



Roebourne Services and Facilities Strategy

Final Report - Synopsis

**Prepared for
City of Karratha**

**by
Keogh Bay Consulting**

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1 Preliminaries

1.1 Introduction

The Roebourne Services and Facilities Strategy is a City of Karratha and WA Department of Communities project. Keogh Bay Consulting was contracted in February 2019 to identify community need, assess community facilities and determine future community facility and service requirements for Roebourne.

The project was delivered in four stages

- Stage 1: Research and Truth Checking
- Stage 2: Community Needs Assessment
- Stage 3: Facilities and Services Scenario Planning
- Stage 4: Final Report.

A Project Working Group was established to bring together stakeholders from across the sectors to ensure the community retained the central role in leadership and decision-making.

The project concluded August 2019.

1.2 A rejuvenated town

Experience from the rejuvenation of regional towns in circumstances similar to Roebourne indicates that the key to Roebourne's redevelopment lies within the community itself. Principles that have been used to guide such developments include the need to:

- Identify and build on existing assets in the community, the town and the geographic region i.e. the cultural art that is produced in the town, the highway that brings travellers through the town every day, the tourist potential of the region, the architecture of the town, the people and their country.
- Engage residents, business owners, and other stakeholders of the community to plan for the future.
- Create incentives for redevelopment, and encourage investment in the community. Make it easier for interested businesses and developers to invest in the community in ways that support the community's long-term priorities. A more strategic approach to finance and investment in Roebourne is required.
- Encourage cooperation within the community and across the region to leverage the assets that each party can bring to the table to make the most of the region's resources.
- Ensure Roebourne can offer a clean, attractive and healthy environment to its community and visitors.

It is time for Roebourne and concerned stakeholders to invest in the town - to empower and support the community as it guides its own destiny and unlocks its hidden potential through education, training, mentoring and facilitation.

1.3 A healthy economy for a healthy community

The fundamental issue for the town is the lack of local business and employment. Without jobs, people will inevitably leave the community and the town will continue to decline. This is a problem that towns have faced (and are still facing) all over the world as services and people leave the smaller, rural communities to relocate in larger centres that have more options available. Roebourne needs a rationale for its existence – a vibrant, functioning town centre - around which the economy, education and employment can be focussed. Tourism is a part of the answer, but this must build upon a credible infrastructure such as museums, galleries, festivals, events and so on which Roebourne is not currently equipped for. The early focus must therefore be on education and training to build capability around local business concerns such as tourism, technology, arts management services, restaurants, accommodation and the like.

Underpinning the town's redevelopment is a capable and proactive governance and management structure that will energise the community and take advantage of the latent capabilities that lie within.

Finally, Roebourne must make better use of its human and natural assets. Art should feature prominently in the town. Services and facilities to attract and accommodate tourists should be provided, along with incentives to encourage residents and local businesses to the area. More active/healthy lifestyle options such as sport, recreational activities, cycleways and other features that are commonplace in modern communities are required and in particular, Roebourne should capitalise on its natural asset – the river i.e. there is a significant opportunity to develop the river as a focal point for the town and a springboard to other outdoor/recreational activities as has been done in many other communities (see illustration below).

