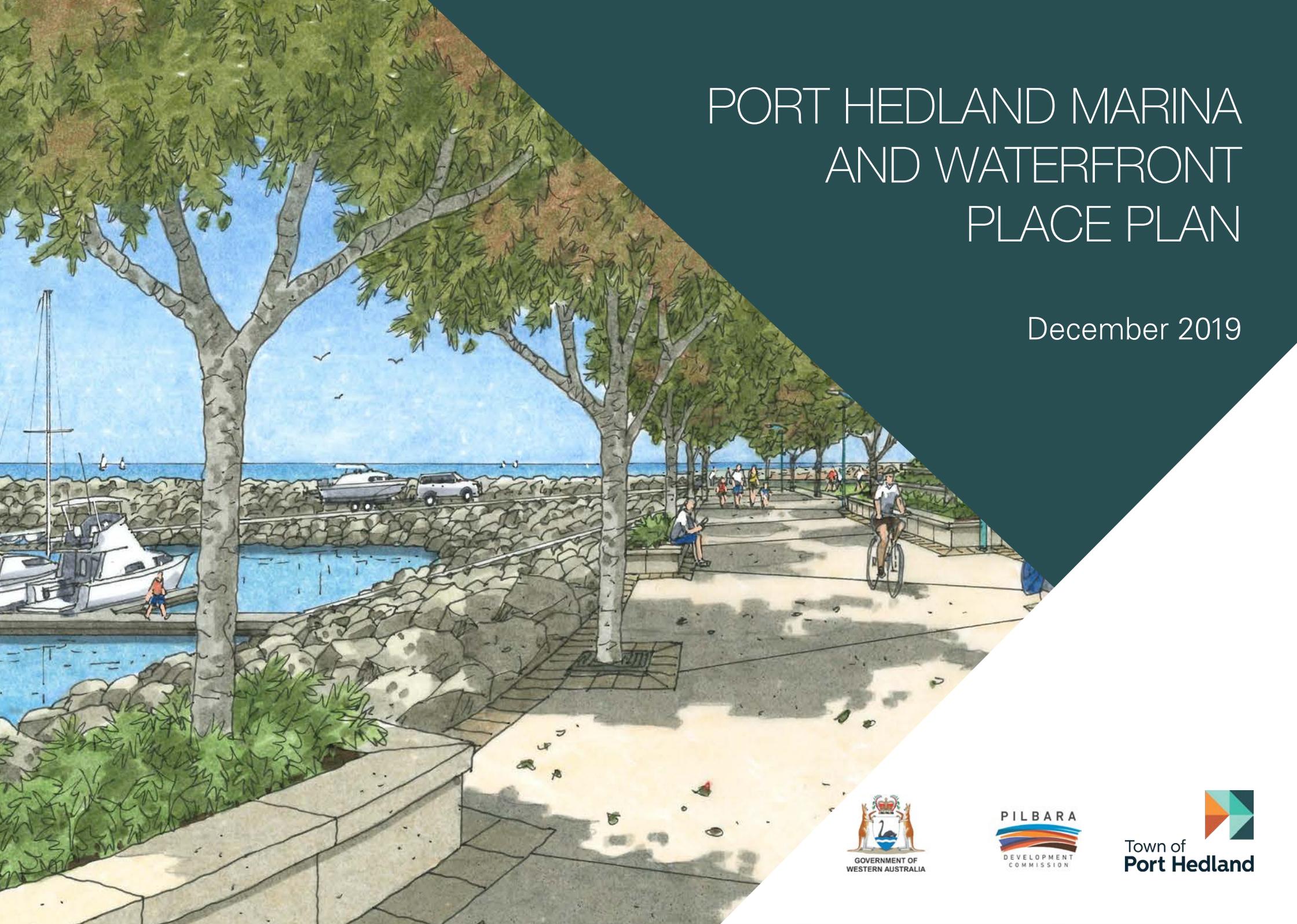


PORT HEDLAND MARINA AND WATERFRONT PLACE PLAN

December 2019



GOVERNMENT OF
WESTERN AUSTRALIA



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Prepared for **Town of Port Hedland**



Prepared by **Taylor Burrell Barnett**



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EXECUTIVE SUMMARY

A place-led approach to the development of the Port Hedland Marina and Waterfront informed by recent stakeholder engagement and community workshops will enable integrated delivery of physical, management and programmatic improvements in the area, with clear definition to relationship development, place management and governance roles and responsibilities.

The current low amenity of the area requires immediate attention and prioritising 'quick wins' to signal that the place is changing. Engaging the attention and efforts of stakeholders and the general community is essential.

Priority projects to pursue immediately include:

- Adopt the place strategies and recommendations in the Place Plan
- Implement 'Quick Wins' as described in section 4.4.4, in conjunction with relevant stakeholders and engaging with community including:
 - General clean up and rubbish removal
 - Website and newsletter development about project progress
 - Artist impressions of the future development on site
 - Preparation of interpretation material for future installation
- Work with stakeholders, demographic and cultural groups to identify project champions, community leaders and to create an understanding and commitment towards place activation and place management.
- Commence the development of a place brand and naming strategy
- In the short term the recommendations in section 4.4.5 include:
 - Implement the masterplan and a landscape plan, underpinned by place making principles that prioritise end user needs Appoint a Place Manager either as a formal resource or through a contractual arrangement and identify existing resources and budgets to support the Place
 - Prioritise a dedicated focus on relationships with stakeholders, landowners and investors and consolidate into a Partnerships Strategy to prioritise and target investment in place activation and place management
 - Establish a calendar of temporary and permanent events and fringe activities which leverage off club, private sector and Town activities
 - Establish a Style/Design Guide for future signage and development

In the medium to long term it is recommended in section 4.4.6 including:

- A strategy for investment attraction
- Developing connections and links in hard and soft infrastructure to the rest of Port Hedland
- Facilitate permanent events and markets
- Consider hosting innovative activities to offer a point of difference to locals, tourists and visitors
- Identify additional capital funding partnerships, to enhance and grow the potential of the development as a destination and attraction
- Monitor and measure place performance





INTRODUCTION

SECTION

1

1. INTRODUCTION

1.1 THE PROJECT

1.1.1 PROJECT DESCRIPTION

There has been a long-standing vision for a Marina and Waterfront in Port Hedland. Various plans have been considered over recent years.

The McGowan Government made an announcement on 7 August 2019 for the revised marina design to include a 4-lane boat ramp and long-term capacity for up to 80 boat pens.

The landside is to include public recreational space and improved public access, parking, toilet facilities and areas for pop-up stalls.

Construction is expected to commence in 2020.

1.1.2 PROJECT GOVERNANCE

The Pilbara Development Commission is the lead agency for overseeing the planning and implementation of the marina component of the project with the Town of Port Hedland (ToPH) leading the landside activation component.

The Land Activation Working Group (LAWG) including PDC, ToPH, Department of Planning Lands and Heritage (DPLH), Department of Transport (DoT) and Development WA (formerly LandCorp) is to secure all required approvals.

The Port Hedland Spoilbank Marina Steering committee led by the DoT, PDC and ToPH provides oversight of the LAWG.

The Spoilbank Community Reference Group (CRG) provides stakeholder input and advice regarding the ongoing development with particular focus on the landside development.

