

appendices



Elected Members Briefing Session
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10 December 2013

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13.2 TOWN OF VICTORIA PARK SPORT & RECREATION FACILITIES STRATEGY

Town of Victoria Park Sport & Recreation Facilities Strategy

Town of Victoria Park Sport & Recreation Facilities Strategy

Client: Town of Victoria Park

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Quality Information

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Reviewed by

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Glossary

Table 1 Glossary of Acronyms Used

Acronym	Meaning
ABS	Australian Bureau of Statistics
AFL	Australian rules football
BCS	Building Code Standards
CSRFF	Community Sport and Recreation Facilities Fund
DEC	Department of Environment and Conservation
DE	Department of Education
DSR	Department of Sport and Recreation
DoT	Department of Transport
DoW	Department of Water
ERASS	Exercise Recreation and Sport Survey (Australian Sports Commission)
ESD	Environmentally Sustainable Design
EPA	Environmental Protection Authority
FFA	Football Federation Australia
HPTC	Higgins Park Tennis Club
HWA	Hockey Western Australia
KPI	Key Performance Indicator
LGA	Local Government Authority
PFC	Perth Football Club
POS	Public Open Space
PXHC	Perth Xavier Hockey Club
SSA	State Sporting Association
ToVP	Town of Victoria Park
VFM	Value For Money
WACA	Western Australia Cricket Association
WAFC	Western Australia Football Commission
WAFL	Western Australia Football League
WAWSA	Western Australia Water Sports Association
WCEFC	West Coast Eagles Football Club

Summary and Strategy References

Table 2 reference the key issues raised and conclusions reached in the development of the Sport and Recreation Strategy. Table 3 identifies the recommendations. Each table makes reference to the subsequent sections which provide greater detail and analysis and are supported by supporting commentary contained within the appendices.

Table 2 Key Findings and Summary Reference Table

Finding	Where to find in the Strategy
The main objectives of the strategy are to:	
<ul style="list-style-type: none"> - Determine the role and classification of sport and recreation facilities. - Document current and proposed facilities, services and programs which allows for the planning and/or ratification of future requirements. - Identify and understand current demographics and anticipated population growth within the Town and its implications for future facility provision. - Project demand and future facility needs of the community and for individual sports. - Map the facilities to illustrate location, potential catchments, gaps and duplication across the Town and adjacent areas (including active sporting reserves, indoor recreation centres, fitness centres, specialist sports facilities, etc.). - Identify overprovision and to make recommendations with regard to potential rationalisation and/or potential alternative use or closure. - Identify possible opportunities for the development of partnerships within the Town (including partnerships with schools and other potential shared use facilities) and identification of policy framework/guidelines to foster such partnerships. - Identify the sport and recreation facility planning priorities and actions including a prioritised 15 year Implementation Plan addressing capital works, redevelopments, rationalisation/consolidation, and sports development initiatives for specific sports. - Provide estimated costings for the rationalisation / management of existing assets and proposed facilities recommended as a result of the development of the Strategy. 	P1
The key demographic indicators and implications:	
<ul style="list-style-type: none"> - The gradual aging population indicates that whilst there will still be a demand for competitive contact and physically demanding team sports, a greater demand will begin to emerge for the more passive and individualised sport and recreational pursuits (i.e. golf, walking and personal fitness etc.). 	P7
<ul style="list-style-type: none"> - The demand for playing pitch areas whilst still required to serve junior and senior sporting teams are likely to retain a steady usage pattern, but is unlikely to generate significant year on year growth (unless associated with aggressive sports development programs and associated funding). 	P7
<ul style="list-style-type: none"> - The growth in population from 34,400 in 2011 to 55, 400 in 2036 within the Town (based on Forecast id projections) indicates that there will be an ongoing need for the Town to provide sport, recreation and community infrastructure to meet a changing demographic profile. There is not projected to be a major growth in the youthfulness of the population and as such junior and senior club teams are likely to experience relatively limited growth due to a generally low increase in participant numbers 	P7, P8
<ul style="list-style-type: none"> - The financial and household indicators confirm the need to focus on a broad range of sport and recreation services. There is no one clear indicator that suggests infrastructure should focus solely on competitive club sport. Whilst this is important to cater for the year on year growth in population, this 	P13

Finding	Where to find in the Strategy
needs to be balanced against the emerging demographic trend which is leaning towards an aging population. As such flexibility within the built infrastructure is critical	
- Facilities will be required to be flexible in their development in order to meet changing demands over time. It will also require current sport, recreation and community infrastructure to be reviewed and rationalised to take into account modern day trends, cultural differences and be future proofed to meet emerging generational considerations.	P14
Significant considerations identified during the document Review Process	
- The Integrated Planning Framework highlights Leisurelife and Aqualife as essential components for the Town in meeting the sport, social and recreational needs of the resident population. It also provides a strong commitment to facilitating community growth and development by appropriately committing available funding and human resources through a suite of supporting plans.	P16
- The Town now has an approved and considered financial commitment to the management, maintenance and renewal of its assets which has previously been undertaken on an ad hoc basis. It is important that this is recognised and recommendations contained within the sport and recreation plan re-enforce this process	P16
- The need to provide more effective and coordinated cross LGA boundary developments with surrounding councils has been raised and will become more relevant through the current state government amalgamation of local government proposals.	P16
- The need to explore dual use opportunities with schools in the area to ensure more effectively use of public resources.	P16
- Potentially develop relationships with “strategic partners” or organisations that have significant interest in or land holding within or close to the Town.	P16
- A more formalised process for assessing new facility implications and the collation and sharing of information across neighbouring LGA's is required. This includes a more detailed monitoring and evaluation process and regional prioritisation matrix. This however cannot be undertaken by the Town in isolation.	P16
- The potential colocation of the Aqualife and Leisurelife facilities requires further analysis. This analysis will need to include the feasibility into the development of more indoor courts and increased functionality of the aquatic infrastructure.	P17
- The Town need to determine whether ongoing investment will ultimately achieve a viable tennis club at Higgins Park. The Higgins Park Business Plan indicates that the club does not have a sustainable future without subsidy, merging with another tennis club and decommissioning of courts.	P17
- The future of Lathlain Park has been an ongoing concern which now appears to be nearing a solution. The loss of community infrastructure or community access to the site needs to be considered on the basis of the overall return on the investment to the Town and residents	P17
- The Carlisle Lathlain Community Centre Business Case concludes that investment in the facility should not be supported given the extensive deficit which is likely to emerge from its development and ongoing management, maintenance and additional operational costs. Expressed membership levels for all component parts of the facility are relatively low and unlikely to generate significant income to assist in the cost recovery	P17
- The Integrated Movement Network Strategy highlights the importance of catering for a wide range of users of varying abilities, ages and interests, together with various forms of user. The importance of using the existing network of paths and cycleways together with enhancing connections	P17

Finding	Where to find in the Strategy
between active areas and more particularly new development is highlighted.	
- There is an ongoing need to partner with the Department of Planning in the development of the Burswood Peninsula Structure Plan.	P17
Key industry trends impacting on the strategy	
- Of the main team sports, netball, Australian rules football, football (outdoor), cricket (outdoor) and basketball consistently rank in the top 20 of participatory sport and recreation activities. This indicates that such sports are likely to be a focus for most communities in Western Australia.	P19
- With regard to sports participation trends for children the most common activities identified for boys are outdoor soccer; swimming and Australian rules football, whereas for girls it is swimming; netball and gymnastics.	P20
- Design trends indicate that the need for co-location of other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs is becoming more commonplace. In addition, due to busier lifestyles there has been a move away from competitive and equipped sport to simpler, fitness orientated activities	P22 and 23
- Financial and service trends indicate that an ongoing issue is the need to address aging stock and ensure allocation of additional funding is provided to address legacy maintenance and refurbishment (including allocation of sinking funds). There is now a greater focus on establishing sensible and realistic aspirations/targets (i.e. a realistic acceptance of the costs of operating sports facilities and the recognition of non-direct expenditure in overall income/expenditure financial accounts).	P23
- The fitness industry grew 4% pa in the previous 5 years, slowing recently due to the weaker economy & consequent reduction in discretionary consumer spending. 24/7 facilities & fitness studios had greater levels of growth, 11% & 12% respectively. One of the biggest opportunities currently for the fitness industry is the potential to link in with the general and allied health sector.	P24
- Usage of the Town of Victoria Park Reserves: During the summer months the reserves which are operating at or near capacity are Carlisle and Harold Rossiter Reserves mainly due to the high level of cricket activity. During these months significant spare capacity appears to exist at Fraser Park, Higgins, JA Lee Reserve and Parnham. During the winter months it appears that Harold Rossiter, Higgins and Raphael Park operate at or near capacity. The remaining reserves appear to have significant capacity for expanded use.	P25
- Club Membership in the Town of Victoria Park: A review of current teams / membership base indicates that a number of soccer teams operate at a very low membership base level. Whilst some of these may be attributed to cultural dynamics, the principle objective should be to develop sustainable sports clubs which use council reserves and offer open and equitable access opportunities for all residents wishing to take part in sporting activities.	P27
- Aquatic Provision: Recent developments reflect the global trends towards leisure / multi-use water spaces rather than the traditional square or rectangular type pools. There has been a drive to increase where possible the flexibility in the facility design and programming to attract a more diverse demographic mix and cater for population growth.	P28
Town of Victoria Park Hierarchy of facilities and State Sport Association Strategic Planning Outcomes	
- Leisurelife / Aqualife fulfil the role of a district level provision which cater for populations up to 100,000 and therefore provides a significant service to surrounding local government areas. The option to integrate the two centres has been identified as a potential long term option.	P31-34