Warehouse development,
The Packing Shed, Balingup



Community focal point,
The Coffee Pot, Claremont



The Ngurin River



Lakeside Development,
Adelaide

Public Art,
Curtin University

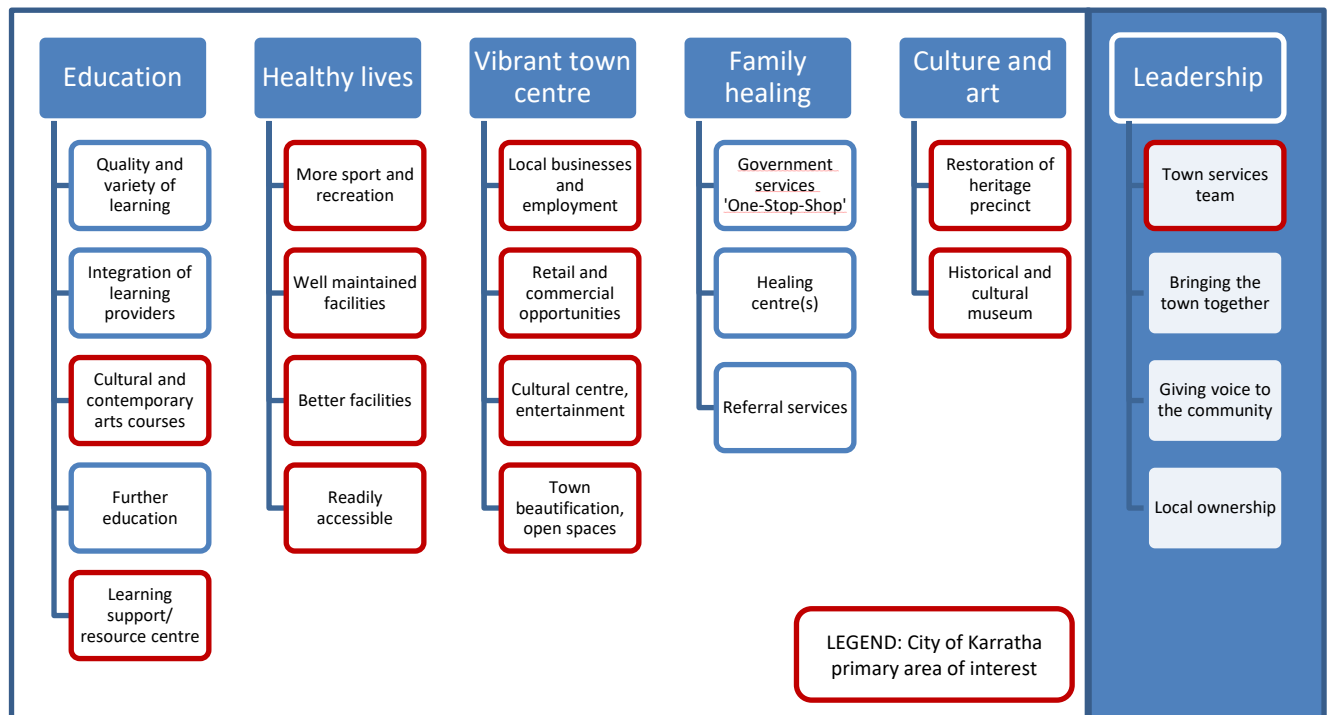


Meningie Lakefront,
Adelaide



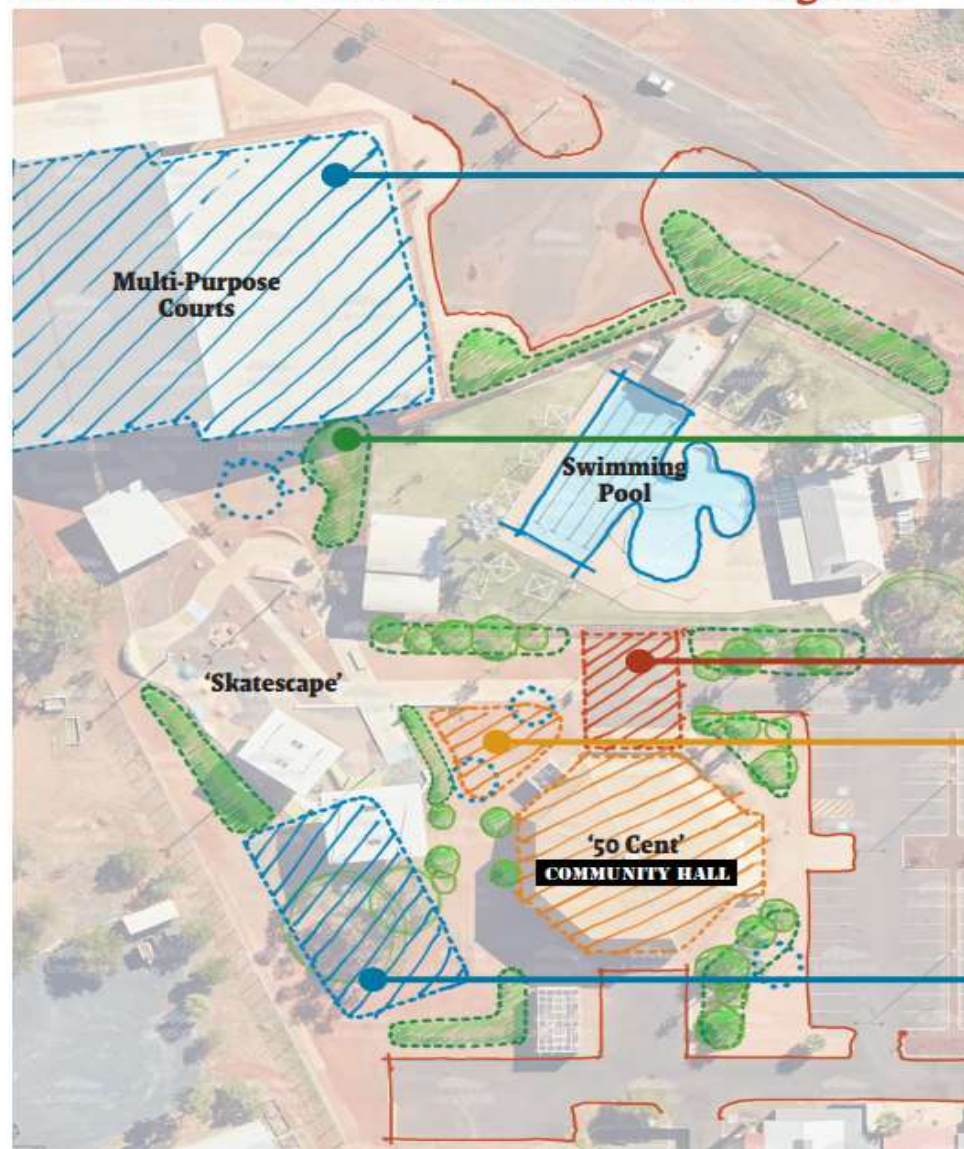
Roebourne must develop its own version of “community pride” ... a vibrant Roebourne can be a big drawcard for the City of Karratha if developed and promoted correctly.

