriate (basic) short stay accommodation to facilitate events / tournaments.</li> <li>• Cost of running events is extremely high.</li> <li>• Lack of quality club rooms (Baynton west doesn't have one).</li> <li>• Storage – big issue for all clubs. There are not enough storage units and heat also results in items perishing within units that are used.</li> <li>• Tired changing rooms – they cater for current need but require enhancement to bring up to modern day standard.</li> <li>• Potential clashes with soccer / rugby in relation to availability of rectangular pitch facilities.</li> <li>• Shortage of infrastructure for dancing.</li> <li>• Not enough places to meet</li> <li>• Link to Hedland and Kimberly clubs – need for video link (user pays).</li> </ul> </li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>• Elite athlete development. The Shire has no testing track or ancillary elite athlete support.</li> <li>• NRL / AFL are working towards a Centre of Excellence Model.</li> <li>• Little Athletics is a makeshift facility.</li> <li>• Need for lighting upgrades to meet WAFL standards.</li> <li>• Equine Use – there is currently a waiting list for space.</li> </ul>
<p>Leisure Services 11-3-13</p>	<p>Key developments:</p> <ul style="list-style-type: none"> <li>- Club Development Officer post is funded by the Shire / Rio Tinto / DSR.</li> <li>- Event coordination is a new role for the Shire.</li> <li>- The only entertainment venue in the Shire is the Walkington Theatre which is operated by state government.</li> <li>- A decision has been taken to continue the cinema outdoor space.</li> <li>- A business plan has just been completed with an events program to be taken to each town. This includes key performance targets.</li> <li>- An agreement across all areas of the Shire's operations has been developed with Rio Tinto. This will result in a strategic investment over 5 years (in both capital infrastructure and operational services).</li> <li>- Potential for a similar approach to be adopted with Woodside.</li> </ul> <p>Gaps in service provision and sporting potential:</p> <ul style="list-style-type: none"> <li>- Lack of volunteers</li> <li>- Facilities are good but have only just caught up with where they should have been.</li> <li>- Storage is an issue as is training – spaces and use of open space has been a problem as it is difficult to get onto reserves due to fixtures.</li> <li>- The need for more large scale active open space is required. There is also a need for passive open space.</li> <li>- Dampier is a difficult area – there is no population growth and no space for growth. There is currently an AFL facility and soccer but no room to do anything else. Junior sport is the biggest problem</li> <li>- Point Samson – most sports go to Wickham.</li> <li>- All sports could develop – this includes soccer, Auskick / Football, Netball, Rugby League, Basketball, Gymnastics (current waiting list), cricket (currently under-subscribed), lawn bowls and junior hockey.</li> <li>- There is no synthetic hockey in the Shire.</li> <li>- Fishing is a major participatory sport.</li> <li>- A couple of yacht clubs (Dampier and Wickham) operate – first regatta was held last year.</li> <li>- Off Road motorsport (2 clubs in Wickham and Karratha). There is also a four wheel drive and speedway club. Drag strip provision has previously been mentioned but not pursued.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Mountain bike club is active and needs space.</li> <li>- Tennis is based at Karratha, Dampier, Wickham – all have the ability to grow substantially.</li> <li>- The Karratha Golf Course is maintained by the Shire with massive potential growth in the pipeline. They have obtained greening the greens fund from DSR and are now seeking RDAF. The current liquor licence is limited</li> <li>- Amphitheatres – there is nothing that caters for large scale week long events.</li> <li>- There is a need for a large additional space for Expo's to enable effective bump-in and bump-out.</li> <li>- Coastal space is less relevant as there is limited development opportunity.</li> </ul> <p>Potential Future Requirements:</p> <ul style="list-style-type: none"> <li>- Theatre space</li> <li>- Another sporting precinct (similar to Bulgarra)</li> <li>- Synthetic turf space completely covered by a shade.</li> <li>- Indoor Cricket Centre – Wickham doesn't have a facility and the facility in Karratha is well used but comprises outdoor netting.</li> <li>- Crèche and day care facilities – people leave town due to the lack of provision. Crèche infrastructure should be provided at every multi-functional facility.</li> <li>- Sharing of facilities – whilst maintaining a sense of ownership. Not many clubs lease facilities off the Shire although they use them.</li> <li>- There is no reason why a person cannot play a number of sports. Greater coordination is required to enable membership amongst clubs to expand.</li> <li>- Dance schools need to be considered – currently operated through the church (in addition, ballet school could be three times bigger than its current size).</li> <li>- Youth Shed – not everyone can afford the hire costs.</li> <li>- Community development provides a whole of youth program – currently there is a large drop in participation from 12-14 and above (more acute with females). There are currently very limited non-sport activities for the youth.</li> <li>- Indigenous community - last year the Roebourne Magpies folded due to lack of engagement with parents. This is similar in most sports where there is a desire for kids to be involved but there is a difficulty in getting parents engaged. This results in a lack of sustainability. <ul style="list-style-type: none"> <li>• There are currently no intervention measures in place at present – each town has a community association.</li> <li>• Trying to get elders engaged, but to date the success or otherwise is not known.</li> <li>• Roebourne is now the only town without a Footie Club.</li> </ul> </li> </ul> <p>The 2003 Plan:</p>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Leisureplex will be at capacity when opened.</li> <li>- Bulgarra has now been completed.</li> <li>- Non-Club related sport is at a pressure point (only Wickham has a gym currently).</li> <li>- Facilities are of a reasonable quality.</li> <li>- Shire runs / operates a number of facilities but there is a lack of active engagement with the community – a need to support and develop walking and cycling groups.</li> <li>- Shire has begun using facilities more efficiently and effectively. Clubs are now having to share and cooperate more</li> <li>- Good success with the use of oval space with schools through shared use agreements.</li> <li>- There is greater participation due to improved relationship with the Shire and clubs – the relationship with DSR could however work better.</li> <li>- There is a need to work on making the recreational offer more attractive.</li> <li>- Healthy Club checklist is being rolled out. This needs to roll up into larger incentive programs. Ideally it should be part of the license agreements.</li> </ul>
Recreation Facilities 11-3-13	<p>Issues:</p> <ul style="list-style-type: none"> <li>- They find it difficult to allocate what they currently have on offer due to a substantial growth in the last 10 years.</li> <li>- Facilities: there will be a huge jump in the next 12 months with the creation of 3 ovals and 9 courts. Developments include Baynton West (Oval and lighting) and Nickol West (rectangular field – it is hoped that these will pick up the slack currently.</li> <li>- Changing rooms – don't have changing room facilities to serve the oval / rectangular pitch space == clubs have indicated that they can't use those without infrastructure.</li> <li>- Any further new facilities must be constructed to cater for full size adult competitive games (with changing and lighting). There is also a need to vary the infrastructure. Joint use facilities work more effectively in the Shire than elsewhere (however the main problem is the void in any oval space due to requirement for a cricket wicket).</li> <li>- WAFC games have been played at Millars Well and Dampier – at a cost of \$20k to cover the cricket wicket.</li> <li>- With the gradual decline in cricket numbers there is likely to be a change to one oval to a dedicated Football ground.</li> <li>- Biggest pressure is from May to August (the sporting season). Cricket is the only significant summer sport in the Shire. AFL, soccer, rugby league, junior rugby all want Monday to Thursday use under lights between 5-7pm. It is too hot to continually play throughout the day.</li> <li>- Programming is the main issue with junior sport accommodation being the biggest problem. Fixtures are general held all day Saturdays and Sunday mornings.</li> <li>- Getting people to attend is a significant problem – traditional models of sport are failing.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- There is a need to change clubs attitudes to seasonal membership fees (i.e. introduce casual game fees). Also a need to entice workers out of camps and engage with club development and associations need to relax requirements to pay.</li> <li>- Softball is a good example of team peaks and troughs. Previously had 17 teams which have now been reduced to 5 due principally to changes in mine working shifts.</li> <li>- Wickham and Dampier – rationalisation is to be undertaken. The new centre at Wickham is to be taken on by the Shire (management).The resource town integration process needs to determine what is appropriate to be taken on by the Shire and what is inappropriate. An operational plan / management plan is currently being drafted</li> <li>- Roebourne is a challenge as facilities get vandalised. Socio-demographic issues in town need to be addressed and there is massive unemployment. The high indigenous population requires specific needs. Investment has been made to the aquatic centre (an education facility managed under agreement by the Shire). The choice is to replace it or maintain as current. It is unlikely to be funded under current budget constraints - \$9m estimated cost of redevelopment with a competing pool at Wickham.</li> </ul> <p>New developments:</p> <ul style="list-style-type: none"> <li>- Mulataga: Development on far side of Bulgarra (regional Facility) – potential need for 2<sup>nd</sup> tier facility.</li> <li>- Millars Well – additional green space / rectangular space and use of half fields for junior sport.</li> <li>- Jingarri Nickol – stage 2 – public open space element is a single rectangular pitch.</li> <li>- No provision for active space elsewhere.</li> </ul> <p>Considerations</p> <ul style="list-style-type: none"> <li>- Demolition of Karratha Entertainment Centre (KEC) is a concern as there is green space available which is located adjacent to the centre. Current use cannot go on existing ovals and therefore preference is for its retention due to access to power and water.</li> <li>- All water (reticulation) is effluent treated water</li> <li>- The Shire is a long way off developing synthetic grass.</li> <li>- Indoor provision at Leisureplex will provide 3 indoor sprung courts with flexi-paved outdoor courts. Potential for state level competition and NW State Club to be established within the next 10 years.</li> <li>- There is demand from hockey as there is no current facility (currently they share tennis court space which is not compatible users). This should be considered as a priority. They currently play at night under floodlights.</li> <li>- Indoor cricket – only one net currently based at the bowling / golf club facility in Karratha.</li> <li>- BMX is a large activity interest in the Shire with land leased from the Shire by a very active committee. Attracts state and national level riders.</li> <li>- Go karts and Motocross have developed their own facilities (within the light industrial area).</li> <li>- Triathlon Club is becoming more popular.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Golf Club – an issue with the license but not a problem with full golf club members. Will require work on current facility and club structure (current payment is governed through an honour box).</li> </ul> <p>Future aspirations:</p> <ul style="list-style-type: none"> <li>- Fully developed facility at Mulataga</li> <li>- Redevelop Millars Well</li> <li>- Nickol West built out and open space developed.</li> <li>- Basic changing facilities provided at every programmable sports oval.</li> <li>- Clubs to share club room facilities</li> <li>- Enhanced shared facilities across the sporting, recreational and leisure infrastructure.</li> <li>- Cycle paths to link in to Dampier.</li> <li>- Heritage trails completed</li> <li>- Resource town integration process completed and implemented.</li> </ul>
<p>Kane Benson Regional Manager, Pilbara – Department of Sport and Recreation. 11-3-13</p>	<p>Current issues:</p> <ul style="list-style-type: none"> <li>- Currently working with Landcorp to look at public open space and ensuring infrastructure is capable of accommodating full sized adult sport.</li> <li>- Loss of KEC will be considered as a substantial loss with no appreciable gain.</li> <li>- No club changing room space is a problem at a number of ovals.</li> <li>- Nickol West –skate park is insufficient</li> <li>- Baynton West – oval is too small.</li> <li>- A missed opportunity at Gap Ridge</li> <li>- Mulataga will need space for changing rooms and oval (for full sized fixture sport).</li> <li>- Oval bookings are too problematic.</li> <li>- Rugby league has difficulty in letting oval time.</li> <li>- Concerns with the eastern corridor as there are no sporting clubs and limited community consultation. The Shire has been criticised for the lack of consultation in the past.</li> </ul> <p>Town considerations:</p> <ul style="list-style-type: none"> <li>- For Roebourne – not easy. The Shire returned finance to government for Roebourne pool due to cost blowout problems. Basketball has been tried but failed. It is not clear what the needs of the Roebourne community are. Colt Swans (offshoot of Swan Districts FC) have previously been active but the team folded due to lack of interest.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Wickham – as a separate Rio entity needs to determine how best to transfer facilities back to the Shire. The competition created by the aquatic development has undermined provision at Roebourne. Infrastructure rationalisation is required.</li> <li>- There is a need to educate users on cost of provision. Distance between infrastructure (40km) should not be prohibitive but it is recognised as one.</li> <li>- There is a need to cater for growth in all sports. 4 new areas in Karratha do not have sufficient team sport space.</li> <li>- Specific Sports:</li> <li>- Soccer: big with juniors but not seniors. Push with locals at Tambrey and Pegs Creek (May have limited lighting). Bulgarra has strong junior soccer. Senior soccer will be a growth area.</li> <li>- Rugby League: huge interest in expansion (Bulgarra and Tambrey) Need to look at potential to share across rectangular sports. Juniors are likely to grow with seniors to stay at 3 clubs.</li> <li>- Rugby Union: No major expansion with limited potential.</li> <li>- Hockey: Looking to develop a synthetic surface to serve the potential growth in the sport.</li> <li>- Cricket: Reasonable in size at Bulgarra and Millars Well, Dampier – used at the quiet time of the year and therefore capacity to grow.</li> <li>- Football: two major clubs in Karratha, one in Wickham and one in Dampier. Most popular sport with demand from other sports to use the ovals at the same time which causes conflict. Could be concerns with the lack of potential to grow.</li> <li>- Netball: catering for current need but no room for growth. 6-8 courts already (may be a concern over time)</li> <li>- Basketball: Huge issue but is likely to be resolved with Leisureplex development</li> <li>- Tennis: not big and extremely little interaction. Rio Tinto is pushing for a tennis development officer in the region.</li> <li>- Mountain biking: best organised club which is likely to expand significantly.</li> <li>- BMX is growing and is a huge sport in the Pilbara. There is a need to look at developing combined infrastructure with skate parks.</li> <li>- Squash: 3 courts in Karratha – 12 hour shifts are creating problems with use.</li> <li>- Trails and Master Trails: 4WD clubs are huge and impact on the coastal planning requirements.</li> <li>- Boating: Dampier Access Point is well used and Mulataga is at capacity. Karratha will need to upgrade. Mainly yachting in the area.</li> <li>- Gymnastics is a huge problem as they desire their own space. There is a problem with accessibility to facilities and maintaining volunteers.</li> <li>- Dance sport is supplied through private ballet – these tend to struggle with access to facilities.</li> <li>- There is no water polo club in the Shire which potentially can be accommodated in the new Leisureplex development.</li> <li>- Triathlon is big and a growth area.</li> </ul>