Finding	Where to find in the Strategy
- The provision of public open space for both competitive sport and passive recreational use is sufficient to meet current and future needs within the existing developed areas. There is however a deficit in the provision of supporting infrastructure (changing room accommodation, public toilets and lighting) which will need to be addressed. In addition the rationalisation of current activities will provide opportunities to maximise the use of space.	P32
- Bowls Strategy recommendations: Based on the classifications contained within the strategy the Victoria Park Carlisle Bowling Club falls within the sustainable small club model. However due to the close proximity of other bowling clubs and relatively small percentage of aging demographic it is considered that the bowling provision may not be justifiable even when taking into account anticipated growth.	P35
- State Hockey Strategy: It highlights the long term need to develop synthetic hockey facilities to enable the sport to develop. The benchmark infrastructure is to provide one synthetic surface (multi-functional) for up to a 75,000 population. The need for an additional surface within the Town of Victoria Park is not yet proven (particularly as there are current proposals to extend synthetic turf provision at Curtin University). In the medium to long term however the feasibility and potential location of a synthetic surface should be undertaken to determine a viable site. This potentially could be at Higgins Park (as a replacement of the tennis infrastructure)	P35
- Football West – Strategic Plan: In accordance with the strategic plan Shamrock Rovers are a Premier League Club requiring enhanced facilities to be able to play in the newly formed National Premier League.	P35
- WAFC Football Strategic Plan: Identifies Lathlain Park being developed as the premier facility within the region	P36
- The needs of all other sports could potentially be accommodated within the existing infrastructure subject to a re-evaluation of the use of both indoor and outdoor space and through the amalgamation of some clubs who have low membership bases	P37
Consultation Outputs	
- Future facility development / plans need to account for the requirements of the sport (SSA requirements),	P38
- The quality and cost of playing pitch and social facilities is an important consideration for the Town and its user groups	P38
- There needs to be consistency in relation to grounds and facility maintenance.	P38
- The Town has many aging facilities, and needs to ensure it has appropriate asset management policies and practices in place.	P38
- Dual use agreements with schools within the area could assist with the increased provision of sport and recreation within the Town.	P38
- A major opportunity for the Town is to develop key partnerships to help utilise parts of the river foreshore for active uses.	P39
- The Town must investigate the potential for facility rationalisation and creation of 'multi sports' venues that would provide more modern as well as better utilised facilities.	P39
- The ability to have water polo (or other deep water sports) as well as programmed swimming activities in the pool at the same time will increase use and opportunities.	P39
- The development of Lathlain Park and current emerging partnership between West Coast Eagles, Perth Football Club and the Town may provide an	P39

Finding	Where to find in the Strategy
opportunity to develop an elite sporting base which also provides community infrastructure which otherwise may not be possible	
- Burswood Peninsula and the new stadium development may provide opportunities to develop active open space to serve the anticipated population growth on the Peninsula.	P39
- Perth Redbacks Basketball has indicated that they wish to grow competition and training opportunities and currently divide activity across 3 facilities	P39
- WA Water Sports Association potentially need to be relocated and Ellam / Taylor Street could provide 2.8ha of land for a 2 storey building as a replacement of their current facility. This could incorporate a joint development with Swan River Rowing Club	P39
Individual Sports Analysis – key conclusions	
- AFL Snr - The development and planning of the Lathlain Park precinct is critical for the development, sustainability and success of the Perth Football Club. It may also provide the opportunity to establish an elite sporting precinct for both WCE and the WAFC should space permit.	P49
- AFL – Jnr - The Higgins Park Venue needs some surface improvements and dual use clubrooms with the tennis club should be investigated	P49
- Basketball - The main focus will and should be for broad community level participation with any spare capacity provided for league and state level training and competition.	P49
- Bowls - The long term viability of the bowls club is therefore of concern and the preferred option would be to amalgamate current bowls activities within an existing facility either within South Perth or the City of Perth.	P49
- Cricket - The junior cricket club requires more lighting at Raphael park for training and potentially matches	P49
- Croquet - Efforts should be made to amalgamate the current croquet club with another existing club in an adjacent local government area. This would free the current land for potential redevelopment or disposal in accordance with the Town's Land Asset Optimisation Strategy and Strategic Community Plan.	P49
- Cycling - The development of an off-road criterion circuit will provide the first circuit of its kind in Western Australia and assist in potentially providing greater activation of Burswood Peninsula.	P50
- Hockey - Due to the success of the club the potential to develop a synthetic surface will become more acute in the medium to long term (five years plus).	P50
- Netball - the focus should be on providing for community and recreational netball in the first instance.	P50
- Rugby League - Opportunities exist at Lathlain Park to relocate the WARL administrative base on site subject to sufficient space being identified.	P50
- Swimming - aquatic infrastructure within the Town is excellent and provides for a catchment population beyond the current rate base. Opportunities to extend usage of the aquatic infrastructure should be explored to increase usage and reduce annual operating costs.	P50

Finding	Where to find in the Strategy
- Tee Ball - To be incorporated within any future proposals / analysis for the development of hockey in the Town.	P50
- Tennis - If the tennis club at Higgins Park cannot prove their viability within the next 4 years an alternative use of the site should be considered.	P51
- Water Polo - The feasibility of a pool boom or swim wall needs to be investigated to allow for deep water sports such as water polo to occur whilst the shallow end is being used for other activities	P51
- Soccer - The development of a consolidated soccer precinct should be considered and the soccer clubs junior and senior sections (where possible) amalgamated into one organisation allowing more effective use of infrastructure and development of junior, senior, social and elite soccer within the Town.	P51

Table 3 below identifies the recommendations contained within the implementation plan. Those which are considered to be a high priority requiring immediate and ongoing resourcing (both staff and financial) include:

HIGH PRIORITY – SHORT TERM (1-4 years):

- Lathlain Park - Undertake an integrated master plan incorporating West Coast Eagles facility requirements and development of Lathlain Park
- Burswood Peninsula – New Perth Stadium and Sporting Precinct
- Victoria Park Carlisle Bowls Club: Investigate amalgamation opportunities for the club with Bowls clubs located in surrounding catchment
- Facilitate the WA Water Sports Association to determine and alternative location for their current activities

HIGH PRIORITY – SHORT TO LONGER TERM (to be ongoing development over the next decade)

- Aqualife / Leisure Life facilities - planned redevelopment
- Through the Town's Asset Management planning process undertake a review of all active reserve areas and develop a staged improvement of toilets and ancillary facilities at all sporting ovals to ensure minimum acceptable standards for sporting and club use are established.
- The Town is to review and develop consistent and standardised leases and licenses for sport, recreation and community groups to ensure the use of facilities within the Town's control can be adequately benchmarked and future investment prioritised.

The recommendations however should not be read in isolation as a number of key outcomes are shared:

Table 3 Recommendations Summary and Reference Table

Recommendations	Key Finding References
<p>1) HIGH PRIORITY – SHORT TERM: Lathlain Park - Undertake an integrated master plan of Lathlain Park and old Carlisle Bowling Club to develop the ToVP 'Elite Sporting Precinct' with Perth Football Club and West Coast Eagles as the key tenants. To potentially also consider the incorporation of the WAFC as potential aligned partner. To provide:</p> <ul style="list-style-type: none"> • The rejuvenated Lathlain Park Precinct to provide expanded open space for community access including BBQ areas, community running/walking tracks, playgrounds, landscaping and access to one oval for community sports club use. The development should also consider alignment with Rayment Park which is seen as an important component of the revitalisation of the broader precinct. • A community hub incorporating education areas / community meeting rooms and activity areas adjacent to a café and WCE merchandise store / club museum. • Negotiated public access to a gymnasium and indoor training area. • The development of an indigenous facility incorporating a new base for the David Wirrpanda Foundation. • Function facility and new / improved clubrooms for the Perth Football Club • As a past user of the facility, explore the potential with Western Australian Rugby League to develop the site for a training and administration base, as well as a facility to host State Grade matches as a co-tenant at Lathlain Park. • Explore the potential for baseball to be hosted at Lathlain Park if the redevelopment to accommodate two ovals is compatible with their needs and access requirements 	<p>Pages 17, 31, 35, 36, 37, 39, 49, 55, 58</p>
<p>2) HIGH PRIORITY – SHORT TERM: Burswood Peninsula – New Perth Stadium and Sporting Precinct: The Town of Victoria Park to approach and work with the State Government to ensure the site is fully developed to maximise its potential for partnerships with commercial and not-for-profit providers who will be required to provide sport and recreation infrastructure as destination attractors. Such provision should be assessed in order to avoid duplicating existing infrastructure and undermining current business models. In particular:</p> <ul style="list-style-type: none"> • Explore potential to offset the provision of local government funded leisure, gym and fitness infrastructure within the precinct to serve residents of the Peninsula and more broadly, residents of Victoria Park. • Secure a commitment to provide a minimum of one full sized adult oval and ancillary community facility within the sports precinct for community level sport and recreation use. • Ensure effective integration of foreshore cycleways / walkways throughout the Peninsula and ensure provision of appropriate end of trip facilities in accordance with the Town's Integrated Movement Strategy. • The ultimate development of Belmont Park needs to be integrated with the full Burswood Peninsula development to ensure community facilities provided for the residents include as a minimum: <ul style="list-style-type: none"> ▪ 2 full sized ovals or equivalent ▪ A neighbourhood community centre which should incorporate multi-functional uses servicing the playing pitch area (as changing and storage) in addition to meeting space for community groups, seniors, youths and for playgroups) ▪ Multi-purpose court space (2 outdoor netball / basketball courts or equivalent to cater for a variety of court sports, including tennis). 	<p>Pages 17, 38, 39, 49, 50, 57, 58, 59</p>