1.1.3 PROJECT APPROVALS PROCESS

Approval will be required for the public works associated with the project on land within the Town's jurisdiction

An application will be required to be made to the Pilbara Port Authority (PPA) for development contained within PPA's control.

The Marine component straddles the ToPH and PPA boundaries therefore the application will need to be assessed under both processes.

The Marina component of the project was referred to the Commonwealth Department of Environment and Energy in August 2019. Referral to the West Australian Environmental Protection Authority is anticipated in December 2019.

1.1.4 STAKEHOLDER ENGAGEMENT 2019

In order to advance the marina design, particularly the landside, the project team has engaged with stakeholders, including the established groups and the broader community in interviews and workshops to develop the vision and ideas for the project.

1.2 PURPOSE OF THIS REPORT

The purpose of this report is to provide the ToPH with a Place Plan and Recommendations for Place Making and Management in the proposed Port Hedland Marina and Waterfront. This report has been prepared on the basis of inputs from stakeholders and the community during the recent engagement activities.

This report aims to inform the development of the Masterplan for the project and provides a guide for the activation and development opportunities and the strategies and processes leading to implementation of the vision.

This report should be read in conjunction with the Stakeholder Engagement and Workshop Outcomes Report and the Masterplan Report.

1.3 STRUCTURE OF THIS REPORT

This report is structured as follows;

Section 1 provides the introduction

Section 2 explains the Place Analysis

Section 3 contains the Stakeholder analysis

Section 4 sets out the Place Strategies and Recommendations for short, medium and long term implementation.



PLACE ANALYSIS

SECTION

2

2. PLACE ANALYSIS

2.1 PHYSICAL

The project area is approximately 1-kilometre east of the Town Centre and 4.5 km west of Cooke Point. The proposed Marina and Waterfront is located on the west of the Spoilbank.

2.1.1 IDENTITY

The majority of the site is reclaimed land formed from the deposition of dredge spoil excavated from the Port Hedland Harbour and adjoining navigation channel. The site is generally undeveloped and used for informal recreation purposes, predominantly fishing, 4Wheel Driving and general recreation. Existing uses include the Port Hedland Yacht Club and TS Pilbara.

The site does not currently have a strong identity but has potential for a vibrant community-based sense of place on water and on land.

2.1.2 STREETScape

The former Port Hedland Hospital site (buildings now demolished) abuts the subject land to the south, bound by Sutherland Street, Howe Street and Morgans Street. BHP Billiton Iron Ore operations occupy the majority of land south of Wilson Street. The streetscape dominated by Sutherland Street and single residential development on the southern side. The changes of level between Sutherland Street and Spoilbank further disconnect the streetscape.

Future redevelopment at the Spoilbank may be able to integrate better with Sutherland Street and surrounding development.

2.1.3 BUILT FORM AND DEVELOPMENT

The Spoilbank itself is currently largely undeveloped with the exceptions being the TS Pilbara and Port Hedland Yacht Club structures. Also associated with these buildings are facilities such as a number of sealed and unsealed car parking areas and boat ramp. The club facilities have been upgraded relatively recently, however a number of other structures are of a very basic nature and consist mainly of storage sheds and boat storage. Development of the subject land has the potential to capitalise on views to the east and west, however maintaining views from existing residential development must also be considered.

Presentation to Sutherland Street and the Spoilbank is poor and has potential for considerable improvement and increased amenity.

2.1.4 TRAFFIC AND MOVEMENT

The existing road network provides indirect linkages to the existing town centre. There is scope to develop new connections and improvements for vehicles, pedestrians and cyclists. There is potential to enhance the foreshore through the linkage of existing and future nodes, particularly to the west to the Port Hedland Town Centre and to the west to Cemetery Beach and beyond and to the redeveloped Hospital site to the south of Sutherland Street.

Enhancement and extension of foreshore pedestrian linkages will provide the opportunity to activate the beachfront and enhance outdoor activity.

2.1.5 EXPERIENCE

The site currently provides limited facilities other than the Yacht Club and mainly provides informal access to the ocean via tracks across the Spoilbank.

The Spoilbank and Yacht Club location however provides a good viewing point for the ocean, boats arriving and departing the Port and the Pilbara sunset.

2.2 ENVIRONMENTAL

2.2.1 COASTAL, TIDE

The subject land is surrounded by the ocean to the north, east and west, however the western side provides more convenient access to deep water for the boating community.

Generally, floor levels of any development should be at least 0.5m above the required design water level.

Consideration will need to be given to wave run-up and overtopping when determining the crest level for any shoreline structures.

2.2.2 WIND AND CLIMATE

Port Hedland experience two seasons during the year, wet and dry seasons. The wind direction changes from wet to dry season.

Wet Season: - prevailing westerly winds - hot and prone to the majority of the annual rainfall.

Dry Season: - prevailing easterly winds - generally dry.

2.2.3 DUST

The West End precinct (west of McGregor Street) is adjacent to the port, with bulk commodity stockpiling handling and ship loading occurring to the south and west.

In 2016 the Port Hedland Dust Management Taskforce considered the findings of the Department of Health's Port Hedland Air Quality Health Risk Assessment for Particulate Matter (February 2016) and provided recommendations to the Government through the Port Hedland Dust Management Taskforce Report to Government (August 2016).

The State Government adopted a whole of Government approach to dealing with the management of dust in Port Hedland. With respect to land use planning it was decided that:

- The Government supports the Taskforce recommendation that appropriate planning controls be implemented to prohibit sensitive land uses and restrict population growth in the West End of Port Hedland. To give effect to this, the Western Australian Planning Commission (WAPC) will be requested to consider preparing an Improvement Plan and Scheme designed to achieve the land use outcomes described in Recommendation 5 of the Taskforce Report.

- In response to community concerns raised in the consultation process, the Government will act to ensure that any future West End planning controls will not prevent the redevelopment of residential properties - provided that the redevelopment would not result in an intensification or expansion of a non-conforming use - should they be more than 75% damaged by a natural disaster such as fire or a cyclone.

To this end, an Improvement Plan for the West End has been gazette.

The Government's Dust Taskforce findings recommend limiting residential development to the West End.

2.2.4 FLORA/FAUNA

There is limited vegetation on the Spoilbank site at present. The primary location for the nesting of flatback turtles is Cemetery Beach located to the east of the subject land, typically between the months of late November to March, with hatchling periods between January and March. Migratory shorebirds as protected under State and Commonwealth legislation are understood to occur within the vicinity of the proposed development. However it is noted that the proposed marina will only impact a small area of habitat used for roosting by a small number of shorebirds, and this area does not support habitat critical to the survival of any shorebird species.

There is an opportunity for some revegetation, new vegetation with native species and management of the access to Spoilbank by 4WD to balance the needs of user groups with the environment.



2.3 ECONOMIC

Port Hedland is home to the world's largest bulk export port and international resource companies. The town contributes at a nationally recognised level to the broader Australian economy. The tourism and creative industry sectors are also important to the Town and growth in these sectors supports employment diversity and economic sustainability.

