

Town of Port Hedland

Library & Community Facilities Feasibility

Business Plan

June 2012

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1. Executive Summary

With a current population of 15,000 permanent residents and a service population of approximately 20,000 people, the Town of Port Hedland is already a significant regional centre in the Pilbara region of Western Australia. The Town is currently on the cusp of making a step change that will create an ongoing legacy. That legacy is the development of at least one major city in the North of Western Australia. The Town of Port Hedland has worked with the State Government of Western Australia to identify a growth plan to reach a population of 50,000 by 2031. These plans have been encapsulated in the Pilbara's Port City Growth Plan which prescribes a revitalised city centre within South Hedland. The revitalisation of the City Centre is currently being managed by LandCorp, the State's property development entity. This revitalisation by LandCorp involves the development of apartments and a hotel on the site currently occupied by the South Hedland Library and Hedland Well Women's Centre (HWWC), thereby creating the need to relocate or redevelop a number of community facilities, including the South Hedland Library, Hedland Well Women's Centre and Lotteries House. Council has commissioned this review to assess the feasibility of the development of these community facilities.

A reference group consisting of representatives of the Town of Port Hedland, South Hedland Library, Lotteries House and Hedland Well Women's Centre was formed to oversee this project.

Pilbara's Port City Growth Plan, published by the State and the Town of Port Hedland, identifies the need for community facilities, and specifically has identified the South Hedland Town Centre as the future home to these facilities, as part of a "Community Hub". A Community Hub has been defined as

A conveniently located public place that is recognised and valued in the local community as a safe gathering place for people and an access point for a wide range of community activities, programs, services and events¹.

A number of community hubs have been successfully developed within Australia. These examples, some of which are referenced in this report, demonstrate the value to the community of collocation of such facilities as library, café/s, youth centres, support centres, visitor centres, etc to create a central, vibrant, secure attractor for the community and visitors.

¹ Parramatta City Council: Feasibility Study of Community Hubs for Parramatta Local Government Areas

Each of the relevant community facilities has produced a comprehensive specification of their future needs. These documents are both professional and integral to the conceptualisation of the “Community Hub”. Discussions with representatives of these facilities have been most productive, resulting in a joint vision as to the most appropriate design concept.

The community facilities have the ability to be constructed separately, as follows:

| Facility | Budget | Design/Documentation/ Approvals Period | Construction Period |
|---------------------------------|----------|---|---------------------|
| Hedland Well | \$4.56m | 6 months | 12 months |
| Women’s Centre | | | |
| Lotteries House | \$16.69m | 8 months | 16 months |
| Library | \$16.8m | 8 months | 20 months |
| Total (incl legals, etc) | \$38.5m | | |

While it is recommended that management of the “Community Hub” will rest with the Town of Port Hedland, through a coordinated place management approach, each of these facilities will be independently managed and operated.

Funding sources may be available from a range of Federal, State, Local Government and private sources. Preliminary discussions have already been held with LandCorp and State Government funding sources.

Transitional accommodation for some facilities may be required, and a plan for this contingency has been identified by the Town.

Other timeframe considerations:

| Stage | Description | Timing (from start) |
|-----------|--|---------------------|
| 1 | Memorandum of Understanding with LandCorp | 0-3 months |
| 2 | Funding Approvals | 1-5 months |
| 3 | Development Approvals | 3-6 months |
| 4 | LandCorp acquire The Edge Building & lease to ToPH (if appropriate) | 2-4 months |
| 5. | Relocate to The Edge (if appropriate) | 3-4 months |

| | | |
|----|--------------------------------|--------------|
| 6. | Commence Construction | 4-6 months |
| 7. | Relocate HWWC | 17-18 months |
| 8. | Relocate South Hedland Library | 23-25 months |
| 9. | Upgrade Lotteries House | 27-30 months |

This timetable would enable the Community Hub to be fully operational by the end of 2014/15.

In summary it is recommended that:

- The nominated sites for the proposed development of community facilities, being Hedland Well Women’s Centre, South Hedland Library and Lotteries House should be confirmed and agreed to by relevant parties.
- The relevant parties review and confirm appropriate funding strategies, including funding mix, and agree that funding should be pursued as an integrated package.
- The South Hedland Town Centre development should incorporate a management role for a place manager.
- The relevant parties agree and confirm timing for the preferred implementation scenario.

2. Introduction

With a current population of 15,000 permanent residents and a service population of approximately 20,000 people, the Town of Port Hedland is already a significant regional centre in the Pilbara region of Western Australia. The last five years have shown dramatic population increase, both in permanent residents and in Fly In Fly Out (FIFO) and construction workers as well as visitors. Within 20 years the town is expecting to service a combined population of approximately 50,000. Extensive plans are in place to transform the town under the State Government Pilbara Cities Project, including a larger shopping centre, recreation centre, youth centre, improved parks and gardens, a state of the art community centre and library, significant upgrades to the aquatic centre and a new skate park. A major revitalisation of the South Hedland Town Centre is currently being undertaken by Landcorp.

This revitalisation by LandCorp involves the development of apartments and a hotel on the site currently occupied by the South Hedland Library and Hedland Well Women's Centre (HWWC). Accordingly, the Town of Port Hedland has engaged Cox Howlett & Bailey Woodland, with Cole Advisory, to explore the



feasibility of locating a range of community facilities within the South Hedland Town Centre, as described above and included in the vision and concepts outlined in the Feasibility Report 2012. The facilities include:

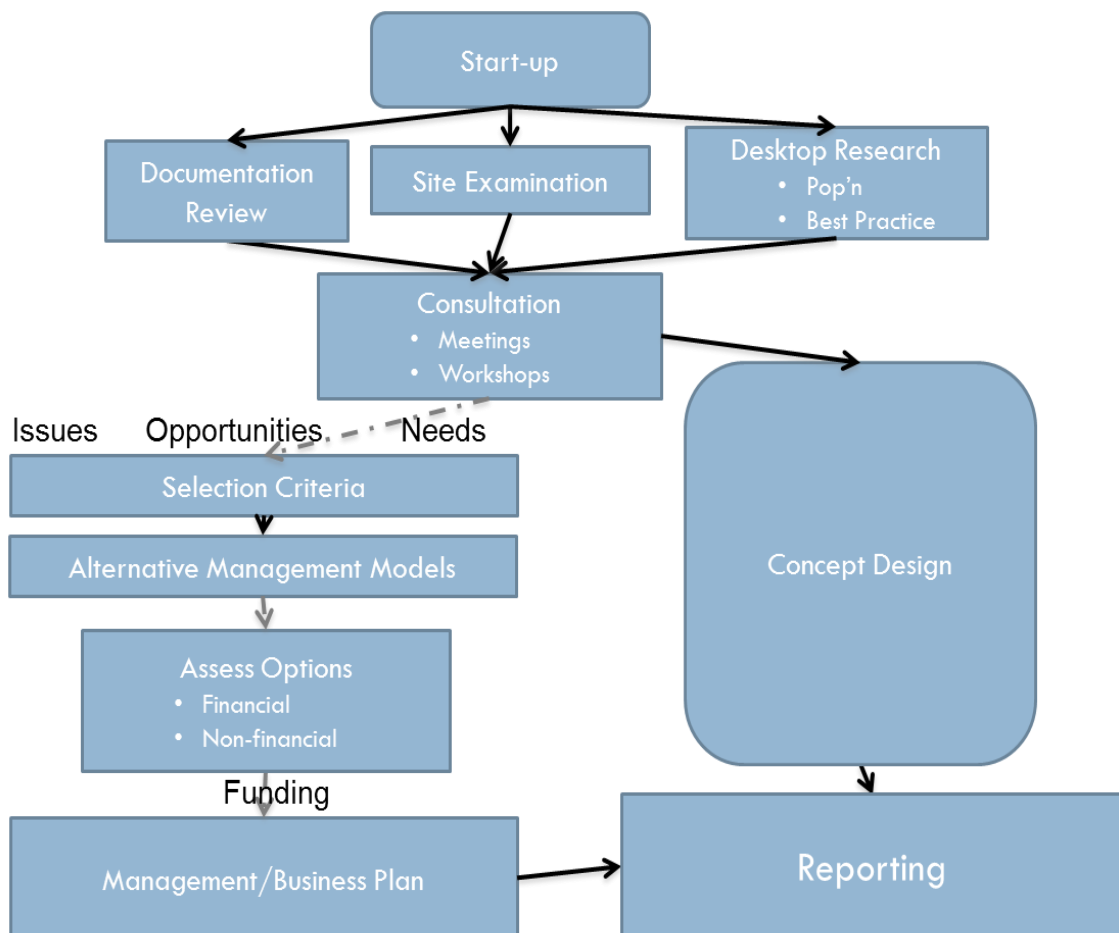
- Lotteries House - a multi-user serviced office complex predominantly focussed on not-for-profit entities;
- Hedland Well Women's Centre – a four bedroom house built in 2006 which serves as a drop-in centre and counselling and gathering facility for women; and
- South Hedland Library and Community Centre, which is owned and operated by the Town of Port Hedland.