Through this project, there is an opportunity to focus on the development and rejuvenation of the town. The recommendations that follow in the next section draw upon the solutions matrix that is outlined in the project’s final report, and summarised below.



Various suggestions for the redevelopment of Roebourne’s town centre and recreation precinct are outlined in the Figures that follow.

ROEBOURNE - Recreation Precinct Diagram



Recreation

- Maintain this well used Community Facility
- Consider supergraphic painted on court surface to create interest and activate the space. Include community involvement in project to build pride and discourage vandalism



Landscape

- Increase Landscaping throughout the precinct
- Increase Seating and Shading opportunities to encourage a family focussed community space
- Provide landscape buffer to pool and highway



Building Expansion & Redevelopment

- Maintain and redevelop '50 Cent Hall'
- Install Big Ass Fan in space to reduce AC costs
- Extend building toward pool to create an entrance to the precinct.
 - Additional office space
 - Open building to precinct
 - Improved facilities for cyclone shelter use
- Improved storage
- Create position of Sports and Recreation Officer, based in the building and responsible for programmes and activities



Community

- Consider Community Cooking area to encourage family connection to the precinct and increase cultural connections to country



Recreation

- Maintain skatepark landscape - with more active management and maintenance by new Sport and Recreation Officer
- Consider nature playground for younger children to encourage family connections to the precinct

ROEBOURNE - Town Centre Diagram



Connection

- Improve and define connection and crossing points over the highway
- Consider supergraphic painted on highway to create interest and slow traffic
- Incorporate shade structures and seating at each side of crossing

Retail

- Redevelop the existing building as a dedicated Art Gallery and Art Retail outlet - representing all Roebourne Art Collectives
- Open building to the street to improve visibility

Landscape

- Connect new Town Square to footpath, with shading and seating opportunities
- Redevelop existing building as new Roebourne Visitors Centre, with central location, and high visibility
- Consider Public Art and Lighting

Signage

- New Victoria Hotel retail and cafe (YAC Project)
- Provide footpath landscaping and seating to support business identity
- Consider improved signage opportunities