2.3.1 ECONOMIC SNAP SHOT

- The ToPH GRP represents 1.5% of the State's GSP (2018).
- Mining is the most productive industry generating \$2,484 or 70% value add (2017/18)
- Mining is the largest employer, generating over 4,300 jobs (40%) in 2017/18
- Transport, postal and warehousing was the second largest employer generating approximately 1,200 jobs in 2017/18
- Construction is the third largest employer generating over 1,000 jobs in 2017/18
- 31% of workers in the area live outside the area (FiFo)
- 18% of local business were in the Construction sector
- Total tourism and hospitality sales in ToPH was \$43.4m, value add was \$25.5 (2017/18)
- Over 2000 vans and caravans visited the RV Overflow Park injecting over \$1 million into the local economy
- In 2017/18 Mining had the highest jobs to workers ratio (2.36) while the lowest ratio was in Arts and Recreation services (0.85)

¹ A figure over 1.0 means there are more jobs available than residents employed in that industry. Under 1.0 means there are more residents employed than jobs available in that sector.

TOWN OF PORT HEDLAND

GRP		NIEIR 2018	\$3.72 billion
POPULATION		ABS ERP 2018	14,975
LOCAL JOBS		NIEIR 2018	10,629
LARGEST INDUSTRY		NIEIR 2018	Mining
LOCAL BUSINESSES		ABS 2018	706
EMPLOYED RESIDENTS		NIEIR 2018	7,415

2.4 SOCIAL

Port Hedland is a dynamic town with a multi-cultural population. From a population of just under 15,000 people in 2019 the Town is forecast to grow to around 27,000 people in 2041, which represents a change of 83.5% between 2019 – 2041. The Town has a relatively transient population but a consistently higher than regional average proportion of young families

2.4.1 SOCIAL SNAPSHOT

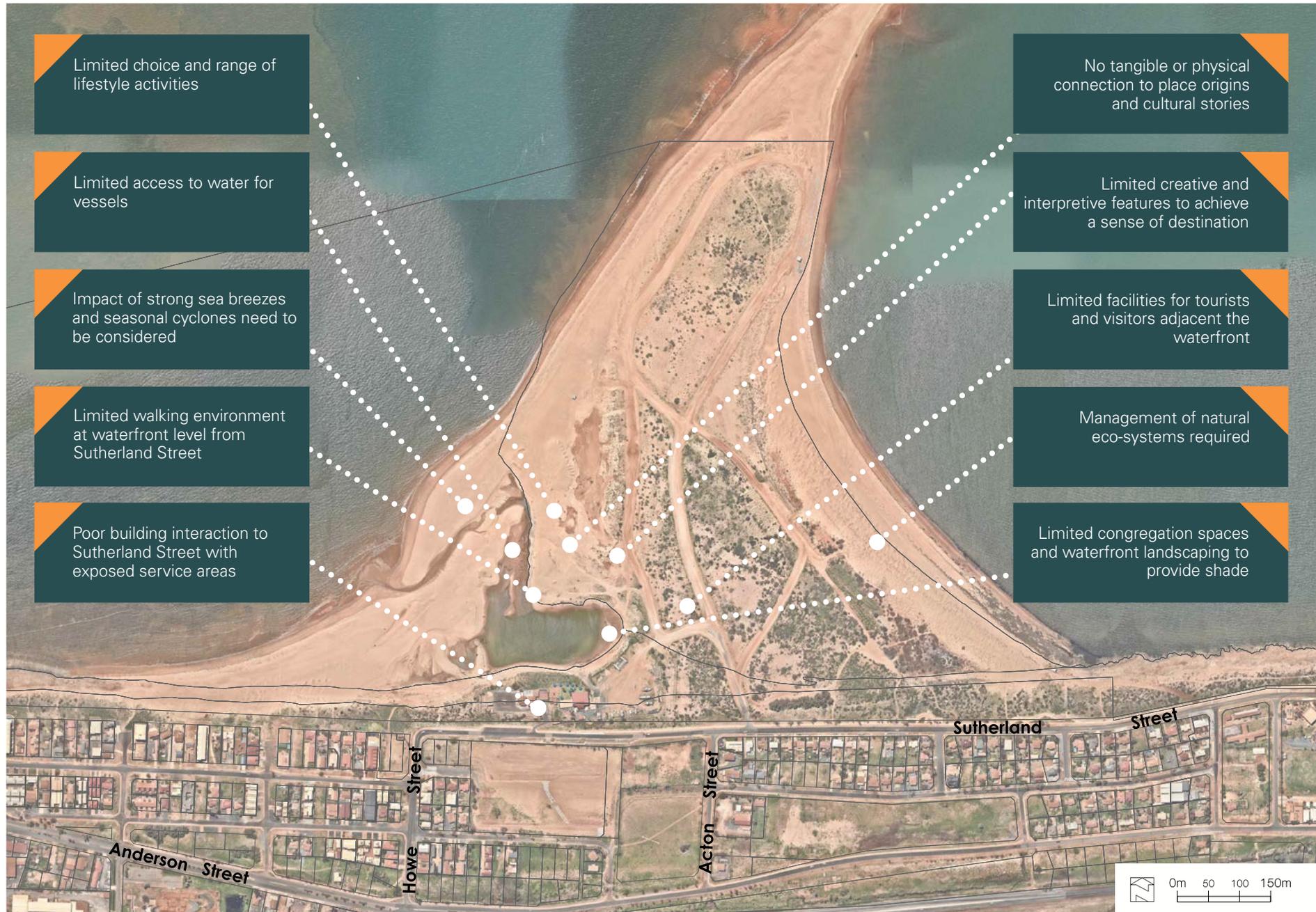
- The Town had a higher proportion of preschoolers and a lower proportion of people post retirement age than Regional WA in 2016
- The average household size is 2.56 which is higher than 2.43 for regional WA
- The three largest ancestry groups were Australian, English and Irish
- Languages other than English spoken at home include Australian Indigenous Languages, Tagalog, Malay, Afrikaans, Indonesian, Mandarin and Thai

- Car ownership was lower than Regional WA with 50% of homes in the Town having access to two or more cars compared to 54% regionally
- Only 67% of homes had internet connection in the Town compared to 72% regionally and 80% nationally in 2016
- More residents work in Mining than any other industry with 25% of employed people engaged in that sector
- There are more technicians and trades workers in the Town than any other occupation
- 74% of employed people worked full time and 24% worked part time in 2016
- 75% of employed people travelled to work in a car and only 2% travelled to work by bus compared to 65% and 5% using these modes of transport respectively in Regional WA