The feasibility of these facilities is not only affected by their location as a whole, but also the ability to operate synchronously and cooperatively.

3. Methodology

Cole Advisory has supported the work of Cox Howlett & Bailey Woodland by undertaking high level financial and commercial analysis of the proposed precinct and its facilities and considering a business and management plan to ensure the effective completion and operation of the community facilities.

This methodology outlines the appropriate tasks and outcomes for the study.



A Project Reference Group was assembled to oversee the study and its relocation options. This group consisted of the following:

- Lorna Secrett, Manager Community Development, Town of Port Hedland
- Sharon Groch, Library Services Coordinator, Town of Port Hedland
- Roz Brabazon, Manager, South Hedland Lotteries House
- Julie Broad, CEO, HWWC

4. Consultation and Research

Documentation Review

| Document | Summary of Relevant Information | Project Response |
|--|---|--|
| <p>Pilbara’s Port City Growth Plan (Draft) Oct 2011</p> | <p>This document, and the associated consulting, is based on the vision that Port Hedland will be:</p> <p>“A nationally significant, friendly city, where people want to live and are proud to call home”.</p> <p>The vision is supported by 5 core themes that have informed the Growth Plan’s preparation:</p> <ol style="list-style-type: none"> 1. Sustained and Diversified Economic Growth 2. Strengthening Local Communities and Culture 3. Housing Diversity and Land Supply Capacity 4. Environmental Protection and Change Adaptation 5. Building & Maintaining Infrastructure Capacity <p>Of these core themes, the most relevant to this project are themes 2 and 5.</p> <p>The South Hedland Town Centre has been identified in the City Growth Strategy as “Precinct 11 – City Centre”. The precinct has been identified as “A place of ‘northern Australian life’, a dynamic, accessible and inclusive place that is the heart of the South Hedland community and the major regional centre for the City of 50,000 people. It is an exciting destination for visitors, business people and residents. It has great public spaces, friendly streets, landmark buildings and architecture. There are many visual cues through public art and spaces, and a strong association with indigenous heritage and the natural landscape.”</p> | <p>2. Strengthening Local Communities and Culture</p> <p>The local community of Port Hedland and South Hedland will benefit significantly from the establishment of a town centre and community hub. With a design that recognises the diverse cultures of Port Hedland and the Pilbara, and a blend of community infrastructure, this will be a point of strength for the local community, consistent with the Port City Growth Plan.</p> <p>5. Building & Maintaining Infrastructure Capacity</p> <p>The Growth Plan refers to the need for “strategic infrastructure ... provided in a timely, sustainable and efficient manner to cater for a growing resident population and increasing business activity”. The community facilities to be provided by this town centre precinct represent essential infrastructure for a future urban environment, and are therefore consistent with the needs of the Growth Plan.</p> <p>The Growth Plan recognises South Hedland as the primary regional centre. Accordingly, it is absolutely imperative that South Hedland grow its community facilities, to encourage the utilization of the precinct as the primary community focus in the region.</p> <p>The design aspect of the feasibility study has ensured the creation of a “community hub” integrating landmark buildings into a “main street” environment. The design, landscaping and artwork will be reflective of the Pilbara heritage.</p> |

| Document | Summary of Relevant Information | Project Response |
|--|--|--|
| <p>Port Hedland: Shaping a Cosmopolitan City</p> | <p>This document accompanies the Growth Plan and discusses the opportunities for greater levels of soft infrastructure in future development. The City Centre Precinct is a strong focus within this document, capitalising on the position and its development potential to facilitate economic, social and cultural growth. Three clear opportunities are identified for Port Hedland:</p> <ol style="list-style-type: none"> 1. City of Neighbours 2. International Gateway 3. Cultural Capital | <p>A strategy to achieve Goal 1 – City of Neighbours – is to improve education pathways and leadership. One action to achieve this strategy is to undertake the current feasibility. The goal is also enhanced by greater use of town centres, and the beautification and cleanliness of open spaces, all of which must be addressed in advancing the South Hedland Town Centre.</p> <p>The document also focusses on “successful creative placemaking” under the goal of creating Cultural Capital. Integral to this is the enhancement of public spaces within the South Hedland Town Centre.</p> <p>In addressing land and housing needs, the document acknowledges the work of LandCorp in transforming the South Hedland town Centre through the creation of high density apartments, as well as further additions or enhancements to the commercial spaces.</p> <p>Following the objectives and actions noted within this document will significantly enhance the creation of an active “place”, as opposed to a collection of structures for the South Hedland Town Centre.</p> |
| <p>Town of Port Hedland Library Services Strategic Plan 2010-2015</p> | <p>This document was prepared prior to 2010 and outlines a set of requirements for library services over the five years to 2015.</p> <p>By reference to the strategic plan of the Town and consultation with community and key stakeholders, this document identified a number of key themes which would be integral to the future library development, including:</p> <ol style="list-style-type: none"> 1. The construction of a new Library in South Hedland <u>close to commercial hubs</u> <u>collocated with community organisations/functions</u> including playgroups and meeting rooms and potentially commercial activities including café and bookshop. (endorsed by Council) 2. An examination of opening hours of Libraries to better meet the needs of the community, including opening Sundays. | <p>Of particular importance to this study was the determination of preferred location, and the necessity for a structured program, commencing with the current feasibility study. Also of note was the need for enhanced technology, freely available, as well as compatible commercial uses (café, bookshop). It was also noted that stakeholders desire varied and additional opening hours.</p> <p>Some additional facilities, being conference rooms, meeting rooms and business suites were also included in the list of preferred actions.</p> <p>Siting analysis resulted in conference and meeting facilities being incorporated in the Lotteries House upgrade, rather than the Library, whereas enhanced technology and business services will be included in the Library design. This is in accordance with input from the reference group, who considered an wholistic,</p> |