Recommendations	Key Finding References
This should be accommodated adjacent to the multi-functional community facility.	
3) Hockey: The need for an additional synthetic turf pitch to facilitate the growth of Perth Xavier Hockey Club has not yet been proven. Opportunities exist in the short term to continue to use Curtin University for competitive matches and to undertake a detailed needs and feasibility study to determine whether Higgins Park can accommodate the Perth Xavier Hockey Club from 2018 onwards.	Pages 17, 33, 34, 35, 42, 50, 59
4) Develop a master plan of the Higgins Park Site to include: <ul style="list-style-type: none"> • Dual Use and potential integration or pitch space with Millen Primary School • Enhanced playing pitch provision through the re-alignment of the cricket ovals to provide two pitches and closer alignment to clubroom; reticulation upgrade / resurfacing and establishment of management plan to ensure pitch carrying capacity is maintained. • Upgrade and increased the floodlighting of main playing oval to increase capability of evening training and matches • Explore opportunities to initially co-locate Tennis & Football Club's into one multipurpose clubrooms with the potential opportunity (5 years plus) to relocate Perth Xavier Hockey Club on the site to co-locate with Football (see recommendation 4 above). • In accordance with the Higgins Park Tennis Club review explore opportunities to merge the existing tennis club within South Perth Tennis Club (or alternatively amalgamate with Hensman Park Tennis Club). 	Pages 17, 25, 30-35, 36, 42, 49- 51, 59
5) Fraser Park: To be developed into a location for future AFL provision. Current membership and use indicates that there is sufficient capacity to accommodate current demand. However this will increase through the 15 year life of the plan and further oval space will be required.	Pages 25-27, 30, 32, 33, 59
6) Develop Harold Rossiter Reserve Master Plan, to include: <ul style="list-style-type: none"> • A dual use agreement with Kent St High School to enable community to use some of the school oval to offset community demand for additional active reserve space. • The development of a premier soccer facility to assist Shamrock Rovers Football Club in adhering to FFA standards (a feasibility study will be required to be undertaken by the club to ascertain the capability of the reserve to accommodate the facility without compromising capacity of the reserve). • Expansion of the number of soccer pitches within the reserve (through re-alignment) to accommodate future growth (see recommendation 7 below). 	Pages 17, 25-27, 33, 41, 56, 59
7) Explore options to amalgamate Shamrock Rovers, Perth Royals, Carlisle Soccer Club and Victoria Park Rovers Junior Soccer Club into one organisation to more effectively service and develop junior, senior, social and elite soccer within the Town. If located at Harold Rossiter Reserve this potentially could provide additional alternative space at Parnham Reserve and J A Lee Reserve which could be utilised for an alternative home ground and additional sporting provision to accommodate future growth.	Pages 17, 27-30, 31, 34, 36, 40, 51, 54-56
8) To increase potential use and income generated at Aqualife undertake a cost benefit analysis to determine the most appropriate mechanism for increasing usage of the outdoor 50m pool. Potentially the introduction of a moveable wall to the outdoor 50m pool will provide a value for money option and relatively short period to achieve a financial return on the investment.	Pages 16, 27, 28, 34, 36, 38, 40, 58, 59
9) HIGH PRIORITY: SHORT TO LONGER TERM: Aqualife / Leisure Life facilities should be developed and planned together. Development options should include:	Pages 16, 17, 27, 28, 30, 31- 34, 36, 38, 40,

Recommendations	Key Finding References
<ul style="list-style-type: none"> • A planning study to determine the capacity of Aqualife to accommodate the co-location of Leisurelife dry side elements. • The facilitation of a formal partnership between the Perth Basketball Association and the Town to assist with the development and provision of basketball competitions within the Leisurelife facility (and subsequent replacement infrastructure). Subject to the programs / relationships being successful a feasibility study and business plan into the expansion of the Leisurelife facility should be undertaken. • Explore partnership opportunities between the Netball Association and the Town to assist with the promotion and development of Netball. Subject to the programs / relationships being successful a feasibility study and business plan into the expansion of the Leisurelife facility should be undertaken. • Evaluate alternative dry side provision to determine the most cost effective provision of suitable court space (both indoor and outdoor) to facilitate the ultimate relocation of and extension to the Leisurelife components. (Options include George Burnett Leisure Centre through the amalgamation with South Perth; Burswood Peninsula through a potential public private partnership for gym and fitness provision and Curtin University through an expansion of their current indoor court and gym space) 	49, 50, 57-59
10) Raphael Park - A master planning exercise will need to be undertaken to maximise use of the playing pitch infrastructure. This would incorporate the lighting of playing pitch space, change room improvements and expansion and cricket net training facilities.	Pages 25-27, 30, 33, 41, 49, 59
11) Victoria Park Croquet Club: Investigate opportunities to co-locate with South Perth Croquet Club and divest the current site in accordance with the Town's Land Asset Optimisation Strategy and Strategic Community Plan.	Pages 43, 49, 56, 59
12) HIGH PRIORITY – SHORT TERM: Victoria Park Carlisle Bowls Club: Investigate amalgamation opportunities for the club with bowls clubs located in surrounding catchment (in particular South Perth and Como Bowling and Recreation Clubs who potentially lie within the amalgamation boundary identified for the Town of Victoria Park and South Perth)	Pages 33, 35, 43, 49, 59
13) WA Table Tennis Centre: Partner with the Department of Sport and Recreation to determine a suitable alternative location for the state centre either within the Town or adjacent local government areas	Pages 43, 59
14) HIGH PRIORITY – SHORT TERM: Facilitate the WA Water Sports Association to determine and alternative location for their current activities. The following steps will be required <ul style="list-style-type: none"> • Provide advice to WAWSA in undertaking appropriate planning studies for the potential location of the Association on land between Ellam and Taylor Street's (i.e. noise assessment, heritage and environmental) to ascertain the viability of the site for noise generating sporting activity and public functions. • Facilitate negotiations with state government to allow sufficient time to enable the WAWSA to plan and secure an alternative location. • Facilitate negotiations with other water sport users to explore opportunities to collocate and secure appropriate funding from state / federal government to address any shortfall 	Pages 39, 51, 59
15) Cycling: As part of the Integrated Movement Network Strategy incorporate the feasibility of developing Western Australia's first criterion track on the river foreshore which is integrated with existing dual use tracks. This should be undertaken in partnership with Cycling WA and in consultation with the Department of Parks and Wildlife.	Pages 34, 39, 50, 59

Recommendations	Key Finding References
16) HIGH PRIORITY – SHORT to LONG TERM: Through the Town’s Asset Management planning process undertake a review of all active reserve areas and develop a staged improvement plan for the provision of toilets, storage and ancillary facilities at all sporting ovals to an agreed minimum acceptable sporting club standard. This will necessitate opening access of club facilities for public use and is required to ensure reserves are utilised more effectively by clubs and other users. In addition it will provide the opportunity to increase sport and recreation activity on reserves which are currently underutilised.	Pages 16, 17, 23, 29, 38, 52-57,
17) The Town of Victoria Park should ensure that existing cycle ways and dual use paths are expanded / developed to increase connectivity between and to community facilities as well as providing linkages for the metropolitan area in accordance with the Integrated Movement Strategy.	Pages 17, 29, 34, 39, 50,
18) The Town of Victoria Park is to enter into a partnership with the Department of Parks and Wildlife to identify opportunities to increase: <ul style="list-style-type: none"> • Sport & Recreation Opportunities on the River; and, • Areas around the River and on the foreshore for formal Sport & Recreation • The growth of WA Water Sport Association and partnership bodies 	Pages 39, 50, 53, 55, 59
19) GO Edwards Park: To review the need for additional rectangular pitch provision to serve the Causeway and broader Burswood Peninsula development.	Pages 39, 43, 59
20) Continue to develop and consistently apply appropriate asset management practices across all community and sporting facilities.	Pages 16, 17, 23, 38, 52-57
21) Identify opportunities to incorporate crèche, playgroup and day care facilities at multi-functional facilities (clubrooms / pavilions) where their functional and financial viability is proven. Current infrastructure lies dormant during the weekdays and may potentially provide a resource for a variety of child care / family support provision subject to minor modifications and upgrades to infrastructure.	Pages 22, 23, 25, 29, 32, 35, 39, 43, 49, 55, 58
22) HIGH PRIORITY – SHORT TO LONG TERM: The Town is to review and develop consistent and standardised seasonal use, licence agreements for sport, recreation and community groups to ensure the use of facilities within the Town’s control can be adequately benchmarked and future investment prioritised. The seasonal use, licence agreements should clearly specify the obligations of each party in respect of accessibility, maintenance and management of the facility.	Pages 29, 36, 38, 53, 54, 57
23) Establish a monitoring and review process which enables the Town to respond to changes in demand and address capacity issues relating to the use of reserves and ancillary infrastructure. This should include the requirement of any booking procedure for clubs to identify: <ul style="list-style-type: none"> • Current membership • Anticipated / actual users of each oval / pitch. • Coaches / volunteers supporting club activity 	Pages 16, 17, 29, 30, 31, 33, 36, 39, 53-56, 58, 59
24) The Town should continue to work with State Sporting Associations (SSA) to promote and develop the indigenous community as an integral part of sport & recreation clubs and associations. In particular AFL (through the Wirrpanda Foundation and WAFC Aboriginal Football Programs); Football West Indigenous Football Development Program; Netball West Indigenous Netball Program and Perth Basketball Association Indigenous Program.	Pages 16, 35, 36, 38, 39, 49, 50, 55-58