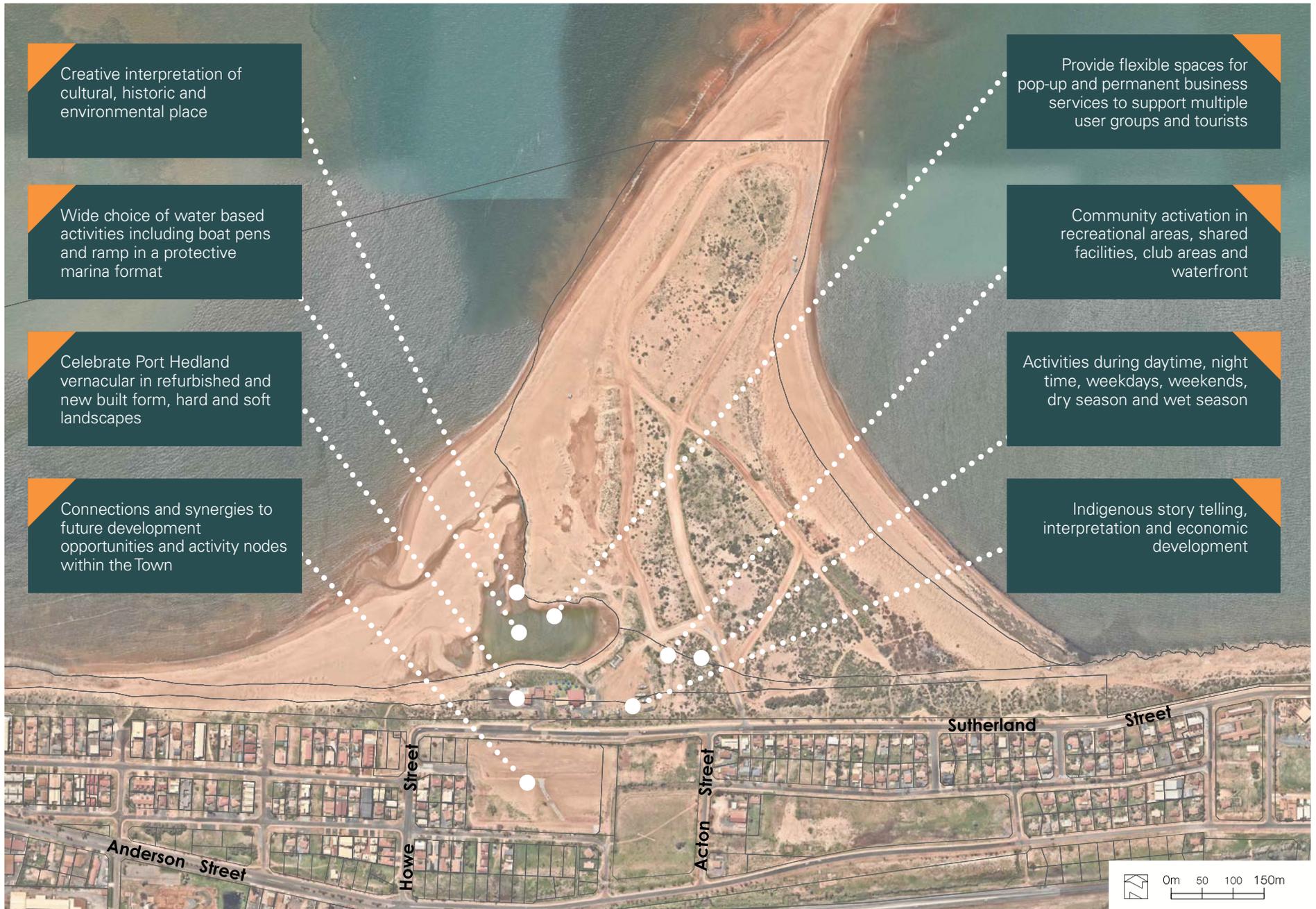


			TOWN OF PORT HEDLAND	REGIONAL WESTERN AUSTRALIA	WESTERN AUSTRALIA
AGE		Median age	31	39	36
INCOME		Median weekly household income	\$2,437	\$1,393	\$1,582
CHILDREN		Couples with children	28%	26%	31%
		Older couples without children	1%	9%	9%
DWELLING TYPES		Medium and high density housing	25%	10%	21%
COST OF HOUSING		Household with a mortgage	8%	27%	37%
		Median weekly rent	\$216	\$243	\$348
		Households renting	65%	31%	27%
ETHNICITY		Language at home other than English	14%	8%	18%
SCHOOL/EDUCATION		University attendance	2%	1%	4%
		University qualification	12%	12%	21%
		Trade qualification (certificate)	27%	24%	20%

2.4.2 PLACE PERFORMANCE CHALLENGES



2.4.3 PLACE PERFORMANCE OPPORTUNITIES



2.5 GOVERNANCE

2.5.1 PROJECT GOVERNANCE

The Pilbara Development Commission is the lead agency for overseeing the planning and implementation of the marina component of the project with the Town of Port Hedland (ToPH) leading the landside activation component.

The Land Activation Working Group (LAWG) including PDC, ToPH, Department of Planning Lands and Heritage (DPLH), Department of Transport (DoT) and Development WA (formerly Landcorp) is to secure all required approvals.

The Port Hedland Port Hedland Marina Steering committee led by the DoT, PDC and ToPH provides oversight of the LAWG.

The Spoilbank community Reference Group (CRG) provides stakeholder input and advice regarding the ongoing development with particular focus on the landside development.

2.5.2 PROJECT APPROVALS PROCESS

Approval will be required for the public works associated with the project on land within the Town's jurisdiction.

An application will be required to be made to the Pilbara Port Authority (PPA) for development contained within PPA's control.

The Marine component straddles the ToPH and PPA boundaries therefore the application will need to be assessed under both processes



STAKEHOLDER ANALYSIS

SECTION

3

3. STAKEHOLDER ANALYSIS

Over the past 5 years significant engagement with the community and stakeholders has taken place including the development of the 2014 Waterfront Place Plan for the ToPH. This plan identified broad aspirations for the Waterfront to be a place for people of all ages and abilities, a place for visitors, and a place which embodies the essence of Port Hedland.

During 2019, in order to advance the design of the Marina and Waterfront at the Spoilbank location the project team has engaged with stakeholders, established groups and clubs and the broader community through interviews and workshops. The findings of this process are summarized below and embodied in the place strategies and masterplan.

3.1 STAKEHOLDER INTERVIEWS OUTCOMES

The stakeholder interviews identified;

- the key spatial drivers
- opportunities to provide improved amenity and activation
- business looking for accommodation

3.1.1 EMERGING THEMES

The interviews and discussions with stakeholders also helped to identify some broad themes or topics around which workshop activities could be focused;

- identifying the values and vision
- recreation,
- landscape,
- water based activities
- hard and soft infrastructure
- shared facilities
- tourism and culture

3.2 COMMUNITY AND KARIYARRA WORKSHOPS OUTCOMES

The full extent of the Community and Kariyarra workshops are recorded in the Stakeholder Engagement and Workshop Outcomes Report. A brief summary of the outcomes is as follows;

- There was general support for the emerging concept plan, with recommendations;
 - Improve pedestrian access and access to water/edge of water
 - Consider before/ end of trip facilities for all user groups
 - Adequate lighting for all facilities for night time use
 - Opportunity to relax as well as active sports
 - Clarity on what is provided for shared/casual use
- Key user groups, activation opportunities, infrastructure requirements to support activities and potential partners for implementation and placemaking were identified

These outcomes have been the focus of the development of Place Strategies described in the next section of this report and the Masterplan described in the Masterplan Report.

3.2.1 Vision/Values

Whilst the workshop did not arrive at a new vision for the marina and waterfront the values identified encapsulate the desires of the community, which have influenced the development of the Place Plan and Masterplan;

- Open spaces/series of spaces/event spaces
- A place for the whole community allowing for mix of user groups/ enjoyment, fishing, sitting, walking, sand-based, motorised sports
- Needs to be connected to the rest of Port Hedland
- Facilitate climate control/management for seasonal/all day enjoyment
- Support tourism and culture
- Improve aesthetic of existing buildings
- Better traffic management /pedestrian priority





PLACE STRATEGY AND RECOMMENDATIONS

SECTION

4

4. PLANNING FRAMEWORK

4.1 PLACE PRINCIPLES

Based upon the values and vision explored in the 2019 workshops, some overarching guiding Place Principles have been developed to guide the Masterplan;

- The Marina and Waterfront should be interconnected and related to the rest of Port Hedland physically, culturally and economically.
- The Marina and Waterfront should be an easily accessed focal point for all local people, user groups and visitors to enjoy.
- The Marina and Waterfront should accommodate a mix of facilities, services, open spaces, activities and events to maximise use throughout the year.
- The Marina and Waterfront should be visually attractive and include built form and landscape which celebrates and enhances the unique Port Hedland character and ocean front location.
- The Marina should have protected water for boat pens and accessible boat ramps and associated parking.