| Document | Summary of Relevant Information | Project Response |
|---|---|---|
| | <p>3. Increased access to technology and other non-traditional library services.</p> <p>4. The development of targeted programs and resources to increase libraries usage by currently under represented demographics within the Library clientele (i.e. young adults, indigenous people, FIFO workers, people from culturally and linguistically diverse backgrounds).</p> | <p>campus style design across the community hub.</p> <p>The implication of the recommendations within the Library Services Plan is that the feasibility study will take into account some revenue from rental of commercial facilities, as well as some step-up in staffing costs due to additional opening hours.</p> <p>The Plan also noted the need for sustainable partnerships with other community groups – this is particularly pertinent for the current project given the collocation of facilities with HWWC and Lotteries House, as well as the close vicinity to SHAC and the Skate Park.</p> |
| <p>Concept Design Brief – Hedland Well Women’s Centre Jan 2011</p> | <p>This document contemplates a centre for the future, where Port Hedland will be a town of at least 40,000 and there will be a strong demand for women’s and family services.</p> <p>Analysis was undertaken to determine the best future location, and it was noted as desirable for HWWC “to be in close proximity to the South Hedland Town Centre, with good vehicle access and car parking, and a high level of passive surveillance”. The Brief recommended that HWWC collocate with the future South Hedland Library and Community Facilities. Some synergies were noted, with opportunities to share facilities, whilst retaining a needed presence within the South Hedland Town Centre. South Hedland was noted as the most family-oriented of Port Hedland’s three suburbs.</p> <p>The current facilities were constructed in 2006, being a four bedroom house adjacent to the South Hedland Library.</p> | <p>The particular implication of this brief for the present engagement is that there is a strong opportunity to explore synergies with neighboring uses in SHTC. There is also a strong need to explore options which would involve little, if any, capital input by HWWC.</p> <p>Whilst staff accommodation was noted as highly desirable, this was determined, in consultation with the reference group, to be impractical in the scope of the current project.</p> <p>It was noted in the Brief that HWWC receives operational funding from WA Health Department (75%) and BHP Billiton Iron Ore (23%). This is important for future funding considerations.</p> <p>From a contractual perspective, the Brief identifies the need for a long-term permanent home for HWWC. From a design perspective, the Brief identifies the need for a home-like, non-threatening place.</p> <p>Hence, in considering the implementation of the facilities, it would be preferable to identify a plan where HWWC stays put in their existing facilities until relocating to a new, permanent facility.</p> <p>The document has nominated a space requirement of 427m² internal plus 50m² of courtyard. Access to 20-30 parking bays is also</p> |

| Document | Summary of Relevant Information | Project Response |
|---|--|--|
| | | noted. Specific space requirements have been incorporated into the architectural design. |
| Hedland Well Women’s Centre Home Away From Home Research Project Report October 2011 | <p>This document summarises the needs of the HWWC users (current and potential) and provides insight into life for women in Port Hedland. It identifies that HWWC is highly recognised and valued by the Hedland community. Ultimately this document focusses on the services required by HWWC in the future and provides a list of services, activities and programs for women in Hedland and opportunities for HWWC in the future.</p> | <p>This document effectively updates the requirements noted in the Design Brief. Interestingly, the document focusses more on service need than facilities need, and provides the opportunity for greater utilization of existing facilities, as well as the provision of service outside the South Hedland centre.</p> <p>In terms of design, there is an opportunity for a new HWWC to accommodate the needs and tastes of different demographics, including younger and indigenous women, as well as provide flexible spaces that can be used for anything from exercise programs to workshops to counseling sessions, etc.</p> |
| Expansion requirements, as supplied by Lotteries House Board of Management | <p>This document included preliminary concept plans and elevations as prepared by RPS dated April 2011 – it incorporated the fundamental spatial requirements for their future development and key relationships. It identified minor refurbishment of the existing premises and the replacement of the west wing with a new two storey building.</p> | <p>Subsequent workshops with Lotteries House Management confirmed core functional requirements and aspirations. A preliminary accommodation schedule was prepared based on the refinements identified in the workshops. The proposed development for Lotteries House was found to be in keeping with the principle strategies for the Town Centre development, as proposed by Landcorp. Subsequently, it formed the basis for the Feasibility Study itself, which captured an improved architectural vision for Lotteries House, in line with and relation to, the other Community Facilities.</p> |
| South Hedland Youth Space draft vision plan | <p>Prepared by Convic Design, this document is a result of collaboration and consultations with school groups, skatepark operators and users and other stakeholders, in October 2011. The document lists a range of preferred uses and design elements, and solicits comments from participants as to their reaction to the concept.</p> | <p>Given the proximity of the Library and Community facilities, it is essential to plan these uses in harmony with each other.</p> |

The documentation review also considered future population growth and development drivers within Port Hedland and South Hedland. As well as the Town of Port Hedland Growth Plan, noted

above, which considered a “Service Population” of 50,000² by 2031, the following authoritative population references have been reviewed:

- WA Tomorrow – produced by the Western Australian Planning Commission in February 2012 forecasts a permanent residential population of Port Hedland of between 13,100 and 19,100 by 2026;
- ABS (Federal) – shows that the population of Port Hedland in 2011 was 15,046 permanent residents. Hence the low range forecast for Port Hedland’s 2026 population according to WA Tomorrow has already been exceeded.
- PICC (Private)³ – In August 2010, the Pilbara Industry’s Community Council published a report of employment and population projections to 2020. This report forecasts a permanent resident population of 19,870, and a combined population (resident, FIFO, construction) of 20,980, for Port Hedland by 2020.

The Service Population forecast noted in the Growth Plan is clearly only achievable if Port Hedland can maintain its prominence as a tourism centre of the North-West. Tourism WA provides the following statistics for the Town’s tourist visitation⁴.

TOWN OF PORT HEDLAND VISITOR SUMMARY

| | YE Dec 2008/09/10 Annual Average Visitors | YE Dec 2008/09/10 % |
|--|--|---------------------------|
| Estimated Visitors | | |
| Domestic | 61,300 | 83% |
| International | 12,700 | 17% |
| Total | 74,000 | 100% |
| Estimated Visitor Nights | | |
| Domestic | 312,000 | 61% |
| International | 199,300 | 39% |
| Total | 511,300 | 100% |
| Average Length of Stay (Estimated Nights) | | |
| Domestic | 5.1 | - |
| International | 15.7 | - |
| Total | 6.9 | - |

One area that would certainly benefit from the development of the South Hedland Community Hub is that of tourism. As noted earlier in this report, in order to sustain a service population of 50,000, and justify the scope of these capital works, the Town would need to adopt a more strategic approach to its management of tourism.

² Permanent residents, fly-in fly-out (FIFO), contract workers and short-term visitors.

³ *Planning for resources growth in the Pilbara: revised employment and population projections to 2020*, Pilbara Industry’s Community Council, April 2010.

⁴ *Town of Port Hedland Overnight Visitor Fact Sheet 2008/09/10*, Tourism Western Australia

Given the higher propensity for visitors to undertake activities that may be located within the South Hedland Town Centre, the activity above may equate to a demand equivalent to 5,000 to 10,000 additional residents. If tourist visitation can continue to grow at least in line with growth in residential population, the Service Population target of 50,000 by 2031 may be achieved. This growth would necessitate the enhancement of Library and Community facilities.

Site Examination

The need for relocation of these community facilities arises as a result of planned town centre developments in South Hedland. Previously, a number of potential sites have been considered for the collocated community facilities. These include both permanent and temporary facilities.



The Reference Group concluded that a town centre location was most appropriate. This location allowed for greater accessibility and integration between collocated facilities, as well as the ability for a proper place management arrangement to be put in place.

In addition, there is a potential opportunity to temporarily locate some facilities at The Edge building, which, as can be seen from the map above, is in close proximity to the existing facilities. It

is a large building with the ability for some refurbishment to accommodate Library and Community uses. This temporary relocation may allow Landcorp to progress its plans for a hotel on the site which currently houses the Library and Well Women's Centre, within its desired timeframe. This would need to be negotiated with Landcorp within the preparation of a MOU for the overall project.

Consultation

ToPH representatives have met and discussed the future of community facilities with representatives of Lotteries House, HWWC and South Hedland Library over a long timeframe.

This resulted in Council endorsing on 21 September 2011 a collaborative approach between the three facilities and precipitated the formation of the Project Reference Group, consisting of members of ToPH, Library, HWWC and Lotteries House. In December 2011, the Town commissioned Cox Howlett and Bailey Woodland to develop a feasibility study.

During the period January through March 2012, the ToPH held meetings and discussions with a range of internal and external stakeholders. In particular, there was consultation with officers and management of the Town of Port Hedland, and the Project Reference Group, to:

- Clarify the scope of the engagement;
- Identify pertinent issues;
- Fine-tune site selection;
- Understand the financial and non-financial constraints.

Given significant work that had already been done, as part of a separate study, to agree the needs and concept design for a new youth space/skate park, the Reference Group expressed a strong preference for the new Library to be accommodated within the land immediately adjacent to the South Hedland Aquatic Centre without significantly altering the footprint of either this facility or the youth space/skate park.