Consultee's	Comments
	<p>Future aspirations:</p> <ul style="list-style-type: none"> <li>- More oval space to address the significant potential deficit.</li> <li>- Basketball likely to explode and require additional indoor space.</li> <li>- Additional aquatic improvements are likely to be required with an upgrade at Wickham and potential closure of the outdoor pool in Karratha.</li> <li>- Additional structure sports spaces</li> <li>- Off road developments.</li> </ul> <p>Shire's role:</p> <ul style="list-style-type: none"> <li>- Oversee and maintain facilities.</li> <li>- Work closely with clubs</li> <li>- Planning</li> <li>- To secure access to funding</li> <li>- Work with resource companies to determine future of resource towns.</li> <li>- There are very few not-for-profits in the area and it is unlikely that this will increase.</li> <li>- People want more and more exercise equipment on paths and provision for individual sports.</li> <li>- Real concern with virtual sports. There will be a need to address this through alternative activity.</li> <li>- Connectivity to sites is critical – public transport improvement is essential.</li> <li>- Work within the Camps to gain access for the general public and encourage workers to volunteer in the local community.</li> <li>- 24 hour gym provision would be expected to serve the current shift patterns but anecdotally there is not a huge demand.</li> <li>- The average age of residents in Karratha is 33 and there is therefore a need to support competitive sports – likely demand for additional court space</li> </ul>
<p>Executive Management Team 11-3-13</p>	<p>Overview</p> <ul style="list-style-type: none"> <li>- The Shire currently struggle with the level of service required.</li> <li>- The council have endorsed a community facilities plan but would question where the levels of responsibility lie. i.e. Shire or State government contribution. It was criticised as being a gold plated version and is not in the capital works program.</li> <li>- Major concern is the service shortfall with each town competing for the same level of service.</li> <li>- There is a massive over-servicing in regional areas with Rio Tinto providing over specified facilities.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- There needs to be recognition of the higher order facilities required such as an athletics track, hockey stadium etc.</li> <li>- Triggers are important – hockey potentially needs 10 years of development. Gymnastics may need a purpose built facility.</li> <li>- Cost of provision is heavily subsidised (\$114 per visit at Roebourne pool which equates to a cost of \$450k for a \$4-5,000 return). The financial reality check must be a key consideration.</li> <li>- Public transport and / or localised community bus service may overcome access issues.</li> <li>- The resource town integration process is likely to significantly impact on provision and accessibility. Rio currently owns 10% of housing stock in Dampier whilst in Wickham 80% is owned by Rio.</li> <li>- There needs to be discussion on the standards for provision.</li> <li>- There is a good relationship with education with joint access agreements working well.</li> <li>- Clubs lease facilities and are charged an annual fee but are significantly undercharged. There is no political will to change this although the fees and charges policy is under review. The Shire has considered not-for-profit involvement (2010) but conclude that the retention in-house would be more cost-effective.</li> <li>- The cost per player to participate should be tested in order to determine what they pay and how much this covers the investment.</li> <li>- The golf course costs the Shire \$400k per year, with a net collection of \$18,000 annually for the Shire. Club membership is \$300 per year which is considered low in comparison to other clubs. Politically there is a willingness to change this gradually.</li> <li>- It is anticipated that the new Leisureplex will operate at a \$2m loss.</li> <li>- Demand far outstrips supply. May need to force developers to pay more. Cost of works is also high. There is a need to make it affordable and shift costs onto future communities.</li> <li>- 2008 to 2013 has been a period of catch-up. Many of the developments are now in the process of being finalised.</li> <li>- Walking, jogging, cycling is improving. The biggest service gap however is footpaths and cycleways. \$1.2m is being expended in footpaths this year.</li> <li>- Open space provision – there is a disconnect between east (poor level of provision) and west (which is over-provided for).</li> <li>- Some infrastructure is underutilised – potential to use driving range for events.</li> </ul> <p>Future aspirations:</p> <ul style="list-style-type: none"> <li>- Don't necessarily provide additional facilities but upgrade.</li> <li>- New sports facility in Mulataga.</li> <li>- Squeeze what the Shire has better i.e. better value out of existing spaces through programming, providing a high quality town square and excellent footpath links.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Parks rationalisation has been undertaken. The provision of less small parks and more large scale infrastructure.</li> <li>- Must treat eastern corridor as a 'corridor' serving 7 – 8,000 with services to be determined for one town.</li> <li>- Improvement to boat ramp facilities (Point Samson under stress). Additional growth to focus on boating ref: Point Samson Master Plan and structure Plan.</li> <li>- 2 skate parks in Karratha and one in Wickham and one in Roebourne.</li> <li>- Current under-servicing of shade needs to be addressed i.e. by increasing shaded areas.</li> <li>- Lighting for non-active space.</li> <li>- Caterall Park – using drainage channels better.</li> <li>- Opportunity for Millars Well Oval – to develop the land.</li> <li>- Roebourne needs to be treated as part of the Eastern Corridor.</li> <li>- Planning has completed the work and is now taking it out to consultation.</li> <li>- Focus on community hubs in Dampier / Wickham – one big community facility.</li> </ul> <p>Key strategic development areas:</p> <ul style="list-style-type: none"> <li>- Off road strategy has been undertaken.</li> <li>- Coastal Strategy is in Place</li> <li>- Local Planning Strategy developed – the sport, recreation and leisure plan needs to tie in with the planning strategy.</li> <li>- Heritage Trail Plan developing.</li> <li>- Forecast id is the best available data to consider population dynamics.</li> <li>- FIFO use of Shire / Non-Shire activities has been assessed.</li> <li>- Gap Ridge – facilities provided in the camps needs consideration.</li> <li>- Dampier is recognised as the western corridor and Wickham as a retail centre.</li> </ul>
Elected Members 11-3-13	<p>Key issues identified:</p> <ul style="list-style-type: none"> <li>- Dance schools appear to be in demand with an acute shortage of facilities. Currently nothing in the eastern corridor and using church halls for the majority of groups.</li> <li>- There is a need for a performance space (theatre).</li> <li>- Chronic shortage of netball courts. The new facility will help but there are no Shire netball facilities in Dampier, Wickham and Point Samson. Generally residents are expected to travel into Karratha for most things.</li> <li>- Dampier – lack of fishing facilities. Cannot use the Shire Boat Landing Facility. A separate platform for fishing is required to be worked in with the Marina Plans.</li> <li>- Ski beach – jumps need to be constructed (the Shire could demark the area through the Dampier Port Authority.</li> <li>- Yacht Club at Dampier – need to bring it back.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Cycle ways – land tenure and cost of provision is a problem. There is significant benefit in having a good provision to the airport and to Woodside.</li> <li>- Off-road plan needs to be implemented – To include endure and amalgamate the motorsport area to include speedway / go-karts. There is currently a problem with feral four wheel drivers. Trail bike paths are a good idea. Also looking at the provision of a nature walk in the Karratha Hills.</li> <li>- Provision of two ovals in Dampier needs careful consideration.</li> <li>- Touch Football is increasing its profile and use.</li> <li>- There is a problem in scheduling on the ovals.</li> <li>- Tennis / Cricket require an outdoor-indoor surface to enable the sport to be facilitated under shade.</li> <li>- Indoor volleyball will be part catered for at the new Leisureplex in addition to beach volleyball.</li> </ul> <p>Future aspirations:</p> <ul style="list-style-type: none"> <li>- Mulataga completed (to include a school oval).</li> <li>- The development of a 'Frank Butler' type facility in Nickol West to ease pressure on other ovals.</li> <li>- New Cultural Precinct to include a theatre.</li> <li>- 30 year infrastructure plan to provide replacement for current infrastructure.</li> <li>- Focus on the eastern side.</li> <li>- Millars well – Potential to redevelop, expand or relocate on adjacent land.</li> <li>- Redevelop older buildings for multi-functional purposes.</li> <li>- Demolish and replace the 50 cent building in Roebourne.</li> <li>- Treat the 3 towns in the eastern corridor as a catchment area (Wickham, Point Samson and Roebourne).</li> <li>- Replace / modernise the run down infrastructure in Dampier.</li> <li>- Gymnastics – building needs to be demolished and replaced.</li> <li>- Ability to pay – full cost recovery should be sought on lighting provision. All facilities must consider long term viability / sustainability.</li> <li>- Health and wellbeing is a big issue to resolve.</li> <li>- Expectation is that communities will pay for everything.</li> <li>- Council needs to make decision on the existing swimming pool and to offset the current subsidy (i.e. determine what and why it is investing). Should assess the potential of aboriginal corporations being offered the facility to manage the facility.</li> <li>- A 7 year plan for the golf course is required to wean them off the current subsidy.</li> <li>- Ballistic sports – pistol club is on Rio Tinto Land and a gun club exists at Roebourne. (Sporting Shooters Association of Australia).</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Health is a massive issue for the aboriginal community – worked on the basis of no school no pool. This approach has now stopped.</li> </ul>
<p>Ngarluma Aboriginal Corporation (NAC) – Paul Stenson (CEO)</p>	<p>Overview:</p> <ul style="list-style-type: none"> <li>- Sport is the glue within the community and holds disparate groups together. It is the essential fabric of the indigenous community.</li> <li>- Currently in Roebourne the shaded court space is well used and provides a social meeting place as well as a sporting focus.</li> <li>- The town currently has one football team although the oval is currently not used (allegedly due to a person passing away on the oval).</li> <li>- The NAC provide support for team sponsorship which plays around the Country areas.</li> <li>- Aquatic infrastructure is a very popular facility. Kids who attend school may use it and therefore it performs a useful incentive.</li> <li>- NAC have recently invested \$40k in establishing school holiday programs. This resulted in a drop in the crime rate (house break-ins) by 90%.</li> <li>- 50 cent hall is well used for community meetings / gatherings / consultation events.</li> <li>- The cultural centre is still under construction. They need to acquire land to finish it off.</li> <li>- A new child centre is currently being built which may offset some needs within the community.</li> </ul> <p>Barriers to participation:</p> <ul style="list-style-type: none"> <li>- The community like to stay in their own space and community boundary. Some are reluctant to travel.</li> <li>- Barriers to participation tend to be cultural issues.</li> </ul> <p>Emerging Needs:</p> <ul style="list-style-type: none"> <li>- Age appropriate child play and sports equipment.</li> <li>- Needs to be a critical mass of sporting infrastructure.</li> <li>- Swimming is in continual demand and has significant positive health effects in preventing ear, nose and throat complaints in the indigenous community.</li> <li>- Not sure how well current programs and services are received / valued.</li> <li>- Skate park – ideal type of facility for the community as it can be developed relatively easy and can be used as a freestanding entity. Potential to construct the facility at the new Nash Estate where the recently constructed playground is already extremely well used.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- There needs to be a reasonable scope of activity – Aquatics requires enhancement as first impressions of the town when entering are generally the vandalised fences and tired infrastructure.</li> </ul> <p>Land Title implications:</p> <ul style="list-style-type: none"> <li>- The Ngarluma people are supportive of growing the community and people. It is important to liaise with traditional owners to ensure a proposal has the support. Problems often occur when they are ignored.</li> <li>- Cultural heritage surveys can be undertaken by the NAC (Patrick Churnside).</li> </ul>
<p>Evan Maloney, Ngarluma and Yindjibarndi Foundation Ltd (NYFL)</p>	<p>Quality of Facilities:</p> <ul style="list-style-type: none"> <li>- Roebourne makes do with what it's got – no help is provided by the Shire other than through the initial capital investment.</li> <li>- The community maintain the big oval – the oval is used for Naidoc Week when a football carnival is held. They are currently trying to revive the football club.</li> <li>- The school oval is not a full sized oval.</li> <li>- Lights are now being left on at night for greater use and participation opportunities.</li> <li>- At present all programs go through the NAC and NYFL. School programs have been relatively successful.</li> <li>- Major sporting activities should not focus purely on Basketball / Football as there are a multitude of opportunities (futsal, indoor cricket and other sports).</li> <li>- Potential community opportunities would include us of the Wickham facilities)</li> <li>- Pool is an obvious necessity. There is a need to put life savers into the facility and provide lifesaving opportunities.</li> <li>- Programs are far too limited.</li> <li>- Skate Board Park is a necessity for the community.</li> <li>- 50 cents hall needs to be ripped up and replaced. It is the only place where you can accommodated 30</li> </ul> <p>Needs:</p> <ul style="list-style-type: none"> <li>- An integrated sporting complex similar to that which exists at Wickham.</li> <li>- Provide video screening for the ashes, British open golf etc. and incorporate learning and development / coaching classes in the target sport.</li> <li>- Transport is the biggest issue as there is no public transport access to facilities outside of the town. The Shire did fund community buses at one stage but not at present as coordination was an issue.</li> <li>- Role models are critical to engage the youth (particularly in engaging the indigenous community).</li> <li>- Child care is a big issue for Roebourne. It is expensive to run and gain access to. There is a need to provide one for the workers which can potentially be used for outside of hours sporting activities.</li> </ul>