4.2 PLACE PROPOSITION

The workshops also identified the people who may use the area, potential activities and the likely partnerships that could help with implementation under four themes;

- Events/Recreation activities/Landscape theme,
- Boating/ Fishing/Water-based activities,
- Club/Shared Facility activities,
- Tourism/Cultural activities.

The ideas regarding people, potential, partnerships and place strategies are not exhaustive or exclusive but rather a starting point for further development of the concept plan, implementation strategy and future place operation and management

4.3 PLACE STRATEGIES

To support the overarching place principles and themed place propositions, a series of place strategies have been developed based on the Port Hedland Waterfront Place Plan (2014) and augmented through the discussions and feedback at the September 2019 Port Hedland Marina community workshops.



4.3.1 EVENTS/RECREATION ACTIVITIES/LANDSCAPE THEME - PLACE STRATEGIES

People	Potential		Partnerships	Place Strategies
	Activities	Supporting Infrastructure		
<ul style="list-style-type: none"> Mums, Dads, families, children Teens Tourists Older Community Pet owners Event guests Clubs, Associations and Special Interest Groups Market traders Food and beverage industry Tourism services 	<ul style="list-style-type: none"> Teen hang out (youth shed) Movie nights Food festivals Aboriginal culture centre Activities for tourists embracing/linking to whole of Port Hedland Meeting room Heritage Knowledge re – marine life Music On country tours Cultural awareness tours 'Yintha' (Kariyarra creation serpent) trail/landscape interpretation feature References for changing coastline, underlying reef, Living waters, Marapikurrinya sea country Paperbark Pool Firefingers Creek 	<ul style="list-style-type: none"> Wi-Fi (free) Power and water Toilets Fenced play (small area), 50% like fencing/100% of fence/fenced due to proximity to water BBQ's Shade Views, cool breezes Kiosk and meeting room Steps (for teens) to hang out Misters (water spray) No stainless-steel slides Chandlery Half basketball court Need private space for smaller private events (weddings) Disabled access/easy access Overflow parking to support events Event space to support cultural centre opportunity Fire pit/Yarning circle Pedestrian connection across Sutherland Street to old hospital site Footpaths to other Port Hedland activity nodes Water feature/urban stream Lookout structure 	<ul style="list-style-type: none"> State Government Departments Town of Port Hedland Port Authority Clubs Businesses Port Hedland industries Environment groups Traditional Owners 	<ol style="list-style-type: none"> Prioritise walking in the Waterfront area and through connections with the surrounding area via shady, comfortable and continuous footpaths and bike paths, safe road crossing points and a convenient public transport/shuttle service. Provide generous, durable and serviced public spaces and promenades, ensuring accessibility and flexibility for a variety of activities and events Enable a range of activities, events, retail and food and beverage outlets on weekdays and weekends, wet and dry seasons, winter and summer. Ensure the public realm celebrates the natural landscape and environment of the Waterfront Provide ample seating with natural and constructed shade throughout the public realm. Provide pockets of grassed areas for relaxing, yarning, playing and picnicking. Create an evocative and entertaining story telling trail, cultural, creative and environmental interpretation throughout the public realm, drawing upon the inputs of Traditional Owners. Support environmentally sustainable design, energy conscious design, material selection and construction methods where possible. Support the development and operation of a regular market at the Waterfront. Enhance natural eco systems by respecting natural habitats and vegetation.



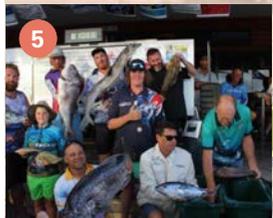
4.3.2 BOATING/FISHING/WATER-BASED ACTIVITIES – PLACE STRATEGIES

People	Potential		Partnerships	Place Strategies
	Activities	Supporting Infrastructure		
<ul style="list-style-type: none"> Recreational boat users Tourist charter boats Land and water-based anglers/fishers Kite and sail boarders Kayakers Paddle boarders Commercial vessels Travelling clubs 	<ul style="list-style-type: none"> Re-fuelling and Re-fitting Boat maintenance facility Fish filleting Community fish and chip markets (Port Smith) TS Pilbara VMR Beach fishing Swimming events Boat lifter 	<ul style="list-style-type: none"> Outdoor 3 phase power Showers – water, re-fuelling Washing down area Shaded area to hard stand and security Improved access roads Mangrove Jack, Barramundi, fish cleaning facilities Ice machines Fish and chip shop/kiosk Pop up outdoor bar Universal access to all the marina Family beach area Beach showers Toilets Marine fuel supply 	<ul style="list-style-type: none"> State Government Departments Town of Port Hedland Port Authority Clubs Businesses Port Hedland industries Environment groups Traditional Owners 	<ol style="list-style-type: none"> Manage the needs of multiple user groups to ensure equitable access and enjoyment of the Waterfront and Marina including during construction. Support a wide range of water-based activities with adequate and accessible facilities and services. Promote the environmental sustainability of the Waterfront and marine environment. Provide awareness, knowledge and interpretation of the marine/sea country and coastal environment. Design appropriate and safe access to the water for all water-based user groups including swimming, fishing, sail and power boating, wind and kite surfing, paddle boarding and kayaking, walking and sitting. Celebrate water-based activities through events, festivals and markets. Facilitate business opportunities for water-based tourism. Ensure adequate resource efficiencies and energy conscious development and infrastructure. Ensure appropriate waste management and waste recycling. Manage activities to ensure user groups respect natural habitats and vegetation.



4.3.3 CLUB/SHARED FACILITY ACTIVITIES – PLACE STRATEGIES

People	Potential		Partnerships	Place Strategies
	Activities	Supporting Infrastructure		
<ul style="list-style-type: none"> Clubs, Associations and Special Interest Groups Educators/Trainers Service providers Tourist information/services Small businesses Food and beverage industry 	<ul style="list-style-type: none"> Functions – weddings etc Education Birthday parties Australia Day events Spinifex events High School ball (year 12) Sailing school Book swap Parade ground (navy and army) Eco – accommodation tents (seasonal) Markets Kite surfing events Interactive/nature/adventure play space Putt Putt/mini golf Dance classes Annual events – fishing, kite surfing, sailing, wind surfing Gaming kitchen (multi cuisine café with virtual reality gaming) 	<ul style="list-style-type: none"> Commercial kitchen for club/ community use Power – for pop-ups/events/festivals/ boats and caravans Water Kiosk – for leasing Ablution/toilets Shade/shelter in shared outdoor areas Food kiosk – evenings Ticketing booth Waste dump facility – boat/caravan Rubbish bins – shared hard stand areas 	<ul style="list-style-type: none"> Town of Port Hedland State Government Departments FORM or similar organization Clubs Small businesses Port Hedland industries Service and tourism providers Traditional Owners 	<ol style="list-style-type: none"> Provide sufficient flexibility and space for connections with future redevelopment of the Hospital site and the West End/ Cemetery Beach activity nodes. Ensure continuous public access to the Waterfront and align the public realm and community spaces to the best views. Provide flexible spaces and accommodation for multiple user groups to share/co-occupy to ensure efficiency and broad community/ economic benefit. Consider staging of development to align with demand to facilitate a critical mass of activity over time. Manage shared facilities to ensure equitable access and opportunity for all user groups. Provide adequate infrastructure to support events, entertainment, festivals and markets. Support incubator and small businesses and operators that provide quality local products and services at the Waterfront as tenants of any new facilities. Provide space and infrastructure for temporary and seasonal facilities and accommodation. Support environmentally sustainable design, energy conscious design, material selection and construction methods where possible. Design new and refurbished built form to celebrate Port Hedland and enhance the Waterfront location.