Streetscape

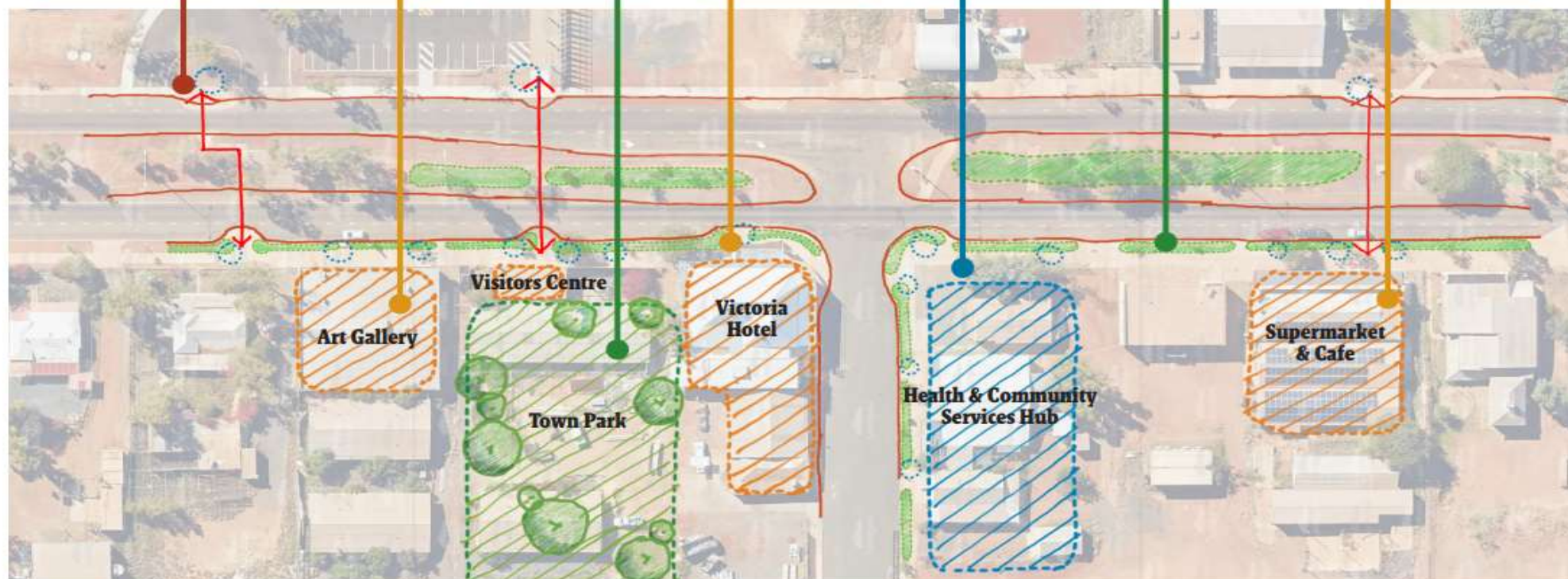
- Proposed Health and Services Hub (NBAC Project)
- Consider provision of Pharmacy retail in this location
- Provide footpath landscaping, shading and seating to support facility and provide civic town centre

Landscape

- Provide landscape buffer zone for full length of town centre to soften and beautify the streetscape
- Landscape will provide safety barrier to highway
- Provide improved cluster seating and shade structures

Retail

- Improve the connection of super-market to street with increased alfresco seating in the shade
- Consider redevelopment of Super-market at market stalls outlet
- Provide improved cluster seating and shade structures



THE FULCRUM AGENCY

2 Recommendations and action plan

2.1 Recommendations

The following recommendations will ensure that the solutions that have been identified in the solutions matrix are implemented and will gain traction within the community. An Action Plan is provided in the section that follows.

Recommendation 1: Establish a Town Services Team (potentially 3-5 people, with a focus on education, sport/recreation and general town oversight) who will facilitate and operationalise the Roebourne Services and Facilities Strategy.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
General Manager	City of Karratha	Immediate	\$ 150,000	Government
Education Coordinator	City of Karratha	Immediate	\$ 130,000	Industry/Aboriginal Corporations
Recreation Coordinator	City of Karratha	Immediate	\$ 130,000	City of Karratha

The Town Services Team would ideally be located in the old library building and co-located with the One-Stop-Shop (see next recommendation). Initially established by the City of Karratha, the town services team would energise the change program, ensure consistency and alignment with community expectations and support the 6718 Leadership Team. The Town Services Team would eventually be absorbed into actions/programs led by the 6718 Gathering Team (formerly Backbone).