Consultee's	Comments
<p>Michael Nikakis, Roebourne PCYC</p>	<p>Quality of facilities:</p> <ul style="list-style-type: none"> <li>- The PCYC only use Roebourne facilities although they do occasionally play at Wickham.</li> <li>- The facilities are considered to be adequate but they are being vandalised and not respected by the local community</li> <li>- Lighting on the school oval has been damaged</li> <li>- Football / Basketball programs are being run on a regular basis.</li> <li>- Vandalism is a serious problem – court surface of the basketball courts were damaged and re-done. As a result of vandalism investment has been held back on the spectator seating.</li> <li>- The main issue is to hold people to account for their actions.</li> <li>- The aquatic infrastructure is good but is in need of replacement as existing facility is costing a fortune to operate it. It is the most important element of sport and recreation infrastructure to invest in.</li> <li>- Travelling to Karratha is a problem due to lack of public transport. Wickham is similarly not accessible and some local families would not allow access.</li> </ul> <p>Barriers to use:</p> <ul style="list-style-type: none"> <li>- Young people use the facilities regularly (up to 12/13 years of age) but those above 13 will only use the facilities when a competition comes up.</li> <li>- PCYC is trying to address drug usage and engage with the kids but it is not happening at the moment. This is the major obstacle to participation.</li> <li>- Up until one year ago all agencies were working in isolation. They are however now working progressively together which hopefully will result in greater coordination and results.</li> <li>- A significant barrier is the past.</li> <li>- The Shire has provided the facilities but do not facilitate the running of programs which is the greatest need.</li> </ul> <p>Emerging Needs:</p> <ul style="list-style-type: none"> <li>- Programs offered, provided and organised by community support bodies / organisations.</li> <li>- The requirement to engage the community in taking responsibility and not just playing.</li> <li>- To determine whether the programs being offered are appropriate and the commitment from users are evident. (examples include bus service provided to pick football players up for training – the youths expect to be asked to take part). This lack of commitment is a serious concern.</li> <li>- Positives: The indigenous community has superb natural athletes and a general feel that the community have a love for sport and would commit to use if the positive role models were used to promote activities.</li> </ul>