4.3.4 TOURISM/CULTURAL ACTIVITIES – PLACE STRATEGIES

People	Potential		Partnerships	Place Strategies
	Activities	Supporting Infrastructure		
<ul style="list-style-type: none"> Local Clubs, Associations and Special Interest Groups Local and visiting community and other families Traditional Owners Educators/Trainers Service providers Tourist information/services Small businesses Food and beverage industry Travelling/visiting clubs 	<ul style="list-style-type: none"> Boat tours Yarn with the locals Mobile library Visitor info pop-up Public art installations North West Festival sunset markets Craft markets Fishing charters Day cruises, circus Harmony day events Disability service Excursions NAIDOC events Blessing of the fleet Outdoor movie screen Digital lighting program Kite surfing Food festival Digital audio stories Swimming Turtle talks Reef walks Sea stories Creative interpretation centre 	<ul style="list-style-type: none"> Mini shipping containers for short term lease Power, water Dump point for grey water Information boards and maps Kids' nature Overflow camp ground Inclusion playground Toilets BBQ's Water fountains Bike racks Sea container bar Shade, shade structures Ocean pool Boat lift Fuel facilities Boat repair Vehicle access to beach areas Fixed crane Interpretation facility 	<ul style="list-style-type: none"> Town of Port Hedland State Government Departments FORM or similar organization Clubs Small businesses Port Hedland industries Service and tourism providers Environment groups Traditional Owners Port Authority 	<ol style="list-style-type: none"> Strengthen the 'destination' of the Waterfront by linking to other activity nodes in Port Hedland and redevelopment sites like the former Hospital. Connect the Waterfront via pedestrian/ cycle pathways and road crossings Enhance navigation and orientation through strong legibility in the public domain with wayfinding and signage Provide a shuttle service from Port Hedland Airport to the Waterfront. Support local ambassadors/volunteers and enterprises wishing to take tourists/visitors for sightseeing walks, cultural story telling sessions of the area. Name key elements within the Waterfront with Indigenous names, in consultation with Traditional Owners. Promote the Port Hedland Waterfront as a unique place where industry, community, luxury and nature meet. Identify specialist tourist market opportunities, facilitate market trader interest and develop information and services to attract audiences to the Waterfront Create training opportunities for local people during the construction of the Waterfront Work with local Indigenous groups to develop products and services that provide economic opportunities, for example, guided tours, a gallery that exhibits and sells local art and products, sea stories, interpretation of Marapikurrinya sea country, bush tucker experience showcasing Indigenous food flavours.



4.4 RECOMMENDATIONS FOR PLACEMAKING PLACE MANAGEMENT AND PLACE ACTIVATION

4.4.1 Place making

Placemaking is a people centred overarching approach to the planning design and management of public places and spaces. Placemaking requires a range of disciplines and functions work together and to be reinforced with community and stakeholder engagement and participation. Plans and strategies alone and individual or 'silo based' actions cannot deliver effective and beneficial social, economic and environmental outcomes which are essential for sustainable great places.

The making of successful and memorable places involves the intersection and integration of three fundamental elements and associated processes;

Place – in this project the place is Spoilbank – and the plans and programs which will transform the current place and enhance and create new social and economic value and high levels of local amenity.

People – in this case it's all about the people of Port Hedland, visitors and stakeholders – who need to be empowered to and inspired to shape and invest in the new places, resources and assets created in the Port Hedland Marina and Waterfront area.

Process – this means establishing a governance structure, investment and implementation strategy which facilitate and support place making and ongoing place management and stewardship.

It is important for the Spoilbank project that this multi-faceted approach to design, delivery and ongoing management is followed.

4.4.2 Place management

Place management requires people or teams to take responsibility for promoting, coordinating, managing and improving the place.

Place management requires leadership, coordination and facilitation. This can be provided by the public sector, private sector, volunteers, not for profit organizations, clubs, residents and businesses.

Place management may include the delivery of designs and plans, program for community and economic development and upgrades to maintenance of streetscape and infrastructure. A well maintained, clean and presentable Marina and Waterfront place will also enhance the overall impression and perception of Port Hedland.

Successful place management of the Spoilbank project will require a project champion, in other words, a place manager/place management team to build trust and work together with stakeholders towards a common goal – place activation. Place management should be guided by local or state government in accordance with the project objectives, place plan and budgetary requirements. Additional resources may be required to support the Town during the initial set up of the governance model and short term activation phase.

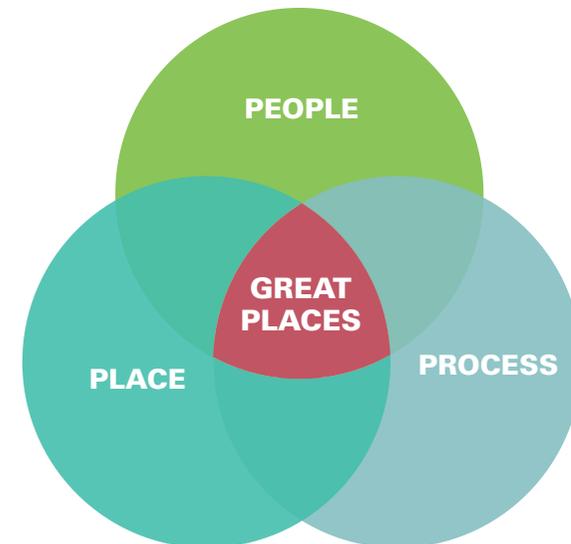
4.4.3 Place activation

Actual results from creative place making and sound place management will give the community and investors the trust and confidence in the plan and encourage more stakeholders to get involved and support change.

Successful public places are sociable, connected, welcoming, accessible, comfortable and safe. These characteristics can be achieved at varying scales, through soft and hard infrastructure, temporary and permanent facilities and land uses and at different stages of the development.

Often the most successful place activation can come about through the removal of barriers, particularly in the planning framework, and fast-tracking permit and license approvals and by 'letting it happen'.

A starting point for place activation is to consider the lighter, quicker, cheaper opportunities and focusing on quick wins to build interest and momentum.