In addition, consultation proceeded to determine the preferred location for the HWWC, given that Landcorp's Town Centre Revitalisation plans would require HWWC to relocate.

There were two preferred choices as to the permanent location of HWWC:

1. adjacent to Lotteries House; and
2. adjacent to South Hedland Library.

These two locations, as well as the temporary location at the The Edge building, are denoted by yellow stars in the aerial photo⁵ on page 12.

Library

Meetings were held at the South Hedland Library with the Town's Library Services Coordinator, Sharon Groch, and senior staff members who hold a comprehensive knowledge of contemporary library facilities and design, as well as a strong understanding of the strategic needs of the South Hedland Library. This was integral to the design brief, as reflected in the design component of this project.

The Library representatives indicated a strong desire to have the library functioning in synergy with the entire precinct. In particular, a preference was noted for there to be a strong visual linkage between the youth park and the library itself, as well as the potential for some library activities, eg meeting rooms, etc, to be utilised by all precinct users.

Activation of the Library space was noted as a significant contemporary mode of operation, encouraging strong interaction of traditional users and non-users. While a full accommodation schedule is included in the main report, key spaces that promote interface and interaction include:

- Community Drum and Cafe/Bookshop located at the Library perimeters, potentially connected to both inside and outside areas. The Community Drum in particular offers other opportunities including potential public art and interface with other community activities i.e. both the Wangka Maya Pilbara Language Centre and the Port Hedland Visitor Centre.
- Other areas within the Library and subject to management structures and strategies could include the Common Area, Children's Play Area and Story Zone, Local History Room and the Main Foyer area.

Hedland Well Women's Centre

The Board and senior management of HWWC were consulted on a number of occasions, to outline the scope of this engagement and gain the perspective of HWWC as to their requirements and preferences. These meetings, attended by the consulting team and senior ToPH staff,, , involved a strong level of cooperative understanding and concept development. The requirements as noted in

⁵ Google Earth

the concept design brief were refined and determined to be appropriate for the future HWWC facilities. In particular it was agreed that collocation of HWWC facilities with Lotteries House would provide a superior outcome, enabling synergies and efficiencies to be explored.

ToPH senior staff attended a Board meeting of HWWC in February, in which the concept for the Town Centre was discussed and general consensus as to the proposal was achieved. This ultimately resulted in a resolution being approved by the Board to support the relocation of HWWC to the proposed Lotteries House site.

Lotteries House

A number of meetings were held in January to March 2012 between the consulting team, project manager and Board and Management of Lotteries House to agree the scope and receive input and agreement in relation to requirements, positioning and conceptual design. Significant thinking and documentation had already taken place prior to these meetings, and these thoughts and requirements were incorporated into the design concepts. In particular the proposal to expand Lotteries House, and construct new HWWC facilities adjacent and adjoining Lotteries House, was discussed and developed, enabling the design team to achieve a configuration for the library and community facilities precinct that encouraged synergies and a strong flow and interaction between all facets of the precinct.

Findings

As a result of the above consultation and research, as well as detailed spatial analysis, and analysis of previous best practice examples of similar facilities, the design team has determined the best configuration of facilities to be:

- Collocated Lotteries House and HWWC, with Lotteries House undergoing significant expansion and renovation to both increase its size, configuration and allow for HWWC to occupy a newly-added wing to the North-East;
- South Hedland Library to be relocated to a new facility constructed to the north of the existing South Hedland Aquatic Centre (SHAC), and blending with the proposed youth space/skate park facilities;
- Promote strong physical relationship between the Library, Lotteries House and other communal facilities within the Town Centre precinct, including the community park/amphitheatre, main street activity centre and South Hedland Shopping Centre.

Benchmarks

Analysis and research as part of this project has revealed the opportunity to create a strong “Community Hub” in South Hedland Town Centre. A Community Hub has been defined as

A conveniently located public place that is recognised and valued in the local community as a safe gathering place for people and an access point for a wide range of community activities, programs, services and events⁶.

A Community Hub can be either contained in one multi-purpose facility or in a cluster of facilities. In the case of South Hedland, the Library, Lotteries House, HWWC, Town Centre Park and youth space /skate park and SHAC will form a cluster of facilities which satisfy the above definition.

The following recent examples indicate contemporary buildings which facilitate multiple community functions woven within the fabric of a library.

The Grove

Jointly funded by the Town of Cottesloe, Shire of Peppermint Grove and the Town of Mosman Park, the Grove Library is open from 9am to 6pm every weekday except Thursday when it is open until 8pm, on Saturdays from 9am to 4pm and Sundays from 12noon to 4pm.



The Grove’s construction was supported by funding from the Federal Government, under its Green Precincts Program, and includes a wide range of innovative environmental efficiencies.

⁶ Parramatta City Council: Feasibility Study of Community Hubs for Parramatta Local Government Areas

There are over 34,000 items held in the Library, including, for loan and reference:

- books,
- audio books,
- videos and DVD's,
- music CDs,
- CD-ROMs,
- magazines,
- newspapers and
- local current information.

The library also provides:

- Online Databases
- Request and Information Service
- Books on Wheels – for disabled or restricted persons
- Children's Activities
- Internet access and printing (charge per page).
- Fee for service - e-mail, photocopying and fax facilities.

Beginner classes on how to use the Internet are held from time to time.

The Grove is located adjacent to a busy local shopping and commercial precinct.

Waurm Ponds Library

Located just outside of Geelong, Victoria, this library opened in December 2011.



Adjacent to the Town's aquatic centre, it is part of an entire community hub, including the two-storey library, space for community meetings, interest groups, information sessions and other community gatherings.

It includes a City of Greater Geelong shopfront, where residents can access council services.

The new facility hub was funded by the Federal Government (\$3 million), the Victorian Government (\$767,000) and the City of Greater Geelong (\$1.52 million).

The collection includes:

- Books
- Newspapers
- DVD's
- CD's
- Audiobooks
- Magazines
- i-pads
- Games (X-Box and Wii)

The Waurin Ponds Library is open 57 hours a week, including late night opening until 8pm Tues – Thurs. It is open every day of the school holidays aside from Sundays and public holidays. Regular programs such as storytimes for children begin at the start of the new school year.

Brisbane City Council

Brisbane City Council has identified a niche for Community Hubs within its local area, which it defines as:

“The Community Hub is a place where you can relax, socialise and learn new skills in your local neighbourhood.

Community Hub services and facilities can include:

- libraries
- aquatic centres
- services clubs
- cafes
- youth centres
- action groups
- halls
- ward offices”⁷

Brisbane City Council has community hubs at Bracken Ridge, Chermside and Grange. Bracken Ridge has a library, Community Youth and Children's Services centre, Action Group, Community Hall and Ward Office. Services supported in the Chermside Community Hub include a Leisure Centre, library, café, Services Club and public art. The Grange Community Hub consists of the Grange Library, café and Discovery Path (a safe, interactive learning environment accessible by all).

Each of these hubs is anchored by the local library, which acts as a drawcard to the local community.

Lessons Learned

There are many more examples of successful community hubs throughout Australia. In many cases, the centerpiece is the local library, which acts as a showpiece (design) and meeting place/place for interaction (function). In almost all cases there is a café enabling visitors to relax, many times in

⁷ <http://www.brisbane.qld.gov.au/facilities-recreation/parks-and-venues/community-hubs/index.htm>

combination with a children's or youth activity/leisure centre. This highlights the need to attract a wide range of users, many of whom have not been traditional users of the library function.

In regional Australia, there is a strong opportunity to utilise the centrality of the community hub as a point where local council activities may also take place, such as rates payment or local information. Many of these activities are already taking place, formally or informally, at South Hedland Library, and may continue to do so in the new facility.

It is important to utilise technology to its greatest extent to enable a wider range of services and offerings, as well as to cater for a greater range of users. The latest technology should also be harnessed to achieve, where possible and practical, environmentally sustainable practices.

The examples above also demonstrate the opportunity to achieve capital funding from all levels of government as well as the private sector.