Consultee's	Comments
	<ul style="list-style-type: none"> <li>- Development of competitive sport – young kids (6 upwards) to adults are very competitive but do not dispute umpires calls.</li> </ul> <p>Gaps in provision</p> <ul style="list-style-type: none"> <li>- Variety is a problem.</li> <li>- Hockey have tried to expand their operation into Roebourne. Whilst there have been some signs of take up, it has been slow.</li> <li>- Culturally the main focus for the community is team sports – other non-team based sports may not have the level of take up and may prove to be inappropriate.</li> <li>- More is being offered to males than females. The feeling is that women would become involved and there is a healthy appetite for sport amongst the female population which remains untapped.</li> </ul> <p>Limitations:</p> <ul style="list-style-type: none"> <li>- School attendance rate is poor and attitude is a problem. This limits participation in sport.</li> <li>- Volunteering is good for competitions – the community will set up, organise and run facilities but on completion of the work they disappear. Focus is on the larger events.</li> </ul>
<p>Willy Live, Yaandina Family Centre Inc</p>	<p>Quality of Facilities:</p> <ul style="list-style-type: none"> <li>- Currently manage Roebourne Youth Centre providing for at risk youth (focus of truancy, aggressive behaviour, substance abuse etc). Facility provides a valuable resource which is seen as a drop in for youths who would otherwise not be engaged.</li> <li>- Current programs operated include: performing arts, talent identification, hygiene, substance awareness, drugs and alcohol awareness etc. A valuable education and awareness program as the youths don't like going to doctors / hospitals.</li> <li>- They use a number of facilities in the town to operate programs from – Health and Fitness is provided within a gym located in the Pilbarra aboriginal Church (which has been operated over the past 13 months).</li> <li>- Pool is closed at the moment but is used frequently as a reward for good behaviour.</li> <li>- 50 cent building is limited in what it can offer – it is just a hall which is used predominantly for funerals / meetings and has no great potential.</li> <li>- The new park area / amphitheatre is an excellent provision which they are in discussions about with regard to future programming and use.</li> <li>- Events have been excellent through the Shires Event Coordination Team. It has opened up opportunities for local talent.</li> </ul>