Recommendations	Key Finding References
25) In appropriate circumstances develop dual use agreements with educational providers within the Town, to aid the provision of sport & recreation and reduce duplication (i.e. Kent Street Senior High School and Millen Primary School).	Pages 16, 23, 32, 33, 36, 38, 42, 49, 56, 57
26) Improve and develop further mechanisms for communicating with the community in respect of sport, recreation and leisure programs and services (i.e. through appropriate translation, apps, virtual science and other electronic media).	Pages 23, 24, 54
27) Develop a comprehensive marketing plan to generate increased awareness of the services offered through Town of Victoria Park facilities and to encourage greater participation and usage of all facilities.	Pages 23, 24, 51, 54
28) The Town should wherever possible seek to amalgamate disparate clubs and services through the adoption of an approach aimed at connecting services through the development of community hubs as a mechanism for reducing cost and maximising service delivery (i.e. consolidation of disparate soccer clubs into a more viable single club structure; integrated community services at Lathlain Park and the longer term aspiration to amalgamate of Aqualife and Leisurelife into one consolidated wet and dry side district level sport and recreation centre)	Pages 6, 15, 16, 22, 23, 25-30, 39, 49, 51, 56
29) Explore opportunities for effluent re-use, water management and alternative energy use within all community facilities, open space and playing surfaces	Pages 16, 17, 29, 52, 53
30) The development of new or upgrading of existing infrastructure should consider incorporating Environmentally Sustainable Design opportunities to reduce energy costs, water use and wherever possible use renewable materials.	Pages 16, 17, 22, 23, 28, 29, 52, 53
31) Continued facilitation of club development and community organisations by the Town as a critical role in ensuring the clubs, organisations and associations: <ul style="list-style-type: none"> • are effectively governed; • are financially viable; • undertake appropriate training and development of key members (committee, coaches, volunteers and leaders); • properly manage succession and • maximise the use of Town owned, controlled or supported facilities. 	Pages 28, 38, 50, 54, 55, 58
32) Review current facility usage within council control and ensure appropriate space allocation is provided within multi-functional community facilities.	Pages 6- 9, 24- 27, 29, 35-37, 49-51, 53-56
33) Undertake an annual review of all sporting codes to determine the extent of volunteer resources needed to be put in place to further develop the sports.	Pages 8, 16, 38, 54-56
34) Disability access deficiencies identified through compliancy audits should be addressed on all community accessible sport and recreation sites in an agreed phased approach.	Page 16, 22, 27, 29, 54
35) To develop policies in respect of the following: <ul style="list-style-type: none"> • Land Tenure – to clearly identify roles and responsibilities in respect of lease and licenses. • Funding Support to Sports Organisations – identification of specific criteria for the grant funding of any club through the Town. • Liquor Licensing at Sports Venues – to clarify the Town's position in respect of alcohol consumption within their assets. 	Pages 16, 17, 23, 28, 29, 36, 38, 39, 54-57

Recommendations	Key Finding References
<ul style="list-style-type: none"> • Occupational Health & Strategy – to clarify the obligations of the user and those of the Town in the use of local government assets • Facility Hire Prices – To include a pricing priority list incorporating priority groups. • Facility Booking Priorities– To include a booking priority list incorporating priority groups. • Promote the safeguarding of existing open space, sport and recreation provision that meets, or has the potential to meet an existing or future identified need. • Managed public accessibility to environmental sensitive sites: To promote controlled / managed community access to sport and recreation opportunities in environmentally sensitive areas. • Monitoring and Evaluation: reference to an appropriate monitoring and evaluation regime against which the impact of sport and recreation infrastructure can be measured. • Dual use of school sites: To maximise the use of available community infrastructure resources joint provision and dual use of facilities in appropriate locations will be sought. • Asset Management: To ensure that Local Sporting Groups understand their obligations in respect of the Town of Victoria Park Asset Management Process. To ensure that appropriate funding is set aside annually in accordance with Asset Management Plans by the Town to reflect the true value of managing, maintaining and replacing sport and recreation assets within its direct control. 	

1.0 Introduction

1.1 Background

The Town of Victoria Park is situated immediately south of the City of Perth and is bordered by the Cities of Perth, South Perth, Belmont and Canning. The Town's geographical area spans approximately 17.62km² with boundaries including 12 kilometres of frontage to the Swan River on the North/West, Orrong Road on the North/East Welshpool/Boundary/Manning Roads on the South/East and Berwick Street on the South/West. The Town's total population is 32,433 (ABS Census, 2011). With the recent developments and rapid population growth within the Perth metropolitan area, it has become necessary to develop a clear rationale and strategic planning process to establish sports and recreation facility development priorities for the well-being of current and future residents.

1.2 Study Aims and Objectives

The study provides recommendations for the planning of sport and recreation facilities over the next 15 year period within the Town of Victoria Park. It has involved an in depth analysis of current and predicted future sport and recreation facilities and builds on previous studies undertaken in 2004 and 2009.

The resultant implementation plan compliments existing corporate planning processes and strategic documents produced by the Town and seeks to address the current and future needs of the community to allow key stakeholders to more effectively plan and deliver sport and recreation facilities to cater for future growth.

In summary, the Sport and Recreation Facilities Strategy seeks to:

- Determine the role and classification of sport and recreation facilities.
- Document current and proposed facilities, services and programs which allows for the planning and/or ratification of future requirements.
- Identify and understand current demographics and anticipated population growth within the Town and its implications for future facility provision.
- Project demand and future facility needs of the community and for individual sports.
- Map the facilities to illustrate location, potential catchments, gaps and duplication across the Town and adjacent areas (including active sporting reserves, indoor recreation centres, fitness centres, specialist sports facilities, etc.).
- Identify overprovision and to make recommendations with regard to potential rationalisation and/or potential alternative use or closure.
- Identify possible opportunities for the development of partnerships within the Town (including partnerships with schools and other potential shared use facilities) and identification of policy framework/guidelines to foster such partnerships.
- Identify the sport and recreation facility planning priorities and actions including a prioritised 15 year Implementation Plan addressing capital works, redevelopments, rationalisation/consolidation, and sports development initiatives for specific sports.
- Provide estimated costings for the rationalisation / management of existing assets and proposed facilities recommended as a result of the development of the Strategy.

The resultant Strategy evolved from a collaborative process of all stakeholders to ensure that there will be a long-term commitment and joint ownership and carriage of the outcomes and recommendations. Beyond all, the Strategy is to facilitate a shared vision and directions for the Town of Victoria Park

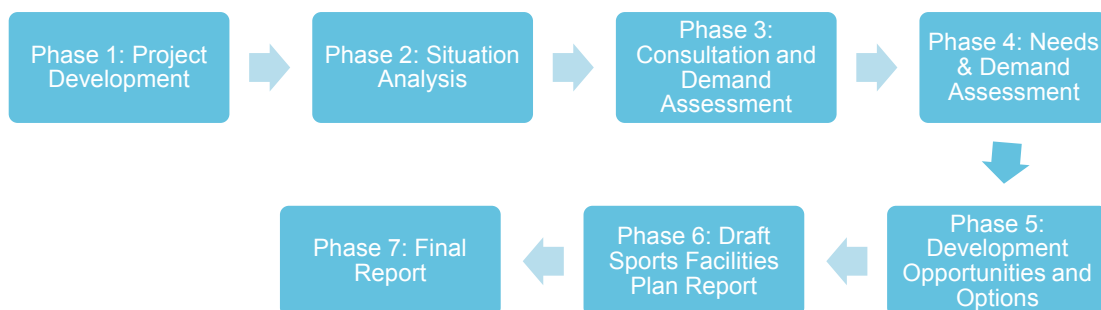
1.3 Methodology

Davis Langdon carried out the following project methodology;

- Phase 1: Clarification of the parameters of the review and the identification of key consultee's.
- Phase 2: A comprehensive review of all documented information including:
 - The demographic, social and economic profile for the Town of Victoria Park & surrounding LGA's; identification of key demographic characteristics for planned residential growth areas and the implications for future possible sport and recreation provision;
 - An examination of the key factors likely to influence the future participation in recreation and sport within the Town;
 - An assessment of sport facilities, services and programs currently and proposed within and adjoining the Town;
 - Key sport and recreation industry participation trends and current trends in facility provision. (e.g. schools, private sector, peak sporting groups and supporting services).
- Phase 3: Targeted consultations with the key identified groups and associations as well as the individual LGA's to identify the current and future sport and recreation needs and the process under which these needs were established. The phase sought to identify community requirements and address any gaps in the current sport and recreation facility needs.
- Phase 4: An assessment of the need and demand for sport & recreation facilities based on the information collated in stages 1 to 3.
- Phase 5: The preparation of an issues and opportunities paper. The report provided an overview of the 2004 plan recommendations, those delivered and still valid and in addition a summary of the first 3 phases to elicit feedback for the preparation of the draft plan.
- Phase 6: The preparation of the draft plan to include strategic recommendations related to future proposed recreational and sporting venues.
- Phase 7 involved the preparation of the final report, containing the implementation strategies for the plan, including key responsibilities, deliverables and timelines.

The methodology is summarised in figure 1 below

Figure 1 Methodology used in the development of the Town of Victoria Park sport and Recreation Plan.



1.4 Acknowledgements

Davis Langdon would wish to thank the Healthy Life Group, Tina Ackerman and Nicole Anns for their help, assistance and guidance in the development of the strategy.

2.0 Demographic Profile of the Town of Victoria Park Region

The following section outlines the key demographic data for the Town of Victoria Park and adjoining Local Government Authorities, specifically the demographic profile of Local Governments Belmont, Canning, Perth and South Perth which have been obtained using the following sources:

- Australian Bureau of Statistics (ABS) 2006 and 2011 Census.
- Forecast id for the Town of Victoria Park Local Government Area.
- WA Tomorrow (2011 revised population statistics and 2031 projections)

Most demographic statistics have been compared with key Western Australian and Australian figures. The key comparable demographic profiles are age structure, birthplace, population projections to 2031, household characteristics and income (individual and household).

Population projections have been obtained from both the Forecast id information (Town of Victoria Park) and the WA Tomorrow projections. Other comparison figures such as household income and birthplace have been obtained using the 2006 and 2011 Census information. Finally, projections regarding future household composition have been taken from the Forecast id information.

2.1 Town of Victoria Park’s Population Characteristics

2.1.1 Age Structure

The following figure shows the age structure of the Town of Victoria Park in 2011 compared to the surrounding LGA’s, Western Australia and Australian structure.