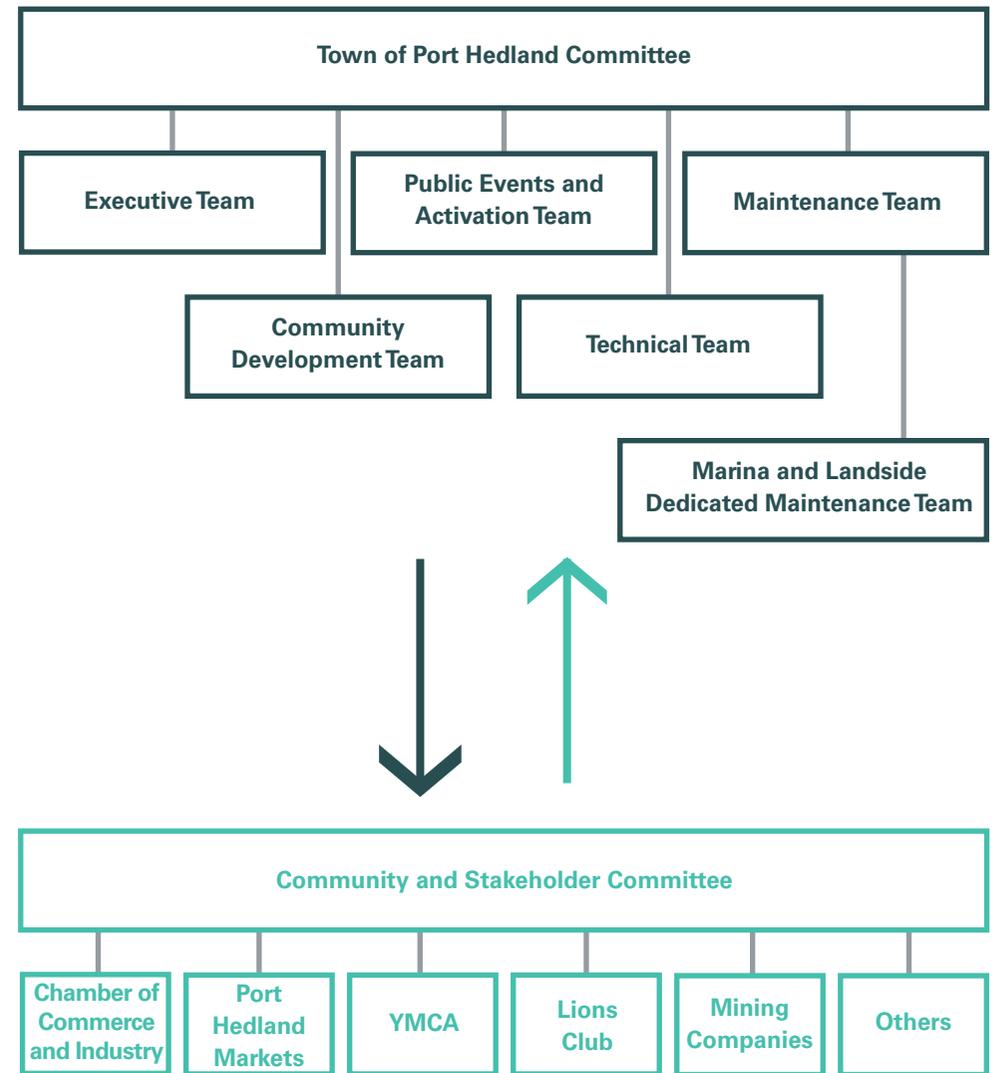
4.4.4 CREATING QUICK WINS

Ahead of formal project construction, over the next 6-12 months, it is possible to commence place making with some 'quick wins' which will provide early improvements utilizing existing budgets and resources. These preliminary actions have the additional potential to build capacity, confidence and momentum by responding to some of the ideas which have emerged from the Community and Kariyarra Workshops and other engagement activities.

Suggested quick wins for the Port Hedland Marina and Waterfront project include;

- Consider naming the project through a competition or survey
- Commence the brand story and key communications
- Encourage general Busy Bee and rubbish removal and tidy up around club and public areas
- Working with stakeholders and business owners on site to improve presentation of properties as much as practical/affordable in the immediate term
- Extending the engagement process to discuss place management and activation in more detail by connecting with those demographic and cultural groups and industry sectors identified in the Place analysis and referenced in the Workshops;
 - Seniors
 - Young families
 - Teens/youth
 - Traditional Owners
 - Resource Industry
 - Hospitality sector
 - Creative industry sectors
- Create large artist impressions of the future Marina and Waterfront on site as inspiration
- Develop ongoing website information and newsletter drop with the Town advising of progress through design development and approvals
- Brief and contract preparation for public art installations
- Preparation of interpretation material suitable for integration into future on site installation, regarding environmental and cultural stories relevant to the location.
- Prepare criteria for place manager and place maintenance teams.

A Marina Activation Governance Model is recommended to guide activation, place management and place maintenance.



Marina Activation Governance Model

4.4.5 IDENTIFYING AND DEVELOPING COMMUNITY LEADERS AND ACTIVITIES IN THE SHORT TERM

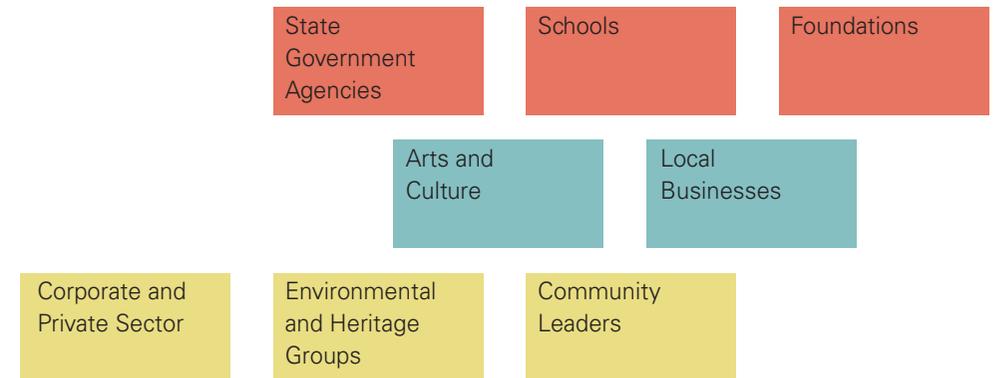
The existing Port Hedland Marina governance structure is focused upon delivering the project through a place led approach with construction commencement in 2020. The scope of works for the Marina has been identified clearly by the State Government and this scope has been augmented through the stakeholder engagement process. The scope of works for the Waterfront has also been informed through the engagement process and detailed in the Marina and Waterfront Masterplan. The Masterplan will continue to be developed through the ongoing placemaking processes and strategies outlined in this report.

Through the placemaking and place management process the aim is for the present Government led structure to be supplemented with community, land owner and private enterprise partnerships, to build relationships and common goals for the implementation and ongoing management of the project.

In the lead up to the construction start and during the first year of the established development it is recommended that the following list of actions could be pursued, together with other initiatives which stem from the emerging partnerships with the community, not for profit and private sector.