Consultee's	Comments
	<p>Barriers to Use:</p> <ul style="list-style-type: none"> <li>- Wickham is too far away for the majority of youths (although 20-30 attendees come from the Wickham area).</li> <li>- Vandalism at the basketball court facility and oval training lights inhibits use and there is a lack of ownership / respect shown for the facilities provided – the Town is exceptionally fortunate to have such a high level of provision.</li> <li>- Community bus is operated but runs on a restricted timetable which does not necessarily meet the needs of the youth (they generally wish to attend programs / facilities after school hours and weekends).</li> </ul> <p>Gaps in Provision:</p> <ul style="list-style-type: none"> <li>- Not perceived to be many gaps as a number of facilities and programs are currently provided across a range of sport, recreation and leisure services.</li> <li>- Work across indigenous groups has been really supportive with agreement and facilitation of programs and services, including the school holiday program. They work in partnership with the PCYC and have also integrated programs through NAIDOC week.</li> </ul> <p>Emerging Needs:</p> <ul style="list-style-type: none"> <li>- The soon to be developed skate park facilities are seen to be an important piece of infrastructure which the youth are keen to see delivered.</li> <li>- Truancy is a major issue and there is no respect for anyone or property – this needs to be addressed by including the youth in 'owning' the facilities.</li> <li>- A purpose built gym would be beneficial to replace the current infrastructure – boxing is often used as a way of diverting youth to a more positive set of behaviours and values. This however needs to be developed further as currently boxing only provides an opportunity to 'let-out' pent up aggression / anger.</li> </ul> <p>Limitations.</p> <ul style="list-style-type: none"> <li>- The proximity of Karratha – limited use of the Leisureplex other than as a reward for good behaviour.</li> <li>- Vandalism.</li> <li>- Aspirations of youth – they would not be able to express what they need / want as they do not have a clear understanding of what potentially could be provided.</li> </ul>