Figure 2 2011 Age distribution as a percentage of population (source: 2011 ABS Census)

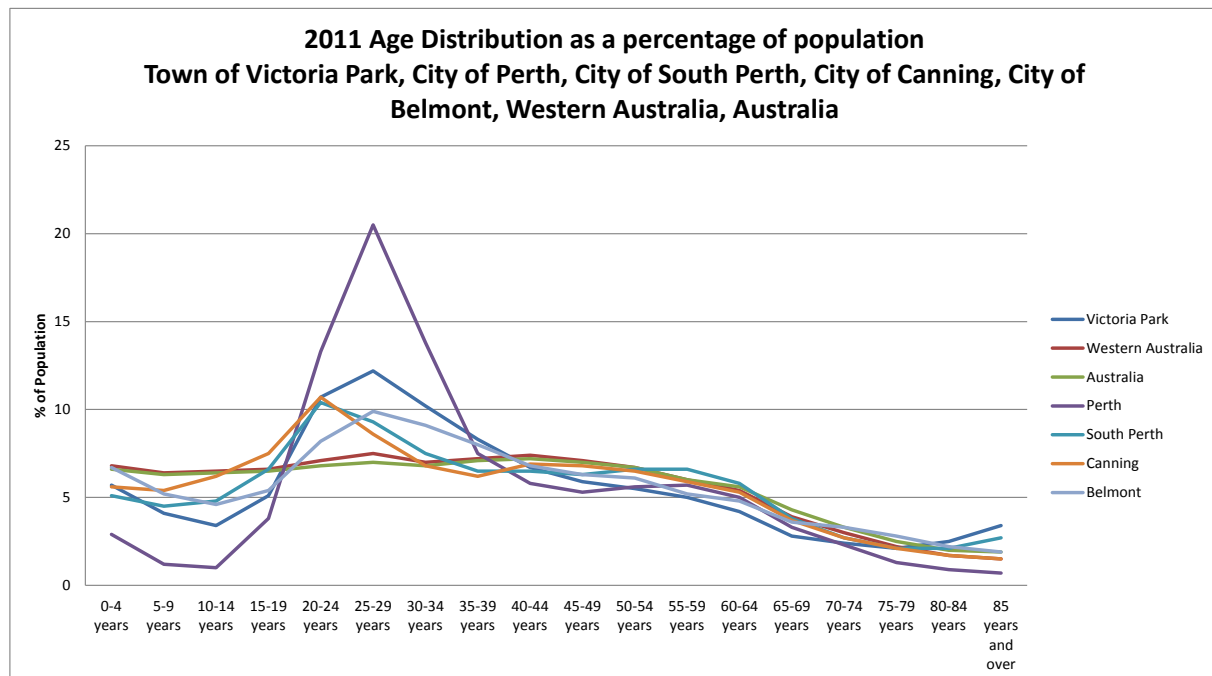


Figure 2 identifies the age distribution across the Town of Victoria Park as well as each of the surrounding local governments and additionally the Western Australian and Australian characteristics. The key information which can be gleaned from the age distribution in comparison to trends elsewhere is:

- The age profile as a percentage of population indicates an aging population base.
- The general age profile is relatively consistent with that experienced in Western Australia and Australia generally.

- Of the local government areas the Town of Victoria Park and City of Perth provides the most varied age demographic when compared to the Western Australian and Australian averages. The LGA's contains a significantly higher proportion of 15-39 year olds indicating a higher percentage of young professionals within the jurisdiction of the local government area.
- The Town of Victoria Park contains significantly more people aged from 80+ years than the other areas.
- The age profile of the Town of Victoria Park and surrounding LGA's indicates that the age range of 0-19 year olds significantly dips in comparison with the Western Australian and Australian averages.

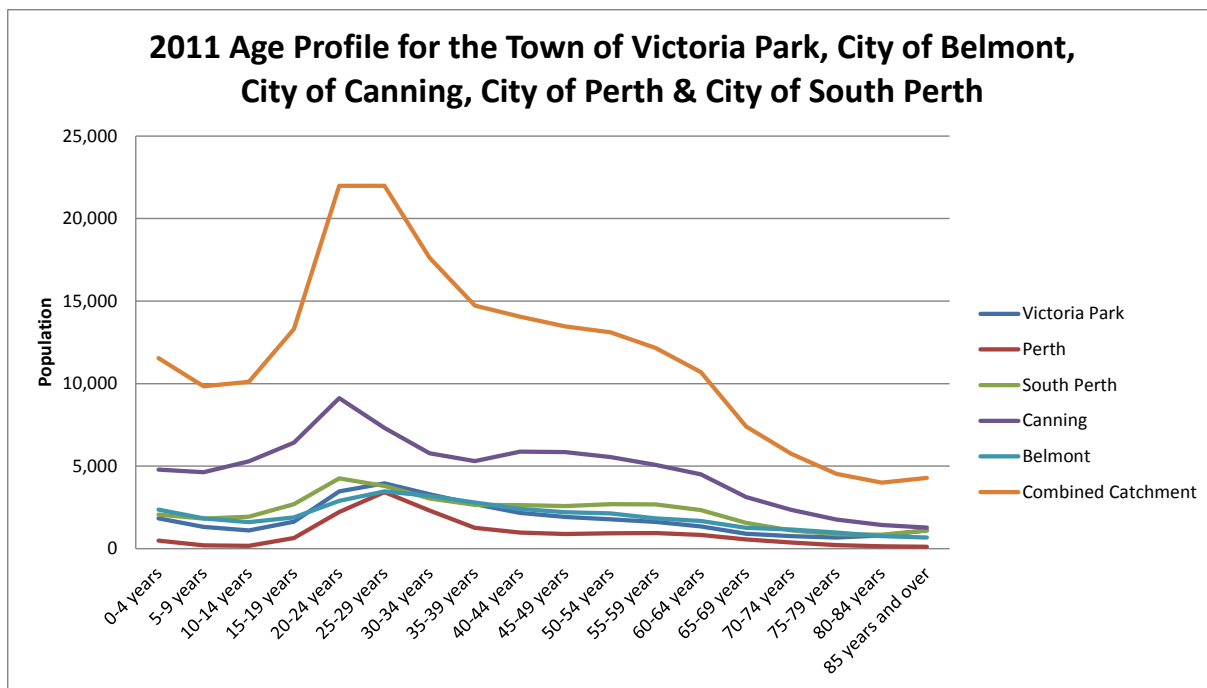


Figure 3 2011 Age Profile for the Town of Victoria Park & surrounding LGA's

Figure 3 highlights the age profile of the Town of Victoria Park and surrounding LGA communities. The figures produced are based on actual population and highlight the significance on young professionals within the catchment. Whilst the general population of the Town of Victoria Park remains largely consistent across all age ranges with a tapering downwards from the age of 54 onwards, when all figures are combined with surrounding local government areas it highlights the significant drop in population between the ages of 19 to 39. This is the age range which more commonly is involved in competitive sports.

2.1.2 Age Profile 2001- 2011

The age profile for the Town of Victoria Park as well as the age profiles for the surrounding LGA's are identified below. Figure 4 references the Town of Victoria Park, Figure 5 references the City of Perth and City of South Perth whilst Figure 6 references the City of Canning and City of Belmont.

Figure 4 Town of Victoria Park growth by age 2001 to 2011 (source: ABS Census)

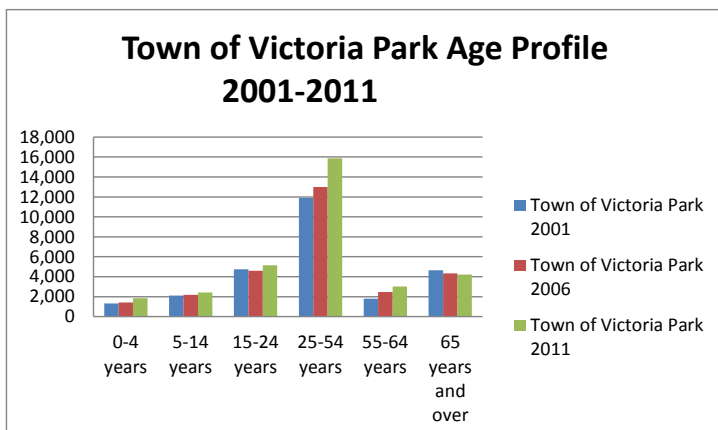


Figure 5 City of Perth & City of South Perth growth by age 2001 to 2011 (source: ABS Census)

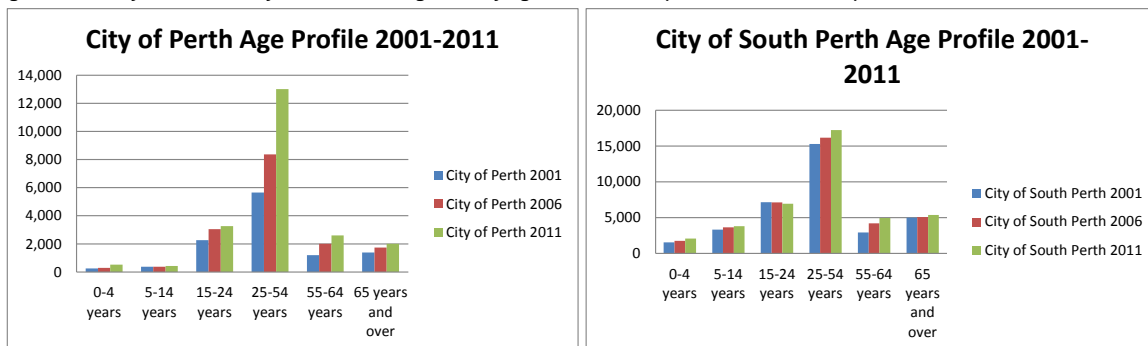
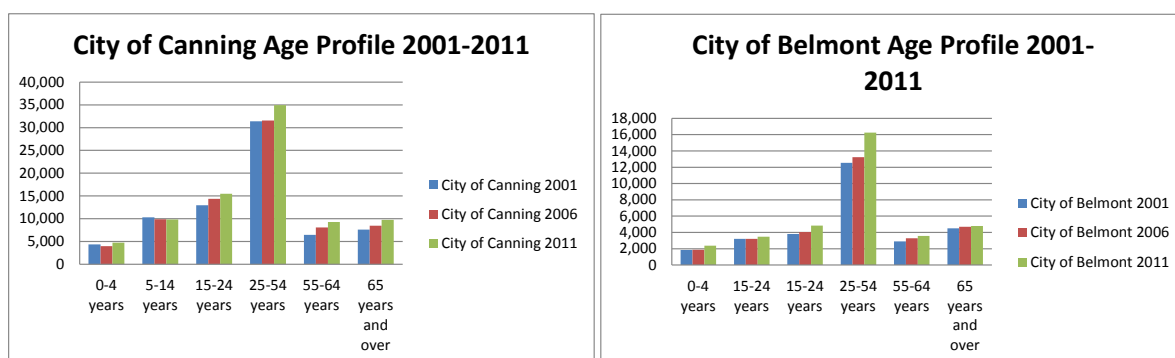