Recommendation 2: Establish a One-Stop-Shop in Roebourne to integrate key Government services in one central location.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Fit-out of Old Library building to meet requirements	Dept. of Communities/ City of Karratha	01-Jan-2020	\$ 200,000	Government/City of Karratha

The 'one-stop-shop' would provide a centralised and integrated community services centre for Roebourne residents by co-locating key government services such as Centrelink and Medibank with the Departments of Communities, Housing, Transport and so on. The one-stop services centre could operate from the Old Library building (47 Sholl cnr Padbury St, Roebourne) which will need to be fitted out for this purpose.

Recommendation 3: Upgrade/refurbish the town's facilities and streetscape, and develop linkages to the river.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Town beautification and signage	City of Karratha	01-Jan-2020	\$ unknown	City of Karratha
Re-name Harding River	City of Karratha	01-Jan-2020	\$ 20,000	City of Karratha

A concept design proposal for the town beautification and signage program needs to commence in association with the Roebourne Business Council (see Recommendation 7). More detailed planning should now proceed in the context of an agreed budget. This largely concerns the main street (various ideas in this regard have been suggested) and the integration of the town centre with its natural asset - the river. In consultation with the community, the river should be renamed to return it to its former origin.

Recommendation 4: Activate and optimise existing sporting and recreational services and facilities to make them fully operational and accessible (open to the community).

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Accessible recreational facilities/equip.	Recreation Coordinator	01-Jan-2020	\$ 25,000	City of Karratha, Government
Coaches and mentors	Recreation Coordinator	01-Jan-2020	\$ 20,000	City of Karratha, Government
Extend sport/recreation facilities	City of Karratha	01-Jan-2020	\$ 310,000	City of Karratha

Utilising mostly existing facilities, the Recreation Coordinator will ensure that more opportunities for sporting activities and healthy, active recreational pursuits are provided in Roebourne. Options for individual sporting activities (gyms, trampolines, practise walls etc), group activities (tennis, table tennis, pool, badminton etc) and team sports (football, soccer, hockey, netball, softball etc) should be readily available, as well as options that require more background support (e.g. cycling events, athletics carnivals and so on). The town's facilities (e.g. the Community Hall) should be open and essential equipment should be available for use or hire. Operations between Yaandina, the Community Hall and the outdoor activities should be relatively seamless. Equipment in each of these facilities should be able to be set up and/or booked as necessary for use within the recreational complex e.g. for a game of tennis, badminton, volleyball or netball. Other fixed and mobile equipment should be readily available (gym equipment, table tennis, pool etc). A small budget is required to bring coaches and mentors to the community to engage with sporting groups. Collaboration will be required with external stakeholders (Yaandina, PCYC, sporting groups and associations), the Roebourne Active Network and the relevant Balagarni groups. Provision is required for an on-site coordinator who could be located in the Yaandina Family and Youth Centre, the Aquatic Centre, the Community Hall or the Basketball Stadium. A small budget to provide accommodation for the coordinator, new equipment and an equipment store is also proposed.

Recommendation 5: Plan for a new or substantially upgraded Community Hall in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Roebourne Community Hall	City of Karratha	01-Jan-2020	\$ 3M-\$ 15M	City of Karratha

The Community Hall in its current form does not serve the community well. Its single-purpose function should be extended to include a broader range of leisure and recreational services. To fulfil this purpose, the facility should be either refurbished/extended or replaced. A design brief for the facility should be prepared with detailed costings for the two options. Whilst the community is divided on the matter i.e. whether the hall can be refurbished and extended to serve the town better, or whether a new building is required, there is a strong view that *something* needs to be done to upgrade this vital facility within Roebourne and make it and the services it offers more advantageous and accessible to the community.

Recommendation 6: Activate and optimise existing educational services and facilities to make them fully operational and accessible (open to the community).

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Community Training Calendar/Plan	Education Coordinator	01-Jan-2020	\$ 100,000	Government, Aboriginal Corporations
Adult Education Strategy	Education Coordinator	01-Jan-2020	\$ 50,000	Industry, Aboriginal Corporations
Cultural Arts Education Courses	Education Coordinator	01-Jan-2020	\$ 50,000	Aboriginal Corporations
Training Provider Network	Education Coordinator	01-Jan-2020	\$ -	Not applicable

In addition to making education more widely available and accessible, the Education Coordinator would provide leadership, case management and mentoring to the community, ensuring that education and training plans are linked to (and stimulate) local employment opportunities. Collaboration will be required with the Roebourne Business Council/Youth Council (see Recommendation 7), external stakeholders (schools and education providers) and the relevant Balagarni groups. Whilst it is important that the Education Coordinator is seen to be “working for the town and all education providers”, not just North Regional TAFE, it would be useful if this person can be co-located at Minurmarghali Mia where much of the training can be delivered provided a suitable partnership arrangement with North Regional TAFE can be developed.