## Appendix E

# Current Club & Infrastructure Overview

## Appendix E Current Club & Infrastructure Overview

Table 22 Shire Sport and Recreation Facilities

Asset Type	Asset	Commentary	Condition
Sporting Precinct	Bulgarra Sporting Precinct	A new multisport venue. The precinct includes: <ul style="list-style-type: none"> <li>- two permanent softball diamonds one with fully-fenced dugout</li> <li>- multi-purpose storage shed</li> <li>- electrical and floodlighting upgrade</li> <li>- car park redevelopment</li> <li>- BMX Track</li> <li>- Tennis court upgrade</li> <li>- The development of major children's play space</li> </ul>	Excellent
Playing Field	Gus Jager Oval	- Located on the North West Coast Highway. Includes Club Building	
Clubhouse and outdoor playing surface	Karratha Bowling Club		
Outdoor playing surface	Karratha Indoor Cricket Facility	Outdoor cricketing nets and wicket – located between Bowling Club and Golf Club.	
Playing field and clubhouse building.	Kevin Richards Memorial Oval		
Playing field and clubhouse building	Pegs Creek Oval		
Golf course and clubhouse building	Roebourne Golf Club		
Racecourse and clubhouse building	Roebourne Racecourse		
	Roebourne Youth Precinct	Designed to provide a range of youth facilities in a safe and secure environment in the main area of the town. Located between the Roebourne School and the town swimming pool. It also included the relocation of the town oval to Roebourne school as a shared facility. The final two stages of an initial master plan are the development of a purpose built youth centre and an upgrade of the community hall (known as 50 cent hall).	
Swimming pool and ancillary building	Roebourne Aquatic Centre	Available for hire during opening hours on weekends for parties, functions	In need of significant intervention

Asset Type	Asset	Commentary	Condition
			works as it is understood the substructure is failing.
Swimming pool and ancillary building	Karratha Aquatic Centre	The KAC provides: <ul style="list-style-type: none"> <li>- 6-lane 50m lap pool</li> <li>- Learn to swim leisure pool</li> <li>- Toddler pool</li> <li>- Change room facilities</li> <li>- Kiosk</li> <li>- Three on three basketball court</li> </ul>	Recently closed following completion of the Karratha Leisureplex.
Multi-functional community building	Karratha Entertainment Centre	Purpose, fully air-conditioned area used for basketball, netball, soccer, badminton and volleyball. In addition major concert performances with seating for 500 people. The lesser hall seats 100 people. Due to be closed when the Karratha Leisureplex opens.	
Multi-functional community building	Roebourne Community Centre	A large facility with a kiosk/kitchen and bar area. The hall is used for dancing, tutoring, church group activities, celebrations, meetings, school functions and youth groups. Air-conditioned with a large stage area with kitchen/kiosk area opening into the main hall.	
Multi-functional community building	Point Samson Community Hall		
Multi-functional community building	Pam Buchanan Family Centre	Large modern multi-functional facility.	Excellent
Multi-functional community building	The Youth Shed	Multi—functional facility currently with café providing for youth and play area for young children	Excellent

Table 23 Shire of Roebourne Sports Clubs - Current status

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
1) Red Dog 4WD Club Inc.	None –Country Club Meetings	Exec Cttee and Membership base	Large – due to ownership	Access or restrictions to land
2) Karratha Aero Modellers Club	Roebourne Aerodrome	Low membership – open access	Special interest club – no access to equipment	Massive face lift recently

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
3) Wickham Archery Club	Roebourne/ Wickham Shooting range	Small club – run by ½ guys	Sizeable	Storage and large open space
4) Karratha Little Athletics	No base – but operate out of Bulgarra	70 registrations – medium size club	Limited by facility – one long jump and side of oval	No facility specifically for needs
5) Karratha Badminton Club	Entertainment Centre / KLP	Small club – run by ½ guys	Good - Small casual use at present	None
6) Karratha Basketball Assoc.	Entertainment Centre / KLP	Full Exec and membership base	Huge with move to new centre – focus on junior development	None – currently space at KEC
7) Karratha BMX Club	Rosemary road	Full board and Exec but volunteer base needs developing	Large – junior base is strong but only a few seniors (limited by only one track)	Out-dated clubhouse and ablution block
8) Dampier Bowling Club	Church Road, Dampier	Board	Not huge – stagnant population	Rio Tinto facility – club works closely with them and the Shire
9) Karratha Bowling Club	Searipple Road	Board and Exec	Large – need help ( )	Shire facility
10) Raiders Boxing Club Inc.	Based in light industrial area	2 to 3 guys passionate – membership base assists	Limited – not large enough facility	Limited space – potential demand for new facility
11) Karratha Kickboxing Club	Nomadic	2 to 3 guys passionate – membership base assists	Limited – not large enough facility	No current facility
12) Wickham Boxing Club	Wickham Squash courts (next to Bistro)	4 people keep the club operational with board and committee	Limited – not large enough facility	Limited space
13) Karratha Indoor Cricket Assoc	Searipple Road	Board, Cttee and Exec	High but limited by facility - Run cricket every night and run an excessively long season	Potential for additional net facility

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
14) West Pilbara Cricket Association	Nomadic	Board – captains of each of the teams and can change	Limited due to aspect of sport. Tried 20 overs and went up to 40 which has seen them struggle.	Footie ovals so not great for cricket (but demand for dedicated cricket wicket is not proven)
15) West Pilbara Junior Cricket Association	Nomadic	2 guys running whole club	Limited – team numbers going south (14 yr olds play in senior cricket)	Footie ovals so not great for cricket (but demand for dedicated cricket wicket is not proven)
16) Karratha Dampier Ladies Darts Assoc	Searipple Road (Country Club)	Board and Exec	Limited	None
17) Karratha Dampier Mens Darts Assoc	Sport and Rec Club (Searipple Road)	Board and Exec - Good	Limited	None
18) Wickham Darts Association	Roebourne Golf Club	Board and Exec	Limited	Old building – tired – requires investment
19) Port Walcott Diving Club	Inactive at present			
20) Karratha & Districts Kennel & Training Club	Not sure of current status	1 lady involved		
21) King Bay Game Fishing Club	One with clubhouse in Dampier and one operates from yacht club		High	TBC – access to and from boat ramps and storage of boats / parking
22) Nickol Bay Sport Fishing Club			High	TBC – access to and from boat ramps and storage of boats / parking
23) Dampier Junior Football Club	Windy Ridge Oval - Dampier	Board and Membership base	Limited due to lack of wider membership –	Clubhouse – old and out-dated. Oval is good (owned by Rio)