Ultimately, the benchmarks above demonstrate the strong opportunity for the Library and Community facilities to be developed as a community hub within South Hedland, and offer to the community and its visitors a range of services which will encourage further participation in the social and economic life of the Town.

5. Analysis

The following financial analysis demonstrates the cost of the proposed facilities and the strong need for funding from all levels of government and the private sector.

Cost Planning

The following key factors were input to the high-level financial model, to understand the financial implications of the development proposal. All costings have been provided by an independent quantity surveyor, Ralph Beattie Bosworth Pty Ltd, and are as follows:

Order of Magnitude Costing

SUMMARY

| | |
|-----------------------------|----------------------|
| Hedland Well Women's Centre | <u>\$ 4,560,000</u> |
| Lotteries House | <u>\$ 16,690,000</u> |
| Library | <u>\$ 16,800,000</u> |

Hedland Well Women's Centre has been costed in accordance with the space requirements as outlined in the HWWC Concept Design Brief, as outlined in Section 4 – Consultation and Research.

Hedland Well Women's Centre

| | | | | |
|--|----------------|-----|-----------|---------------------|
| Building works incl fixed fitout | m ² | 500 | \$ 3,000 | \$ 1,500,000 |
| Courtyards | m ² | 490 | 200 | 98,000 |
| Covered way/verandah | m | 50 | 1,200 | 60,000 |
| Parking | m ² | 360 | 100 | 36,000 |
| Walls, fencing and gates | | | | 56,000 |
| External works incl landscaping | | | | 100,000 |
| External services | | | | 100,000 |
| Headworks | | | | 30,000 |
| | | | sub-total | \$ 1,980,000 |
| Design Contingency - allow 10% | | | | 200,000 |
| Escalation to start (say January 2013 - allow 3%) | | | | 60,000 |
| | | | sub-total | \$ 2,240,000 |
| Hedland locality loading - allow 65% | | | | 1,460,000 |
| Consultant fees - allow 12% (+30% loading) | | | | 350,000 |
| FF&E - allow \$150k Perth supply price (current) incl workstations, chairs, shelving, etc | | | | 195,000 |
| Equipment Budget - allow \$75k Perth supply price (current) incl computers, phone system, AV equipment | | | | 100,000 |
| | | | sub-total | \$ 4,345,000 |
| Client contingency - allow 5% | | | | 215,000 |
| Estimated Total Project Cost (excl GST) | | | | \$ 4,560,000 |

Lotteries House has been costed in accordance with the space requirements as outlined in 'Expansion requirements, as supplied by Lotteries House Board of Management' as detailed in Section 4 – Consultation and Research'.

Lotteries House

| | | | | |
|---|----------------|-------|-----------|------------------------------------|
| Demolition works | | | | \$ 20,000 |
| Building works incl fixed fitout | m ² | 1,470 | \$ 3,500 | 5,145,000 |
| Extra for lift | | | | 200,000 |
| Balconies | m ² | 200 | 1,400 | 280,000 |
| Covered way/verandah | | | | 200,000 |
| External works incl landscaping | | | | 200,000 |
| External services | | | | 100,000 |
| Headworks | | | | 50,000 |
| Alteration works to existing facility | | | | 1,000,000 |
| | | | sub-total | <u>\$ 7,195,000</u> |
| Design Contingency - allow 10% | | | | 720,000 |
| Escalation to start (say January 2013 - allow 3%) | | | | 215,000 |
| | | | sub-total | <u>\$ 8,130,000</u> |
| Hedland locality loading - allow 65% | | | | 5,210,000 |
| Consultant fees - allow 12% (+30% loading) | | | | 1,250,000 |
| FF&E - allow \$750k Perth supply price (current) incl chairs, tables, etc | | | | 975,000 |
| Equipment Budget - allow \$250k Perth supply price (current) incl computers, phone system, AV equipment | | | | 325,000 |
| | | | sub-total | <u>\$ 15,890,000</u> |
| Client contingency - allow 5% | | | | 800,000 |
| Estimated Total Project Cost (excl GST) | | | | <u><u>\$ 16,690,000</u></u> |

The **Library** has been costed in accordance with the design concept developed by Cox Howlett & Bailey Woodland.

Library

| | | | | |
|---|----------------|-------|-----------|-----------------------------|
| Library incl fixed fitout | m ² | 1,030 | \$ 3,500 | \$ 3,605,000 |
| Administration incl fixed fitout | m ² | 330 | 3,000 | 990,000 |
| Café incl fixed fitout | m ² | 60 | 4,000 | 240,000 |
| Community Drum | m ² | 240 | 3,000 | 720,000 |
| Courtyards | m ² | 115 | 800 | 92,000 |
| Children play | m ² | 135 | 1,400 | 189,000 |
| Secure parking | m ² | 240 | 100 | 24,000 |
| Walls, fencing and gates | | | | 70,000 |
| External works incl landscaping | | | | 350,000 |
| External services | | | | 200,000 |
| Headworks | | | | 80,000 |
| | | | sub-total | <u>\$ 6,560,000</u> |
| Design Contingency - allow 10% | | | | 660,000 |
| Escalation to start (say January 2013 - allow 3%) | | | | 200,000 |
| | | | sub-total | <u>\$ 7,420,000</u> |
| Hedland locality loading - allow 65% | | | | 4,820,000 |
| Consultant fees - allow 12% (+30% loading) | | | | 1,160,000 |
| FF&E - allow \$1.5m Perth supply price (current) incl workstations, chairs, shelving, etc | | | | 1,950,000 |
| Equipment Budget - allow \$500k Perth supply price (current) incl computers, phone system, AV equipment | | | | 650,000 |
| | | | sub-total | <u>\$ 16,000,000</u> |
| Client contingency - allow 5% | | | | 800,000 |
| Estimated Total Project Cost (excl GST) | | | | <u><u>\$ 16,800,000</u></u> |

It should be noted that the costings supplied by Ralph Beattie Bosworth Pty Ltd, Construction Cost Consultants, do not include:

- Land cost assumed as \$nil
- Legal and funding costs assume 2% of capital cost
- Roadworks not applicable (part of city centre development)
- Infrastructure services part of city centre development
- Aquatic Centre not considered in this business plan
- Public parks part of city centre development

- Specialised equipment

Maintenance/Repairs

The Strategic Asset Management Framework for Western Australia, published by State Treasury, provides guidelines for the preparation of business cases for major capital investments. These guidelines indicate that an acceptable level of allowance for repairs and maintenance on a capital asset is 1-2% of capital cost. Given that these assets will be brand new, and their capital cost has been escalated due to location, a provision in the lower amount is considered appropriate.

Security

With proper and rigorous place management, South Hedland Town Centre will develop a culture of its own, which will include a high level of mutual respect for people and assets, as well as a thriving level of activity throughout the day and many hours of the evening. Hence, it is not envisaged that additional security services will be required in the long-term. It is a reality, however, that this cultural shift will need some “assistance” especially in earlier years, such that the analysis has allowed for an outsourced security service to be present for the first five years.

Revenue

At this stage, while the bookshop may be operated either in-house or by an external operator, the café is not intended to be run in-house. Accordingly, income from this operation will be in the form of market rent, potentially achievable from a commercial lease of space adjacent to the library entrance. This revenue from rental of both the bookshop and café space has been included in the financial analysis at a hypothetical rental of \$400 per m² which is deemed to be reasonable in the current market.

No other commercial tenancies providing rental to the Town of Port Hedland are envisaged within this development.

Funding

The vast majority of the assets within this precinct will be community facilities. To that end, it is not intended that these facilities will derive a profit of their own accord. Hence, external funding will be required for both capital and operational purposes.

While management of Lotteries House and HWWC are distinct and separate from the ToPH, it is recommended that funding be applied for as a bundle.

The ToPH should, in the first instance, approach LandCorp and the State Government for funding towards these relocations. In particular, the relocation of the Library (\$16.8m) and HWWC (\$4.56m) are a direct result of Landcorp’s Town Centre Revitalisation plans. Given that these facilities will enable the successful development and operation of the South Hedland Town Centre, both through their relocation and through their integral role in the Community Hub, they should be considered as a cost of the revitalisation itself.