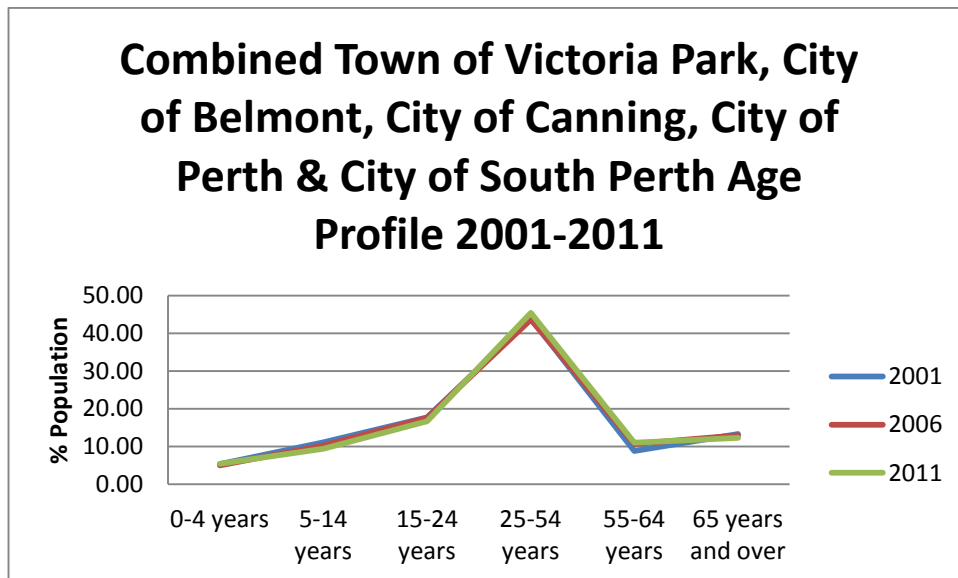
Figure 6 City of Canning and City of Belmont growth by age 2001 to 2011 (source: ABS Census)



The charts indicate a significant growth in the majority of local government areas of all age ranges. However the following should be noted:

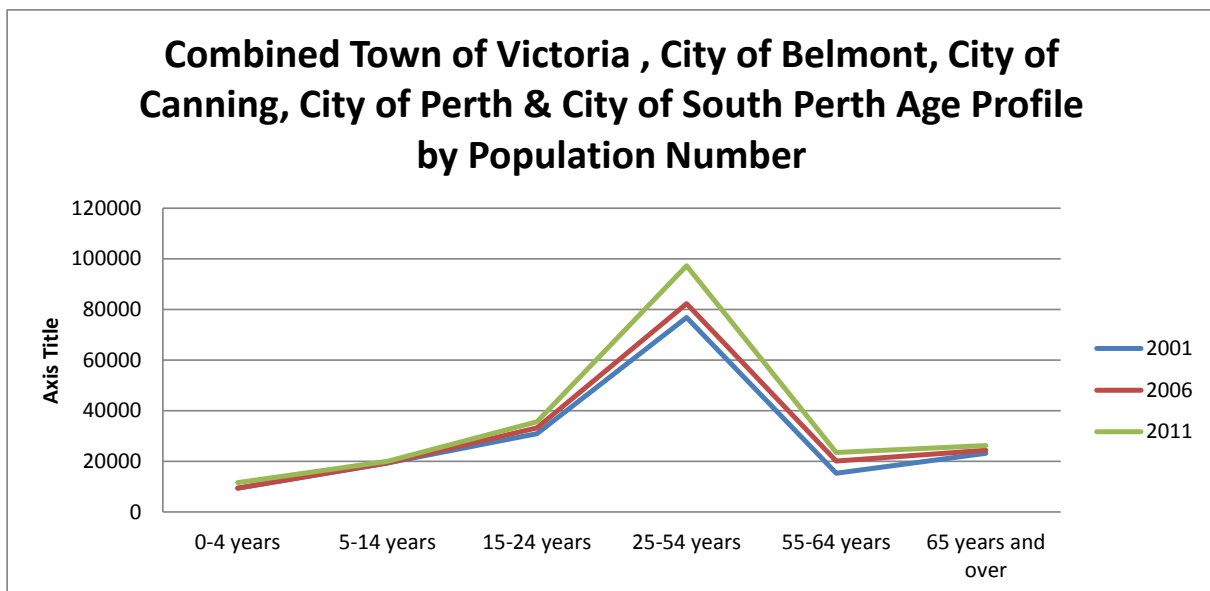
- The Town of Victoria Park:
 - Has shown minimal growth in the 0-24 year's age range.
 - Has had significant growth in the 25-54 years age range.
 - Has had a slight decline in the 65 and over age range.
- The City of Perth has an extremely small population from 0-14 years, and their significant population and growth is in the 25-54 year age range.
- The City of Canning has had a very stagnant population in the 0-14 years age ranges. Whilst they have experienced growth in the 25-65 + age range.
- The City of Belmont has had gradual increase in all age ranges, with the growth in the 25-54 range more significant.
- The City of South Perth has had a slight increase in the 0-14, 25 + age ranges though a slight decrease in the 15-24 age range.

Figure 7 Combined Town of Victoria Park & Surrounding LGA's Age profile by percentage 2001 – 2011 (Source: ABS Census)



The overall age profile for the Town of Victoria Park and adjoining LGA's by percentage is detailed in figure 7 above which indicates a fairly uniform and consistent population split over the period of 2001 to 2011. Figure 8 below highlights the changes relative to the actual population numbers which emphasises the substantial increase in the 25-54 age range of the population over the same decade.

Figure 8 Combined Town of Victoria Park & Surrounding LGA's Age Profile by population number 2001 – 2011 (Source: ABS Census)



The age profiling highlights a number of factors which the Town of Victoria Park will need to be acutely aware of in managing current infrastructure. These are:

- The need to ensure that the modernisation of facilities and development of new infrastructure builds in a flexible approach to cater for an aging demographic.
- As facilities are required to cater for a wide age range, there will be a need to provide a mixture of age appropriate elements to ensure that facility usage can be maximised. The need to rationalise existing infrastructure to provide modernised and age appropriate elements is likely to be more critical with the gradual trend in reducing available local government funds whilst still needing to support a variety of social community services.

- The gradual aging population indicates that whilst there will still be a demand for competitive contact and physically demanding team sports, a greater demand will begin to emerge for the more passive and individualised sport and recreational pursuits (i.e. golf, walking and personal fitness etc.).
- The demand for playing pitch areas whilst still required to serve junior and senior sporting teams are likely to retain a steady usage pattern, but is unlikely to generate significant year on year growth (unless associated with aggressive sports development programs and associated funding).
- The 'spike' in the 'young professional' and 'working age' within the Town and surrounds will indicate a desire for access to facilities, programs and sporting opportunities at various times around working hours, which clubs and facilities will have to be able to respond to.

2.1.3 Population Projections

The following information is taken from Forecast Id™. (Town of Victoria Park) and the Department of Planning population projections (WA Tomorrow). The projected growth indicated in figure 9 below highlights the following:

- The Forecast Id. indicates a significant increase in the Town's population to 2036. A further investigation into that growth indicates that the suburbs of Burswood and Bentley will experience major growth.
- The greatest implications for sport, recreation and leisure provision is the increase in population will require a gradual change in demand from formal competitive club based activities to more general leisure and social based non-competitive infrastructure.

Figure 9 Town of Victoria Park Population Projections (Forecast Id.)