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
			focus is on Dampier	
24) Dampier Sharks Football Club	Windy Ridge Oval - Dampier	Board and Membership base	Limited due to lack of wider membership – focus is on Dampier	Clubhouse – old and out-dated. Oval is good (owned by Rio)
25) Karratha Falcons Football Club	Frank Butler at Bulgarra	Board and Membership base	Good – popular sport and one of two clubs in Karratha	Storage
26) Karratha Jnr Falcons Football Club	Frank Butler at Bulgarra	Board and Membership base	Good – popular sport and one of two clubs in Karratha	Storage
27) Karratha Kats (Football & Sporting Club)	Millars Well	Board and Membership base	High – but limited by facility (oval space)	Clubhouse - own
28) Karratha Kats Jnr (Football & Sporting Club)	Millars Well	Board and Membership base	High – but limited by facility (oval space)	Clubhouse - own
29) North Pilbara Football League	Encompasses club presidents from Karratha and Port Hedland	Board and Membership base	High – growth of whole sport is limited by current facilities in entire Pilbara	See previous
30) Wickham Wolves Football Club	Wickham Recreation Precinct (next to Bistro)	Board and Cttee	High due to population growth. Have incorporated Senior Roebourne Football team into the club (no Roebourne cttee members though)	Recently upgraded – lights have been fixed – no major issues
31) West Pilbara Jnr Football Assoc	Encompasses club presidents from Karratha and Port Hedland	Board and Membership base – Exec filled by specialists	High – growth of whole sport is limited by current facilities in entire Pilbara	See previous – clubroom, changing etc – Need to check high performance rationale.

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
32) Wickham Junior Football Assoc	Wickham Recreation Precinct (next to Bistro)	Struggled over last few years but have Cttee	Main sport in town – good both prospects	If they get too big one field may be an issue – none at present
33) Roebourne Golf Club	Near Wickham	3 or 4 guys run the club with a reasonable membership base	Good – due to population growth	Course is scrub and dirt – not a great facility but convenient. Access to water is a major issue – clubhouse old and out-dated
34) Karratha Country Club	Searipple Road	Board	Growth prospects – potentially large	Greening the greens could be critical. (The Shire maintains golf course but country club run bar and food through lease via state govt). Clubhouse old and in need of refurbishment
35) Karratha Golf Club	Searipple Road	Board and Cttee	Massive	Green greens – required. No pro-shop but cold evolve.
36) Karratha Gymnastics Club	KEC / KLP	Board and Cttee plus payed employees (coaches)	Huge – waiting list of 2 to 3 years. Access to coaches and training is a limiting factor	Limited by facility, could expand at KLP – no set gymnastics area.
37) Nor West Gymnastics Assoc	N/A	Reps from each of the clubs within the region. Select few in reality with a part time paid administrator	Limited	N/A
38) Wickham Kindergym Club Inc.	Old School, Wickham	Small Committee	Limited; due to qualified coaches and age group	Venue is not specific; Rio building
39) Wickham Gym Club	Wickham Village	Small Committee	Limited; 1 of soon to be 3 gyms in Wickham	Somewhat aging building; Rio building

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
40) Nickol Bay Hockey Assoc	Bulgarra & Pegs Creek	Small Committee	Potential; lack a hockey pitch/facility	Currently play on synthetic tennis courts
41) Nor West Jockey Club	Roebourne Racetrack	Small Committee	Limited	Aging facilities, club house etc.
42) Wickham Pony Club	Sturt Pea Rd, Wickham	Small Committee; couple of dedicated members	Potential but limited by capacity	Limited land in the area for use
43) King Bay Horse & Pony Club	Lots off of Karratha Road near Light Industrial Area	Committee	Potential but limited by facility capacity	Limited land in the area for use
44) Karratha Agistment Centre	Robins Road – LIA	Committee	Waiting list – limited by facility	Size and amenities; no appropriate facilities
45) Karratha Kart Club	Anderson Rd – LIA (Lease)	Committee	Capacity to accept more drivers JNR & SNR	Track is good but additional amenities a little out dated
46) Burrup Mountain Bike Club	NA	Committee	Capacity for more JNR & SNR riders	Lack a designated area/facility for operations e.g. ablutions and any formalised tracks/trails
47) Nickol Bay Speedway Club	Cinders Rd – Burrup (Lease RDL)	Committee	Only facility in area; good growth prospects	Major; lighting not to standard; club house/ablutions not up to scratch
48) West Pilbara Drag Racing Association Inc.	Inactive	Committee		
49) Karratha Enduro & Motocross Club	Anderson Rd – LIA (Lease in progress)	Committee	1 of 2 tracks in the area; good growth prospects	No power to old facilities; storage and track maintenance
50) WRAPS Motocross Club Inc.	Point Sampson Rd – Wickham	Committee	1 of 2 tracks in the area; good growth prospects	Facility and track will likely have to relocate due to town development

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
51) Karratha Netball Association	Bulgarra Netball Courts	Committee	Huge subscription; large potential with move to new facility	Moving to new Leisureplex
52) Nor West Netball	Port Hedland/Newman /Karratha	Committee	Serves the Nor West Associations	
53) Karratha Broncos RL Club	Bulgarra Oval	Small Committee	Has been struggling for a number of years; has potential for growth	Bulgarra Oval; change rooms and ablutions fair distance from playing field
54) Karratha Storm RL Club	Tambrey	Small Committee	New club and has grown at the expense of the other 2 Rugby League clubs	No change rooms
55) Pilbara Rugby League Assoc	Karratha/Port Hedland	Committee of Club Reps	Serves clubs and runs competition	
56) Roosters RL Club	Millars Well	Committee	Has potential for growth	Will likely be moving to new Leisureplex
57) Wickham Wasps Rugby League Club	Wickham Sporting Precinct	Committee	One of the larger clubs in Wickham; potential for growth	New facilities at Wickham Sporting Precinct
58) Hampton Harbour Boat & Sailing Club	Esplanade – Dampier	Committee	One of the larger clubs in Dampier; numerous members from Karratha & Dampier with potential for growth	Own club house, storage access and boat launching facilities
59) Port Walcott Yacht Club	Boat Beach – Wickham	Committee	Potential for growth with expanding population. Holds one regatta per year	Aging club house, ablutions and limited storage
60) Dampier Pistol Club	N/A			