This Landcorp funding could form part of a total State Funding package. Such funding would be gained through application to the relevant agencies and, ultimately, Treasury. Treasury Funding for assets investments is guided by the Strategic Asset Management Framework. Funding for regional initiatives is available through Royalties for Regions, and managed by the Ministry for Regional Development.

If this initiative is intended to be self-funding, any **Local Government funding** must be derived from a new or expanded revenue stream. Accordingly, the Town of Port Hedland may look at the use of:

- Development Contributions;
- Differential rates;
- An overall rate rise;
- Increase in population and consequent revenue.

Given that developers will gain an opportunity to participate in the economic development arising out of the development of SHTC as an activity centre, and the city centre, there may be scope to impose a small impost, relative to the location and size of landholding. Development contributions may be included within the Town Planning Scheme and conform to State Planning Policy 3.6.

Revenue can also be achieved by amending the differential rating system. The Council’s current differential rating system⁸ is as follows:

| Rate Category | RID | Min |
|-----------------|--------|------|
| GRV Residential | 4.5625 | 1000 |
| GRV Commercial | 5.4315 | 1000 |

⁸ Current rates table for 2011/12 per http://www.porthedland.wa.gov.au/services_facilities/rates/faq.html - note that this table changes from time to time – latest table should be referenced through ToPH website.

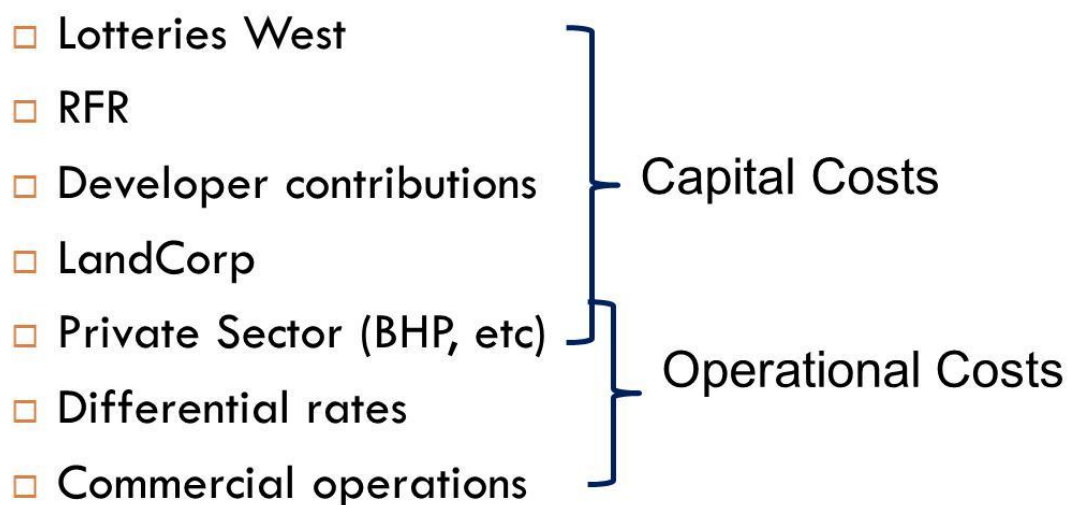
| Rate Category | RID | Min |
|------------------------|---------|------|
| GRV Industrial | 4.5625 | 1000 |
| GRV Shopping Centre | 9.1250 | 1000 |
| GRV Mass Accommodation | 9.1250 | 1000 |
| GRV Ex Gratia | 4.6525 | 1000 |
| UV Mining Improved | 31.3051 | 1000 |
| UV Mining Vacant | 31.3050 | 1000 |
| UV Pastoral | 5.1049 | 1000 |
| UV Other | 10.3731 | 1000 |
| UV Other Vacant | 11.7752 | 1000 |

Other funds may be gained via application to government funding bodies such as Lotteries West, especially in relation to the expanded capabilities of Lotteries House.

In addition, some private sector funding may be negotiated.

Federal funding may be available through the Department of Regional Development and Local Government, Arts and Sport, via its Regional Development Australia Fund.

The following diagram shows the potential availability of capital and operating costs as appropriate.



While the total capital cost of \$38m represents a sizeable investment, the benefits of a community hub in anchoring a developing city, and ensuring community involvement from a social and economic sense, is demonstrated by reference to the successful community hubs noted previously in this report. There is a substantial opportunity for South Hedland Town Centre to grow fully in accordance with the Port City Growth Plan

In order to ensure the financial viability of this project, it would be essential to immediately commence discussions at Federal, State and private sector levels with a view to preparing funding submissions. It would be necessary to secure at least \$35m in capital funds, around \$3m in Development Contributions, and around \$900,000 in additional rates revenue, to ensure the financial viability of these facilities.

The following table has been included as a suggested break-up of funding sources:

| Facility | Capital Cost | Suggested funding sources |
|-----------------------------|---------------------|---|
| Library | \$16,800,000 | Landcorp |
| South Hedland Youth Space | \$3,000,000 | State Government |
| Parking contribution | \$??? | Private/Industry Partner Town of Port Hedland |
| Hedland Well Women’s Centre | \$4,560,000 | Landcorp State Government Private/Industry Partner Federal |
| Lotteries House | \$16,690,000 | Landcorp State Government Lotteries West |

It should be noted that this is indicative only and may change based upon individual discussions.

Operations

The following table outlines potential operating costs for the ToPH:

| TOPH Salaries | Current | Future |
|---|---------------------|----------------------------|
| Position | Yearly Salary | Yearly Salary (2012 \$) |
| Coordinator Library Service | 81,900.00 | 81,900.00 |
| Senior Library SLO | 64,743.40 | 64,743.40 |
| Library Officer – Level 3 Step 1 (Full Time) | 59,826.00 | 59,826.00 |
| Library Officer – Level 3 Step 1 (Full Time) | | 59,826.00 |
| Library Officer - Level 3 (Full Time) | 58,602.33 | 58,602.33 |
| Library Officer - Level 3 (Full Time) | | 58,602.33 |
| Library Officer – Level 3 Step 1 – 2 officers | 59,826.00 | 59,826.00 |
| Casual Library Officer – Junior | 8,000.00 | 12,000.00 |
| Casual Library Officer – Junior | | 12,000.00 |
| Casual Library Officer - Senior | 9,000.00 | 14,000.00 |
| Casual Library Officer - Senior | | 14,000.00 |
| | | |
| Place Manager | | 90,000.00 |
| Admin Assistant | | 50,000.00 |
| Parking | | |
| | | |
| | | |
| | \$341,897.73 | \$635,326.06 |
| | | |
| Other Recurrent Costs | | |
| Differential Salaries | | \$293,428.33 |
| Differential On-costs | | \$68,955.66 |
| Differential Cleaning | | \$26,000 |
| Differential Overheads | | \$176,057.00 |
| | | \$564,440.99 |
| | | |

* Place Manager – refer to page 34 for a detailed discussion of this role.

| | | | |
|-------------------------------|--------------|-------------|----------------|
| Superannuation Guarantee Levy | 9% | of salaries | |
| Additional Superannuation | 1% | of salaries | |
| FBT | 4% | of salaries | |
| Worker Compensation Insurance | 4.50% | of salaries | |
| Staff Training | 5% | of salaries | |
| Building - Insurance | 0.10% | of cost | |
| Cleaning - additional | \$500 | per week | |
| Security | \$1,000 | per week | 1st five years |
| Maintenance | 1% | of cost | |
| Overheads | 60% | of salaries | |
| Parking | net nil cost | | |

Revenue

| | | |
|---------------|----------|---------|
| Rental | | |
| Café/Bookshop | \$400 | per sqm |
| | 120 | sqm |
| | \$48,000 | pa |

The financial aspects of this development have been reviewed from the perspective of the Town of Port Hedland. Accordingly, neither revenue nor corresponding costs related to the two independent operations, being the Hedland Well Women’s Centre, and South Hedland Lotteries House, have been included.