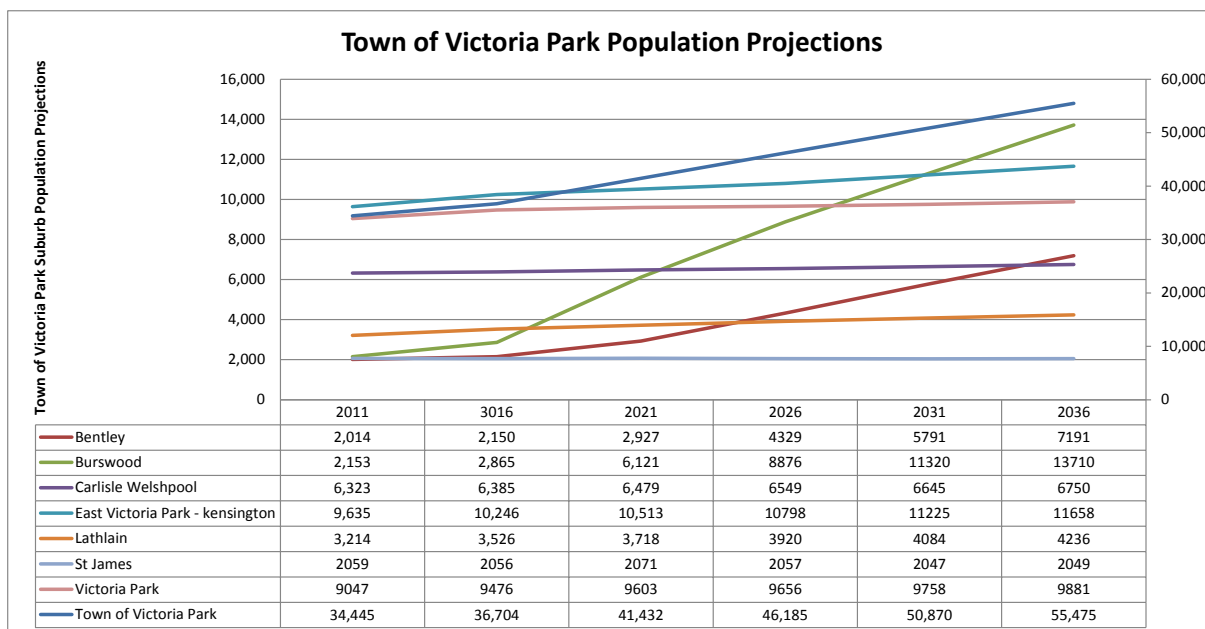
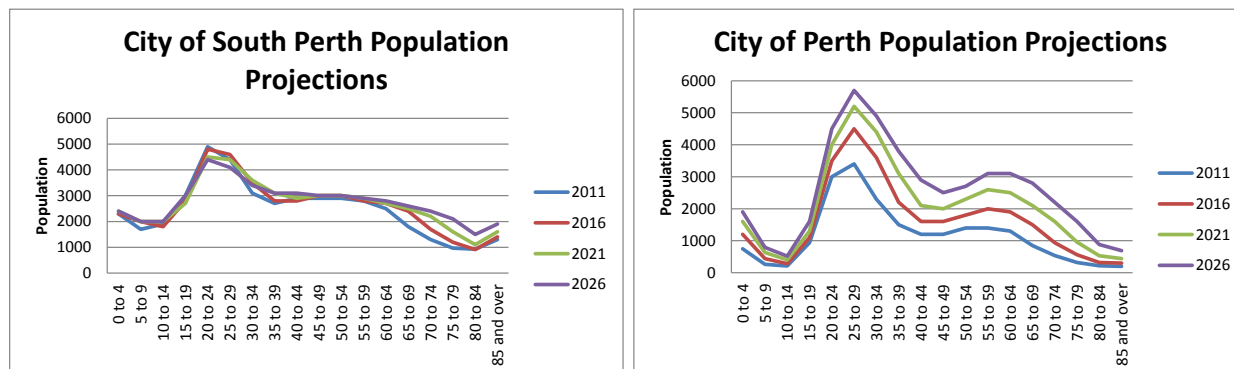


Figure 10 WA Tomorrow (2008) Growth Projections for the City of South Perth, City of Perth, City of Canning and City of Belmont by age banding



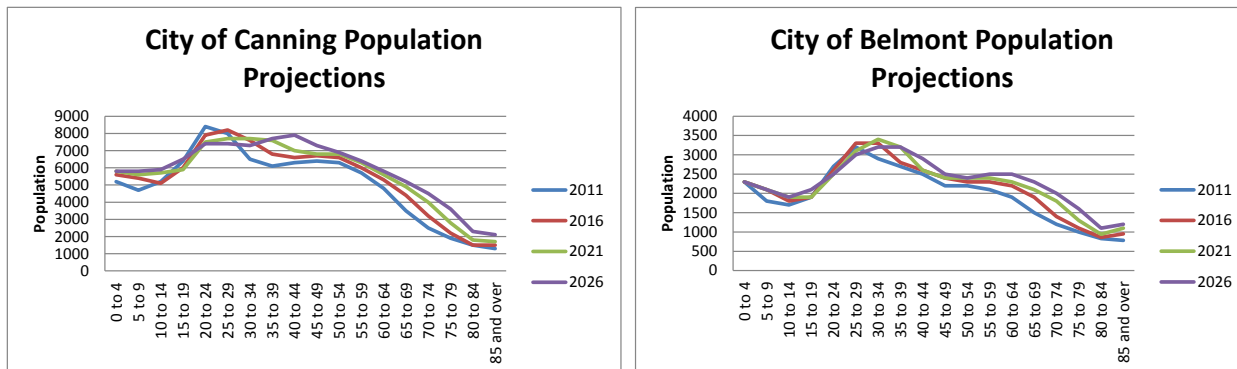


Figure 10 highlights the population growth as identified in the WA Tomorrow Data in age ranges which further emphasises the significant growth in the aging population and gradual growth between 20 to 29. The figures produced align closely with those produced by the local governments.

- The major growth within the surrounding LGA's is in the young professional age range of approximately 20-34 years of age. Whilst this age group is a major participant in club based sports, the alignment with the area may just be for transient work purposes (i.e. they reside in the immediate locality of the City of Perth for access to employment / lifestyle opportunities and readily move on as family / lifestyles change). The LGA's will have to work with their sporting clubs to ensure effective succession planning is in place to offset the potential high throughput of volunteers as well as ensuring that clubs offer more appropriate social and 'fast food' type sporting activities for this transient demographic.
- The actual growth in competitive sports pitches and associated facility demand is most likely to occur in the growth areas.
- There is not projected to be a major growth in the youthfulness of the population and as such junior and senior club teams are likely to experience relatively limited growth due to a generally low increase in participant numbers.

Figure 11 Forecast Id. Town of Victoria Park Population Projections by age.

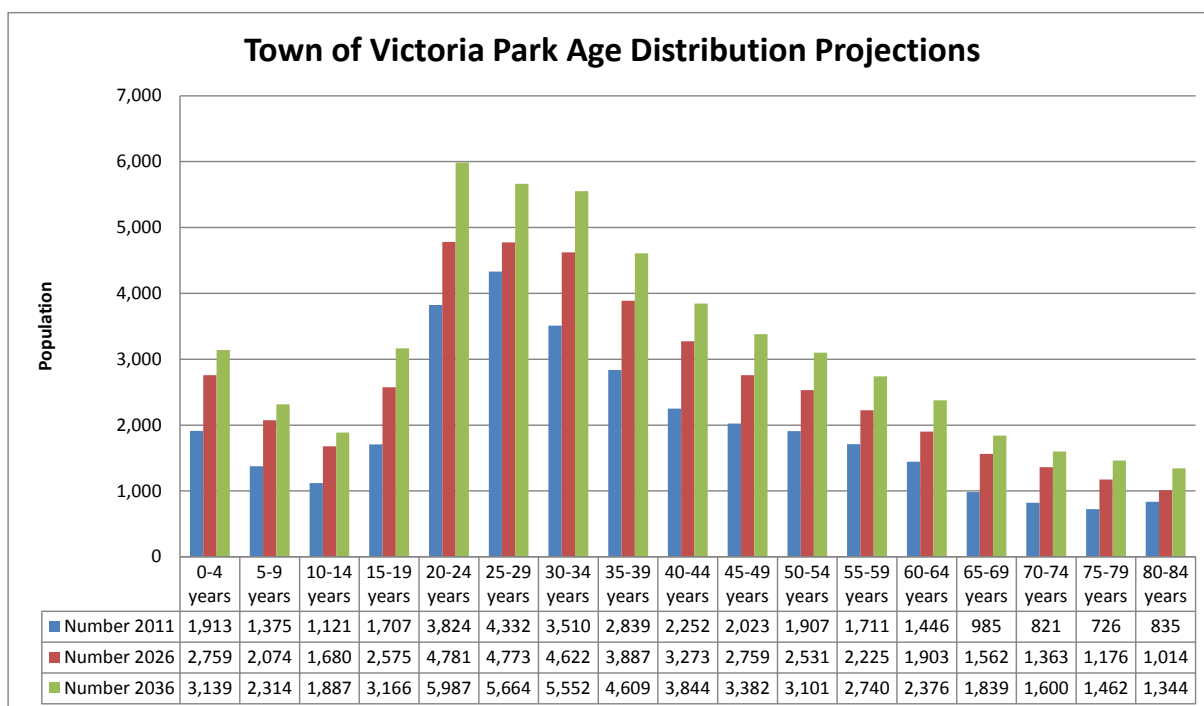


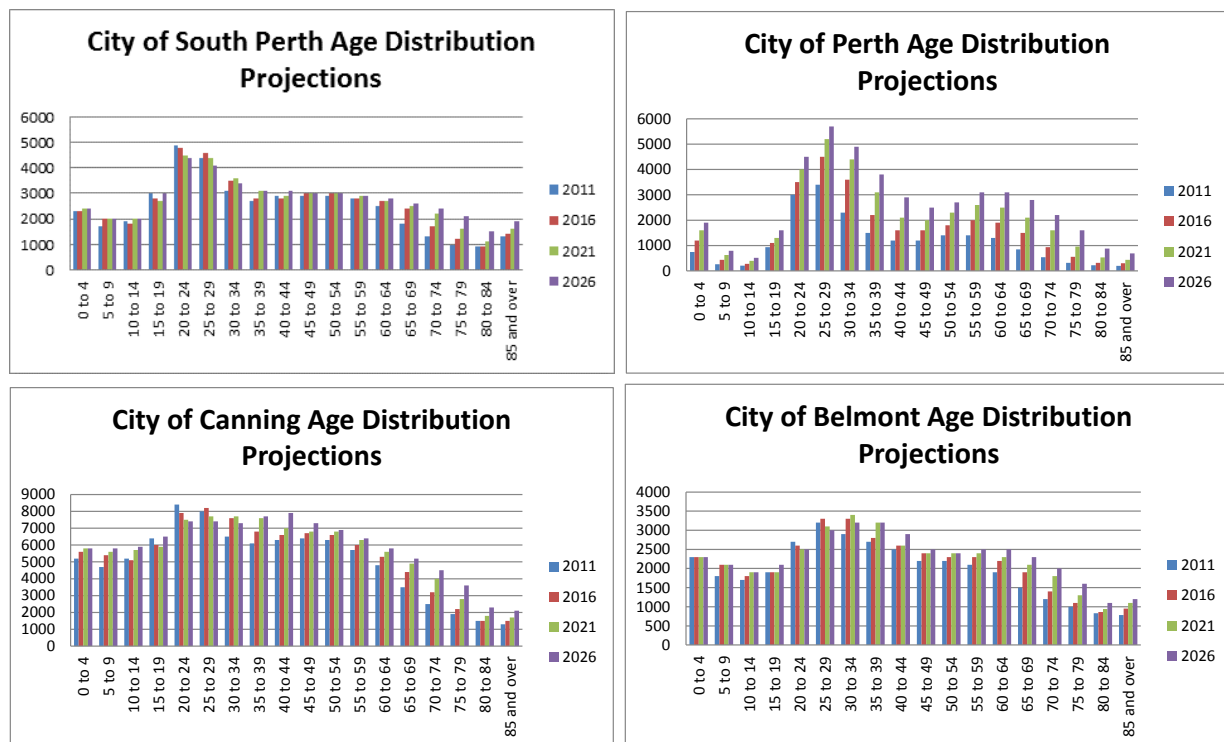
Figure 11 breaks down the data into the Town of Victoria Park's age distribution projections. It identifies that substantial growth will occur within the Town to 2036. This indicates a need to increase sport and recreation infrastructure provision within the Town to ensure that all residents have access to appropriate facilities. This however assumes that current provision meets the needs of existing residents and that any new provision will be required to meet the needs of anticipated growth. In reality, it is often the case that current infrastructure either

has the capacity to accommodate growth or is significantly under-provided for. This aspect requires further careful analysis supported by usage analysis and local consultation.