- Consolidate the extended engagement strategy into a Partnerships Strategy
- Appoint a Place Manager/Place Management/Place Maintenance team to report to the current governance structure, act as a project champion and to;
 - Sell the vision
 - Engage with stakeholders and community to generate awareness and advocacy
 - Manage budgets, approvals, marketing and programming
 - Build relationships and investment attraction
 - Monitor place performance
 - Develop 'How To' guides to improve the process for community led initiatives
- Establish a style guide which is compatible with the essence of Port Hedland
- Consider trial projects such a Street Party at the launch of the Marina/Waterfront opening ceremony
- Integrate popup space and mini market every month during cooler season

- Consider series of evening events (start small scale and build up) engaging with schools, clubs, start up entrepreneurs, creative industry sector
- Commence community garden/bush tucker garden with local community and Traditional Owners
- Work closely with established clubs to link their calendar of events with new recreational space activities and facilities
- Investigate fringe events which could spin off annual major events in Port Hedland such as the racing, game fishing, yacht/power boat racing, music festival.
- Consider private sector and not for profit led place management, particularly in conjunction with redevelopment projects (old Hospital site redevelopment and West End revitalization) and facility refurbishment (current built form and hard stand/service area on site).
- The project will require a two year maintenance period prior to handover to the Town.



Short term partnership opportunities

4.4.6 DEVELOPING LOCAL CAPACITY IN THE MEDIUM TO LONG TERM THROUGH STRATEGIC PARTNERSHIPS

In the longer term as the role and function of the Place Manager is consolidated and integrated into the governance structure and the Partnership Strategy is implemented the following actions can be undertaken

- Investment attraction (private sector, resource industries, tourism projects, grants)
- Repositioning the project into the City with hard and soft infrastructure connections and economic and community development programmes
- Further promotion of the Marina and Waterfront as a destination through additional place activation
- Consider opportunities with local resource industries and the PPA activities related to their event calendar which could take place in the Marina and Waterfront.
- Expand the opportunity for retail, creative arts, tourism and sport led activation.
- Regular permanent market
- Refurbishment and consolidation of shared spaces and investment in infrastructure and technology to enable multiple user groups and flexibility for adaptation
- Investigate subsidies/sponsorship for innovative events, spaces, infrastructure and technology to create a point of difference in the tourism offering for cultural and environmental interpretation.
- Develop a long-term revenue strategy to support ongoing place making and management.
- Maintenance contracts following initial two year maintenance and handover to the Town.



Medium to long term partnership opportunities

4.5 FUTURE PERFORMANCE METRICS

It is essential to test and monitor the success of any project and also to understand a project's failures. In this way investment, policy and opportunities can be refined and adjusted to improve outcomes.

Two evaluation tools can be used; quantitative and qualitative.

Quantitative Tools identify the how many's, the how big's of a project. It is easy to measure and is tangible. This information can be measured from data gathered through GIS, ABS and other statistical and account-based records which can be collected and analysed. It is however important to understand the context, collection process and sample size of this information to be sure to derive relevant results.

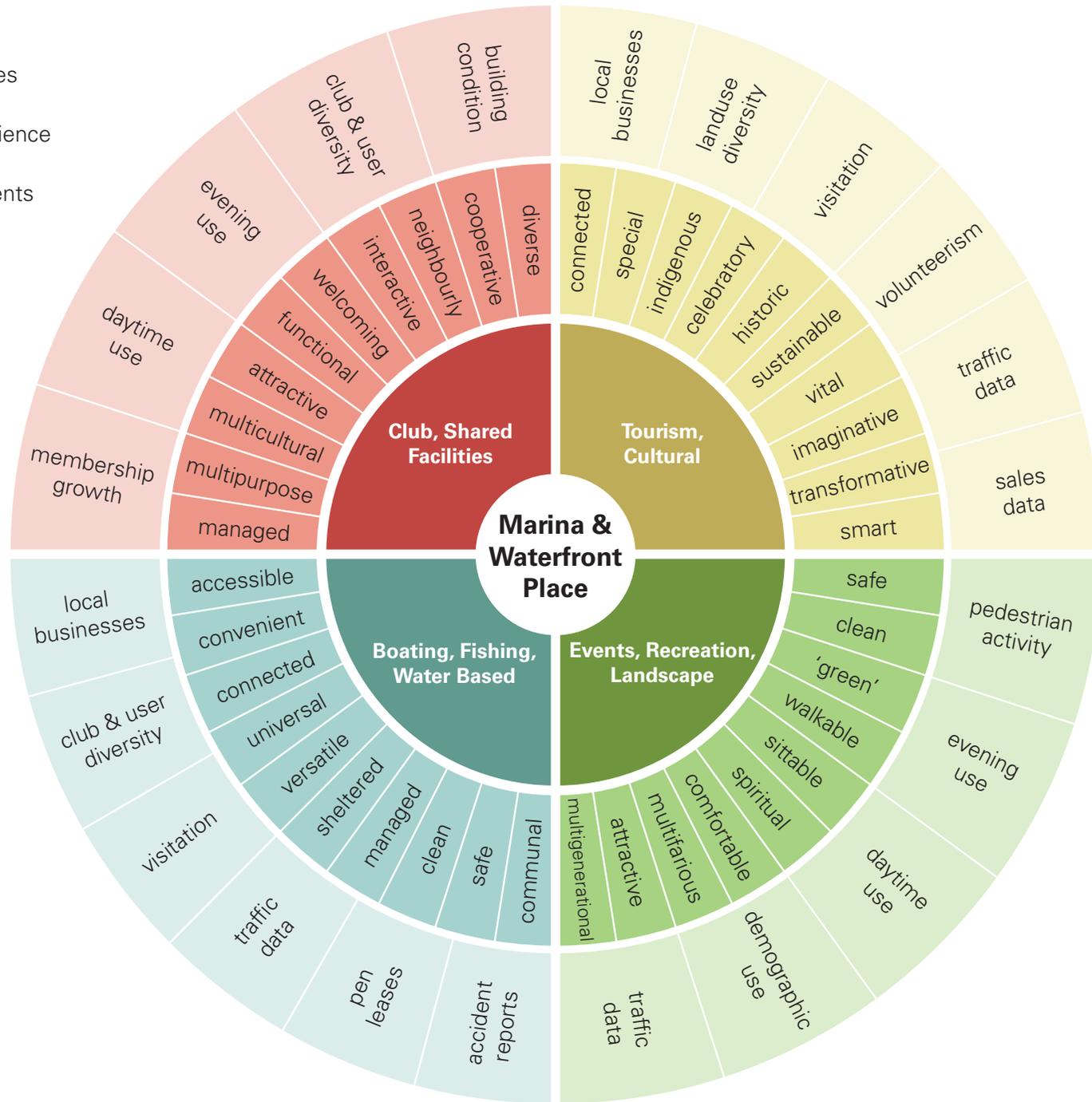
Qualitative Tools explore experience, perceptions, awareness and reactions. These are less easy to measure and are intangible. This information is best gathered through dialogue and perception surveys with user groups, visitors, businesses and the broader community on a regular basis by an authority like state or local government or event organisers. As with quantitative data it is important to understand any variable information which may have influenced the qualitative data like the weather, day of the week, hour of the day, other competing events and the stage of development when the survey was taken to ensure the analysis is context based.

Both tools are important individually however, become more valuable when reviewed together.

It may also be relevant to benchmark the results against the cost of development and place activation at various stages and /or against other known projects of a similar nature which may be the standard that Port Hedland Marina and Waterfront should achieve to be regarded as successful.

The Place Diagram prepared by Project for Public Spaces has been adapted for the Port Hedland Marina and Waterfront project using the information gained from the community workshops and stakeholder engagement to recommend the experiences which may be monitored through perception surveys and measurement of data which could be monitored together to determine the success of the project.

- Place themes
- Place experience
- Measurements





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