Summary

The financial model (over a 20 year period) shows the following:

| <u>Capital Costs</u> | |
|----------------------------------|----------------------|
| HWWC | \$ 4,560,000 |
| Lotteries House | \$ 16,690,000 |
| Library | \$ 16,800,000 |
| Contingency (fees, etc) | \$ 380,500 |
| | \$ 38,430,500 |
| <u>Recurrent Costs</u> | |
| Maintenance/Repairs | \$ 12,845,677 |
| Security | \$ 293,129 |
| Other | \$ 18,382,009 |
| | \$ 31,520,815 |
| <u>Offsetting Revenue</u> | |
| Rent | \$ 1,483,471 |

ToPH Only

The only commercial tenancy to provide rental income to the Town of Port Hedland in this development is the café/bookshop, which has been assumed to be 120m² of net lettable area. The rental from this space which has been included in the financial analysis is therefore \$48,000 per annum net rental, increased in accordance with CPI.

Management

To operate as an effective Community Hub, the Library and Community Facilities, including HWWC and Lotteries House, should be managed in accordance with common aims, and explore synergies where possible. This means that each element of the community hub will operate independently but should be cognisant of the strategic aims of the community hub itself. This synchronous approach can apply through all stages of planning, development and management, through a place management approach, as detailed below.

Implementation Management

The timeframe for development of this infrastructure is estimated⁹ as follows:

Hedland Well Women's Centre

- Design and Documentation 6 Months
- Construction 12 Months

Lotteries House

- Design and Documentation 8 Months
- Construction 16 Months

Library

- Design and Documentation 8 Months
- Construction 20 Months

It is imperative that any disruption of activities of these facilities be kept to a minimum. In particular, HWWC representatives have stressed their desire for relocations to be kept to a minimum. Accordingly, the following implementation scenarios should be explored.

⁹ Cox Howlett & Bailey Woodland

Scenario 1: Redevelopment then Relocation

Given that the Library and HWWC are to be constructed on separate sites, quite distinct from their existing locations, there is an opportunity for construction of both facilities to be commenced as soon as possible, while maintaining operations at their current sites.

Accordingly, HWWC would relocate to new premises adjoining Lotteries House in 2014 and the South Hedland Library would relocate to new premises in 2015.

Given that the redevelopment of Lotteries House is predominantly located along the Western side of the building, there is an opportunity for Lotteries House to remain operational throughout the 16 month construction period.

Scenario 2: Transitional Accommodation

There is an opportunity to utilise The Edge building in South Hedland as transitional accommodation for the Library. Whilst this is not preferable, it may be necessary if LandCorp require immediate possession of the lot currently occupied by South Hedland Library. In progressing any temporary relocation of the Library, options should be also explored with HWWC on its timely temporary or permanent relocation, given that HWWC have consistently maintained that they desire one move only, to a permanent location.

The transition arrangement involving The Edge building will enable the Library to temporarily relocate whilst the construction of a new Library is undertaken.

Timing

Scenario 1 as defined above, has a likely deliverable timeframe of approximately 28 months, incorporating the phases of selection of consultants, design, documentation, planning and regulatory approvals and construction, from the date of decision of funding and approval to proceed. Scenario 2 has a likely corresponding timeframe of 36 months. Note - timeframes are approximate and subject to more detailed appraisal.

Operational Management

It is important to recognise that each element of the Library and Community Facilities is a separately managed entity. Whilst the Library and external grounds will be managed by the ToPH, HWWC and Lotteries House will continue to be managed by their Boards of Management. Allowing for this independent governance, the establishment of a community hub provides opportunities for these separate entities to work together, share facilities and encourage a strong sense of community.

Roles and responsibilities

A number of important roles should be maintained in order to ensure the effective operation of these facilities.

Although current roles in the Town's Community Development Directorate will continue to have a strong influence over the development of the community hub and the SHTC itself, it is recommended that a new role of Place Manager be created. It is recommended that this new position be located within the community hub (the current concept design indicates an office within the Library facility) although the role would be expected to be very mobile, moving throughout the community hub and understanding all the needs and opportunities.

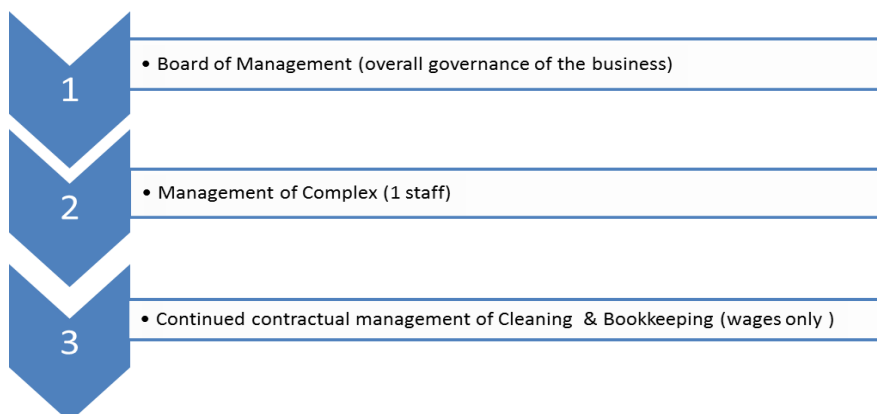
Other options for the organisational positioning of Place Manager and Place Management Staff may be within the Economic Development Business Unit. The organisational positioning of these roles will ultimately be guided by the Town's Workforce Plan, which is currently being determined.

Management of Lotteries House

The Manager of Lotteries House is currently employed by Lotteries House Board of Management.

The current governance structure is as follows:

Management structure of SH Lotteries House.



Lotteries House operates

as low-cost accommodation for Not for Profit groups, including:

- Relationships Australia
- Smith Family
- Aboriginal Legal Service
- Pilbara Association of Non Government Organisations
- Hedland Personnel

- Pilbara Community Legal Service
- Child Australia

Each of these entities operate independently of each other and of the Lotteries House governance structure.

HWWC Management

Hedland Well Women’s Centre is governed by a Board of Management and operated by a Chief Executive Officer and various staff. This operation is also completely independent of the other facilities.

South Hedland Library Management

South Hedland Library will continue to be the largest library in the Town of Port Hedland and, as such, will maintain the majority of the Town’s Library organisation. Once completed, the staffing at South Hedland Library will consist of:

| | |
|-----------|---|
| Full time | Coordinator Library Service |
| | Senior Library Officer |
| | Library Officers Level 3 Step 1 (2 persons) |
| | Library Officer Level 3 Step 2-3 |
| | Library Officers Level 3 (2 persons) |
| Part Time | Casual Library Officer – Senior (2 persons) |
| | Casual Library Officer – Junior (2 persons) |

Place Management

In order to maximise the outcomes achieved from the collocation as described above, it is recommended that a Place Management approach is taken.

What is Place Management

Place management is defined by the Institute of Place Management as "a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors".

IPM define 'place' as a location that has meaning to people. Examples of places are:

- Cities and/or city centres

- Towns and/or town centres
- Neighbourhoods and/or district centres
- Villages
- Business Improvement District areas
- Industrial estates
- Business parks
- Out-of-town retail & entertainment centres
- Leisure and tourism destinations
- Parks & open spaces

Clearly, SHTC is within the above definition.

Place Management involves:

- being the central point of coordination and focus for SHTC;
- management and delivery of strategies and actions;
- maintaining consistency with the vision for SHTC;
- efficiently managing and utilizing SHTC resources and assets;
- stakeholder engagement and management;
- establishment and management of alliances and partnerships; and
- integrated and coordinated pursuit of social, community, economic, marketing and environmental initiatives.

The key points to note above are integration and coordination. Only an independent place manager, with sole responsibility for the entire town centre, can act in an integrated and coordinated manner for the overall benefit of the place itself, as opposed to any particular occupant/s.