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
61) Karratha Rifle Club	Cinders Rd	Small Committee	Potential for growth	Aging facility; lack of secure storage. Shares with SSAA (63 below)
62) Roebourne & Districts Pistol & Rifle Assoc	N/A			
63) Sporting Shooters Association of AUS	Cinders Rd – (Lease RDL)	Small Committee	Potential for growth	Aging facility; lack of secure storage. Shares with KRC
64) Wickham Skydivers Club Inc.	Roebourne Airport	Small Committee & Instructors	Potential for growth & have large waitlist for dives. Require more instructors	Airstrip has just been upgraded for their use. Need a clubhouse/ablution & facilities
65) Karratha District Eight Ball Assoc	Karratha Sport & Rec Club	Small Committee	Potential for growth	Utilise venues with pool tables in town
66) Bulgarra Glory Soccer Club Inc.	KEC Oval, Bulgarra proposed move to Leisureplex	Committee	Potential for growth	Proposed move to Leisureplex
67) Dampier Junior Soccer Club	Hampton Oval, Dampier	Small Committee	Limited growth potential	1 oval with aging facilities and public toilets
68) Karratha & Districts Jnr Soccer Assoc. Inc.	N/A	Small Committee consisting of Individual Club Presidents	Exists to run junior competition; growth somewhat limited by facility and capacity for coaches and referees	Various
69) Karratha & Districts Snr Soccer Assoc.	Tambrey Oval	Small Committee/Group of Members	Exists to run the social competition; 4 teams from last count. Limited growth with current structure and facility access	No change rooms or club house

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
70) Nickol Jnr Soccer Club Inc.	Tambrey Oval	Small Committee	One of the largest junior soccer clubs; potential for growth with additional coaches and playing space	No change rooms or club house
71) Salt Junior Soccer Club Inc.	Pegs Creek Oval	Small Committee	potential for growth with additional coaches and playing space	No change rooms or club house; public toilets accessible
72) Dampier Softball Assoc	Windy Ridge Oval	Small Committee	Limited potential in current structure	
73) Karratha Softball Assoc.	Bulgarra Oval	Small Committee	Potential for growth but limited in current structure	
74) West Pilbara Softball Organisation Inc.		Small Committee	Has diminished from 18 teams in 2006 to 6	
75) Wickham Softball Assoc	Wickham Sporting Precinct	Small Committee	Potential for growth with increased population	
76) Dampier Squash Club	Dampier Squash Club, Haig Close	Small Committee	Popular sport and club in the area	Aging facilities which have been renovated recently. Owned by Rio Tinto
77) Karratha Squash Club	Soon to be Leisureplex	Small Committee	Large growth potential	Moving to new facility
78) Wickham Squash Club	Wickham Squash Courts	Small Committee	Popular sport and club in the area	Aging facilities. Owned by Rio Tinto
79) Karratha Amateur Swimming Club	Soon to be Leisureplex	Small Committee	Potential for growth but limited by number of coaches	New facility
80) Wickham Amateur Swimming Club	Wickham Aquatic Centre, Sporting Precinct	Small Committee	Limited potential for growth; lack coaches	Aging facility; 25m pool owned by Rio Tinto

CLUB	CLUB BASE (ADDRESS)	VIABILITY / VOLUNTEER STRUCTURE	GROWTH PROSPECTS	FACILITY ISSUES
81) Karratha Dampier Tee-Ball Assoc.	Bulgarra Oval	Small Committee	Potential for growth	New change rooms and facility at Bulgarra
82) Wickham Roebourne Tee ball Assoc	Wickham Sports Precinct	Small Committee	One of larger junior sports; potential for growth but difficult to find coaches/volunteers	New sporting precinct
83) Dampier Tennis Club	Dampier Tennis Courts	Small Committee	Currently operate social nights with a small number of junior activities; limited growth potential	Aging club house, ablutions and 2 synthetic courts. Rio Tinto land/facility
84) Karratha Tennis Club	Bulgarra Tennis Courts	Small Committee	Currently operate on 2 social nights; no junior activities. Potential for growth but limited by human resources	Club house, Ablutions and fencing are aging. 4 new synthetic courts; 2 old synthetic & 2 old hardcourt
85) Karratha Touch Assoc	Bulgarra Sporting Precinct	Small Committee	Potential for growth across all grades	Bulgarra Sporting Precinct has been upgraded
86) Wickham Touch Assoc	Wickham Sporting Precinct	Small Committee	Potential for growth	New Wickham Sporting Precinct; Rio Tinto Facility
87) Nickol Bay Triathlon Club	Karratha Aquatic Centre & Dampier Palms	Committee	Large growth potential	Current disruption to courses due to construction
88) Nor West Volleyball Association	St Luke Gym; moving to Leisureplex	Committee & membership base	Potential for growth with move to new facility	Currently only 1 indoor court and 2 outdoor courts without lights.

Table 24 Community facilities in Wickham and Dampier

Dampier	Commentary	Wickham	Commentary
Hampton Oval & Dampier Pavilion	Not in Shire ownership – reasonable condition. Significant provision for small community population	Wickham Picture Gardens	

Dampier	Commentary	Wickham	Commentary
Day care facility	Aging: Potential to incorporate with a new multi-functional community hub development.	Community Hall (new)	
Windy Ridge Pavilion Dampier Sports Club	Additional oval provision for rectangular pitch sport. Significant provision which potentially could be amalgamated with Hampton Oval to provide greater long term sustainability.	Community Hall (old)	
Boy Scouts (vacant currently)		Town swimming pool	Aging infrastructure which provides a similar level of provision to the Town of Roebourne
Dampier Community Association Community Hall/Centre and office	Aging: Potential to incorporate with a new multi-functional community hub development (including day care)	Wickham recreational sporting precinct – ovals, courts	Well maintained oval and rectangular pitch space. Good level of provision for a small community population base.
Tennis Courts	Potential to re-evaluate area and potential collocate a variety of hard court activities which more appropriately serve a small population base.	Wickham Recreation Centre Café/bistro/bar	Good quality facility with high capacity potential.
Squash Courts	Not viewed	Amenities building (near football oval)	Not viewed
Skate Park	Land only	Squash courts	
King Bay Game And Fishing Club	Land only	Saylor Park	
Karratha Agistment Centre	Land only	Stove Park	
Dampier Pistol Club	Not viewed	Wickham Village (mess facility)	Open to public
Jurat Reserve		Training Room	
Red Dog Tourist Bay		Gym club	
Dampier Bowling Club		Infant Health Care building	Land only

Dampier	Commentary	Wickham	Commentary
Hampton Harbour Boat & Sail Club	Land only	Boat Beach Yacht Club	