Recommendation 7: Establish communities of local voices who are prepared to engage with and lead the on-the-ground work to give stronger voice and energy to local initiatives.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Roebourne Business Council	General Manager	Immediate	\$ -	Not applicable
Youth Council	Recreation Coordinator	Immediate	\$ -	Not applicable

These two community Councils will need to work closely with the Balagarni groups, but will have their own purpose and be responsible for different aspects of the town's services. The Councils will be encouraged to bring new ideas and creative solutions to the table, and in doing so to find new energy, new directions and new ways of working together. Both Councils should therefore be seen as part of the town services team and have good support from the City of Karratha's infrastructure and advisory services who can assist in achieving the desired vision as appropriate.

Recommendation 8: Improve the retail infrastructure in the town to encourage community and investors to establish and operate business enterprises in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Business incentives	General Manager	01-Jan-2020	\$ unknown	City of Karratha, Industry
Retail infrastructure	Roebourne Business Council	01-Jan-2021	\$ unknown	City of Karratha, Private enterprise

The process should begin with a retail/commercial development plan for Roebourne to encourage and energise investors (both local and external) to take an interest in the town. Incentives will be required to assist small enterprise startups. As there are few functional facilities readily available to house and support retail/commercial activity, shopping and entertainment, some upfront investment to establish low-rent accommodation, markets and stalls may be required. The business owners in the street should be encouraged to take a leading role in invigorating the town centre. Ideas in this regard have been suggested but more detailed and specific planning is required, with assistance provided by the City's Economic Development Team. Associated with the retail development of the main street is a strategy to bring entertainment activities/events that will enliven the town (gym for the town centre, free WiFi/games centre, outdoor films, food nights, farmers markets, swap meets, pop-up stalls, food vans etc.), whilst also focussing on the strategic matters that will encourage investment and stimulate sustainable retail and commercial growth e.g. incentives for Government officers to reside in the town, provide housing for NGO staff through public-private partnerships and so on. These activities may lead to the establishment of a more robust business incubator/Opportunity Hub that could provide useful support to reinforce success strategies e.g. cooperatives, hybridisation strategies, marketing, technology, finance, education, mentoring and so on.

Recommendation 9: Restore the town's heritage buildings.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Old Gaol/Historical Precinct	City of Karratha	01-Jan-2020	\$3.5 M	Department of Planning, Lands and Heritage
Arts/Local History Curator	City of Karratha	30-Jun-2020	\$ 135,000	City of Karratha

Discussions with the Department of Planning, Lands and Heritage (DPLH) have commenced on the restoration of the precinct. Whilst members of the community acknowledge the history and significance of the buildings, it is unlikely that extensive use of the facilities will be made by the Roebourne community because of its history and its distance from the residential area. Its primary purpose will therefore be an historical museum that will serve primarily visitors and tourists i.e. a significant drawcard for tourism with complementary linkages to Cossack and so on. It is proposed that one of the buildings be occupied by the Roebourne Art Group as its studio, and other buildings can be used for conferences, training, overnight accommodation and so on.

Recommendation 10: Plan for new or substantially upgraded facilities in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Learning Resource Centre	City of Karratha	01-Jan-2021	\$ 1.65M	Industry, Government
Community Resource Centre	City of Karratha	01-Jan-2021	\$ 1.5M	Government
Overflow parking	City of Karratha	01-Jan-2021	\$ unknown	City of Karratha
Recreational walks/cycle paths	City of Karratha	01-Jan-2021	\$ 500,000	City of Karratha

Longer-term, a more substantial capital investment must be planned for in Roebourne to upgrade or rejuvenate its facilities to provide a much needed “makeover” for the town.