Whilst there are numerous examples of successful place management, it is important to reflect in the SHTC Place Management model the particular needs of South Hedland and Port Hedland itself.

Accordingly, it is both important that:

- the SHTC Place Management model is guided by the needs of the Town of Port Hedland, the State (as owner of adjoining development land) and the various users; and
- the place manager retains close contact and access to the strategic decision makers.

Why is Place Management Important to SHTC?

The establishment of SHTC involves a mix of users and stakeholders. Each of these users and stakeholders has quite specific needs and desires, both from a design and operational perspective. Whilst it is important to ensure that SHTC serves the needs of its tenants and users, in turn those tenants have an obligation to ensure that their use of the town centre is consistent with the strategic objectives of the town centre itself as a community hub.

At this stage it is envisaged that SHTC will consist of:

- South Hedland Library and Community Centre
- Lotteries House
- Hedland Well Women's Centre (HWWC)
- SHAC
- Skate Park
- South Hedland Shopping Centre
- Hotel
- Town Park

There may also be a cinema complex within or close to the SHTC precinct.

It is apparent that there will be a large number of users, and even more stakeholders, with specific requirements and priorities. The clear advantage of a Place Manager is that this individual will be able to focus entirely upon the needs of the entire SHTC precinct. In the long run, this will serve as a benefit to all users and stakeholders, as the visitors to SHTC will be able to associate with a clear unambiguous message and the strategic objectives for the Town of Port Hedland will be achieved more comprehensively and efficiently. This in turn should facilitate a stronger business case for future funding and improvements..

Specifically, a Place Manager for SHTC would ensure a consistent message was provided to the community by this place, in the form of:

- Communication
- Building and asset design and procurement
- Asset management and maintenance
- User behavior
- Events management
- Service delivery

Information Centre

A place manager is in a perfect position to act as a central information point for the place itself, as well as Port Hedland in general. It has been noted during interviews that the Library is currently acting as a de facto information centre for visitors and residents, to the point where the design for the new library and community facilities will almost certainly incorporate an information booth, either monitored or automated. Such a service could be adopted by the place manager, thereby reinforcing the integration and coordination role.

While every “place” is unique, and should be so, the following are some examples:

Central Geelong

Geelong is a port city located 75km south-west of Melbourne, in the State of Victoria. A place management program has been in operation for Central Geelong and the Waterfront since 2001. The program covers over 1,250 businesses and funding is a core component of Council, based in its Major Projects unit.

Employing a place manager with two full-time marketing coordinators, major achievements to date include:

- Establishment of a “Farmers market”;
- Business development and networking program for businesses;
- Streetscape works;
- “park and ride” bus shuttle;
- Effective development and management of council assets in the centre.

Lessons Learned

- Special rate scheme has facilitated greater coverage of place management;
- Program could have been more effective if place manager was appointed earlier in the implementation phase;
- The more senior the place manager the more effective the program;
- Cleanliness and safety are critical elements to get right early.

Ellenbrook Town Centre

Ellenbrook is a northeastern suburb of Perth, about 21 km from Perth's CBD, in the City of Swan. Current City of Swan estimates forecast the population to increase to 37,150 by 2016 and 44,185 by 2021.

At the heart of the vision for Ellenbrook is a Community Development Plan that outlines the evolution of a vibrant and sustainable community. A Community Planning Team that included representatives from the City of Swan and residents from the surrounding communities developed the framework for this Community Development Plan in 1994.

In 2003 the City of Swan introduced its Place Planning initiative, designed to enhance the quality of life of areas within the City of Swan and to ensure its social, economic and environmental sustainability. The ‘Ellenbrook Place Plan’ produced by the City of Swan is based on partnerships and collaboration between the City of Swan and those who live, work, play, learn and invest in Ellenbrook.

Following the publication of the Ellenbrook Place Plan in 2004 the original Ellenbrook Community Development Plan was updated and since then it has been the guiding framework for community development at Ellenbrook.

In 2010 Ellenbrook Management and the City of Swan commissioned a detailed study of the needs of the emerging Ellenbrook community. The 'Ellenbrook Public Open Space and Community Facilities Strategy' outlined the study findings and made recommendations for community development initiatives at Ellenbrook. These recommendations will be fed into the Ellenbrook Community Development Plan.

The Ellenbrook Community Development Plan encompasses 'place planning', provision of facilities and services and funding mechanisms to support the creation of a community.

Place Planning

In 2003 two Community Workshops were held to identify the issues relevant to the future planning for Ellenbrook. Representatives from key government agencies, local organisations, schools, business representatives, community leaders and LWP Property Group attended the workshops. The outcome was a list of the top challenges facing Ellenbrook and actions that could be taken to address them.

Facilities and Services

A Community Development Officer, whose role was to help facilitate the early provision of relevant facilities and services, was appointed in 1995. In the early days of Ellenbrook this role was part of Ellenbrook Management's function. As Ellenbrook has reached maturity and the population has grown to 20,000, this role has been handed over to the City of Swan to bring Ellenbrook in line with the Council's overall community development policies. There is now a Community Development Officer, two Youth Officers and a Place Manager all employed by the City of Swan and based in Ellenbrook Town Centre in the City of Swan's offices.

Local employment opportunities have been fostered through the creation of business incubation units offering flexible and small spaces of office accommodation designed for business start-ups. Planning for additional employment opportunities has been taken into account in the planning of the District and Town Centres, and as the population grows employment has been created in the areas of retail, education, commercial and other light industry sectors.

Ellenbrook Arts (formerly Ellenbrook Cultural Foundation) was established in 2002 to deliver programs such as artists in residence, theatre arts training and a community radio station. Initially focused on assisting the creation of groups such as the painting group, photography etc, it now has two facilities (The GrapeVine and The Gallery). The not-for-profit organization is run by a Board of Management made up of local residents and members with linkages into the wider community and particular skills in arts events.

Over the life of the project Ellenbrook has been designed to include schools (primary and secondary, private and Government), child care centres, family day care operators, out of school hours care, playgroups, toy libraries, Disability Services, medical centres, nursing homes, aged care and retirement accommodation, places of worship, Fire station and Police Station, sports grounds, courts, bowling green, indoor recreation centres, Post office, Public Library, community centres, a youth centre and neighbourhood retail centres.¹⁰

The key lesson learnt from Ellenbrook is that the development of a place is a long term path that involves the developer, the local authority and the local community. Even though the role of place management may initially be the domain of the developer, combining with a project management

¹⁰ LWP Property Group

role, the role must eventually be handed over to the local authority as an ongoing community development role.

6. Future Development Context

Future development of the Town Centre will include, as well as the community facilities currently under investigation, a “main street” adjacent to the South Hedland Shopping Centre, enhanced by refurbishment of the Shopping centre to create outward-looking retail tenancies, medium/high density residential and hotel developments, the new “Town Park” as a centre for cultural and social activities, and a general upgrade to road networks and parking. A separate study, entitled Port Hedland Entertainment Feasibility, was endorsed by Council in April 2012 and has proposed that a cinema complex be developed within the SHTC.

The community facilities will blend seamlessly with these planned developments, such that the entire precinct will operate as a cohesive “place” or “activity centre”.

The Growth Plan identifies South Hedland Town Centre as Precinct 11 – City Centre, with a “main street” activity precinct, mixed use commercial precincts, shopping, hotel and residential apartments. This will almost certainly be the centre of attention for visitors to the Town and therefore the most appropriate position for a tourist/visitors centre or at the very least a satellite hub of the visitors centre. The use of manned and unmanned aids to assist visitors will not only ensure the best strategic economic outcome but also ensure repeat and additional visitation.

7. Recommendations

- The nominated sites for the proposed development of community facilities, being Hedland Well Women's Centre, South Hedland Library and Lotteries House should be confirmed and agreed to by relevant parties.
- The relevant parties review and confirm appropriate funding strategies, including funding mix, and agree that funding should be pursued as an integrated package.
- The South Hedland Town Centre development should incorporate a management role for a place manager.
- The relevant parties agree and confirm timing for the preferred implementation scenario.