2.2 Action Plan

Stage 1: Immediate Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
1	Establish Roebourne Town Services Team							
-a	- Appoint General Manager	City of Karratha	\$ 150,000	Government				
-b	- Appoint Education Coordinator	City of Karratha	\$ 130,000	Industry/Aboriginal Corporations				
-c	- Appoint Recreation Coordinator	City of Karratha	\$ 130,000	City of Karratha				
-d	- Fitout out Old Library Building	City of Karratha	\$ 200,000	Government/City of Karratha				
-e	- Prepare job roles/reporting relationship	City of Karratha	\$ -	Not applicable				
-f	- Provide infrastructure support to staff	City of Karratha	\$ -	Not applicable				
2	Town beautification and signage							
-a	- Form design team	City of Karratha	\$ -	Not applicable				
-b	- Complete detailed concept proposals	City of Karratha	\$ -	Not applicable				
-c	- Upgrade/refurbish/redesign streetscape	City of Karratha	\$ unknown	City of Karratha				
-d	- Develop linkages to the river	City of Karratha	\$ unknown	City of Karratha				
-e	- Rename Harding River	City of Karratha	\$ 20,000	City of Karratha				
3	Roebourne Community Hall upgrade OR rebuild							
-a	- Form design team	City of Karratha	\$ -	Not applicable				
-b	- Complete detailed concept proposals	City of Karratha	\$ -	Not applicable				
-c	- Optimise existing sport/rec’n options	City of Karratha	\$ 310,000	City of Karratha				
-d	- Refurbish or rebuild community facility	City of Karratha	\$ 3-\$ 15M	City of Karratha				
4	Local heritage							
-a	- Collaborate with Dept. of PLH	City of Karratha	\$ -	Not applicable				
-b	- Restore the town’s heritage buildings.	City of Karratha	\$3.5 M	Dept. Planning, Lands & Heritage				

Stage 2: Follow-On Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
5	Roebourne Education Program							
-a	- Community Training Calendar/Courses	Education Coordinator	\$ 100,000	Gov’t, Aboriginal Corporations				
-b	- Adult Education Strategy/Courses	Education Coordinator	\$ 50,000	Industry, Aboriginal Corporations				
-c	- Cultural Arts Education Courses	Education Coordinator	\$ 50,000	Aboriginal Corporations				
-d	- Training Provider Network	Education Coordinator	\$ -	Not applicable				
-e	- Case management/mentoring	Education Coordinator	\$ -	Not applicable				
6	Sport and recreation program							
-a	Accessible recreational facilities/equip.	Recreation Coordinator	\$ 25,000	City of Karratha, Government				
-b	Coaches and mentors	Recreation Coordinator	\$ 20,000	City of Karratha, Government				
7	Arts program							
-a	Arts/Local History Curator	City of Karratha	\$ 135,000	City of Karratha				
8	Establish local communities							
-a	- Roebourne Business Council	General Manager	\$ -	Not applicable				
-b	- Youth Council	Recreation Coordinator	\$ -	Not applicable				
-c	- Link Councils to 6718 Backbone	General Manager	\$ -	Not applicable				
9	Business and retail development							
-a	- Business incentives	General Manager	\$ unknown	City of Karratha, Industry				
-b	- Retail infrastructure	Roebourne Business Council	\$ unknown	City of Karratha, Private enterprise				

Stage 3: Subsequent Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
10	New or substantially upgraded facilities in Roebourne							
	- Learning Resource Centre	City of Karratha	\$ 1.65M	Industry, Government				
	- Recreational walks/cycle paths	City of Karratha	\$ 500,000	City of Karratha				
	- Community Resource Centre	City of Karratha	\$ 1.5M	Government				
	- Overflow parking	City of Karratha	\$ unknown	City of Karratha				

3 Conclusion

Roebourne needs to manage its way out of the decline it faces, to find new energy and a new direction. To get to the heart of Roebourne and energise the community, it is proposed that the City of Karratha partner with 6718 to provide the stimulus the town needs to activate the ideas and actions that have come out of this project i.e. 6718 needs support from the City in the form of a town services team that can take responsibility for energising the community - developing retail and commercial businesses (project management, business advice, incentives etc), education (linked to local business more so than the mining industry), sport (healthy bodies make healthy minds), the environment and so on.

This project (the Services and Facilities Strategy) has focussed on “lighting the fire” rather than outlining prescriptive solutions. The project has focussed the spotlight on a number of specific areas – the rest is now up to the Roebourne community.

Keogh Bay Consulting
23 September 2019