Figure 12 highlights the projected age distributions for the surrounding LGA's,

- The City of South Perth has an aging population with a significant increase in the over 60 age range, whilst also having a decrease in the 20-29 age range.
- The City of Perth show consistent increases across all age distributions.
- The City of Canning & Belmont have a very similar age distribution with a consistent aging across all age distributions except the 20-29 age range.

Figure 12 Surrounding LGA Age Distribution Projections (WA Tomorrow)



A number of assumptions underpin the growth projections for the Town of Victoria Park¹. These include:

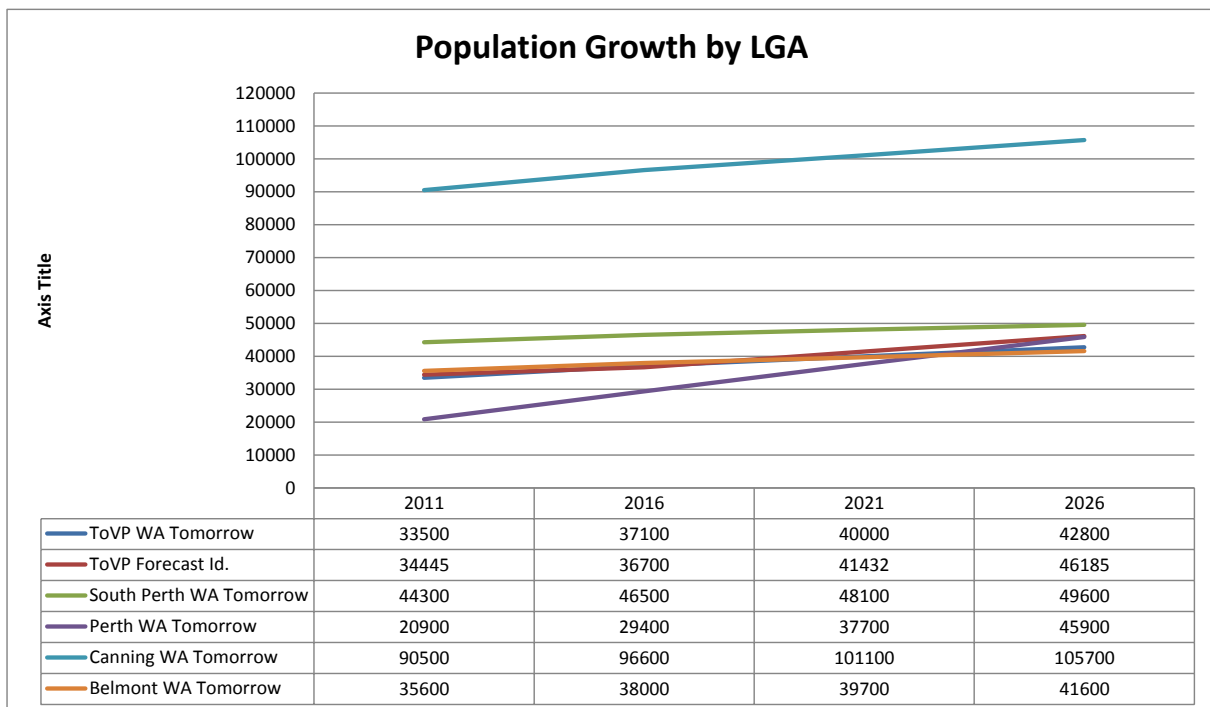
- Burswood: Within the scope of this plan the following developments are anticipated: Eclipse Burswood - 118 dwellings (2015-2017); B43 on Burswood - 115 dwellings (2016-2018); The Peninsula - 460 dwellings (2016-2021); Burswood Golf Course/Perth Stadium - 400 dwellings (2018-2026) and a low level of infill and Transit Oriented Development (1-5 dwellings per annum). Within the scope of this strategy but 8 years beyond the 15 year time horizon are the following developments: Former Racecourse - 2,650 dwellings (2015-2036) ; Burswood Station West - 800 dwellings (2016-2036); Burswood Station East - 1,350 dwellings (2018-2036) and Causeway Precinct - 917 dwellings (2018-2036).
- Carlisle Welshpool: No major sites identified and low-moderate level of infill and Transit Oriented Development (10-20 dwellings per annum).
- Bentley: Bentley Park Retirement Village - 12 dwellings (2012); Juniper Affordable Housing Units - 16 dwellings (2014) and low-high level of infill and Transit Oriented Development (0-120 dwellings per annum).
- East Victoria Park – Kensington: Lime Apartments - 95 dwellings (2013); Vivi Apartments - 12 dwellings (2013); 979 Albany Highway - 14 dwellings (2013); Park Square Apartments - 24 dwellings (2014) and high level of infill and Transit Oriented Development (25-50 dwellings per annum).
- Lathlain: No major sites identified and low-high level of infill and Transit Oriented Development(12-42 dwellings per annum).

¹ Forecast id TM population projections 2013 for the Town of Victoria Park

- St James: No major sites identified and low-high level of infill and Transit Oriented Development (2-8 dwellings per annum)
- Victoria Park: Sunbury Park Estate - 18 dwellings (2012-2015); 67 Canning Hwy - 28 dwellings (2014); 11-15 Leonard Street - 34 dwellings (2015-2016); 77-81 Armagh Street - 30 dwellings (2015-2016) and low-high level of infill and Transit Oriented Development (10-22 dwellings per annum).

Figure 13 indicates that the populations of the LGA's are increasing over time, with most significant growth in the City of Perth and Canning.

Figure 13 Projected Population Growth by local government (Source: WA Tomorrow & Forecast Id.)



2.1.4 Household and Financial Indicators

A variety of indicators provide information with regard to the social characteristics of an area and relative affluence. These statistics provide an indication of the likely need for particular types of sport and recreation infrastructure.

Figure 14 Household Indicators: Town of Victoria Park (Source: Forecast Id)

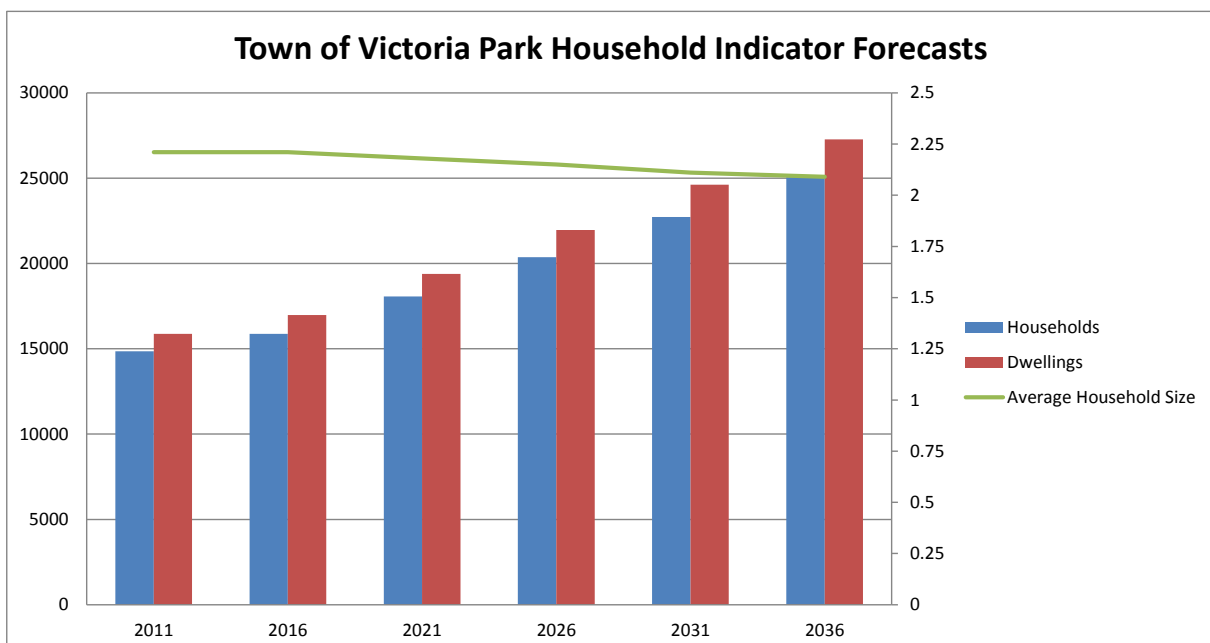


Figure 14 identifies the key indicators in respect of household and dwellings in the Town of Victoria Park. Notwithstanding the anticipated population growth it is anticipated that the number of residents in dwellings and households will tend to grow in line with the growth in population, whilst the average household size will trend downwards over time. This indicates an increase in couple households and a decrease in family households over the 35 year period.

In keeping with the trend of smaller household sizes, figure 15 (below) shows that there will be significant growth within Victoria Park in households that are occupied by couples without children and one person households, typically these are either young professional demographics or the aged. There will also be some growth in households that have couples with dependents.

Figure 15 Town of Victoria Park Household Types (Source: Forecast Id)

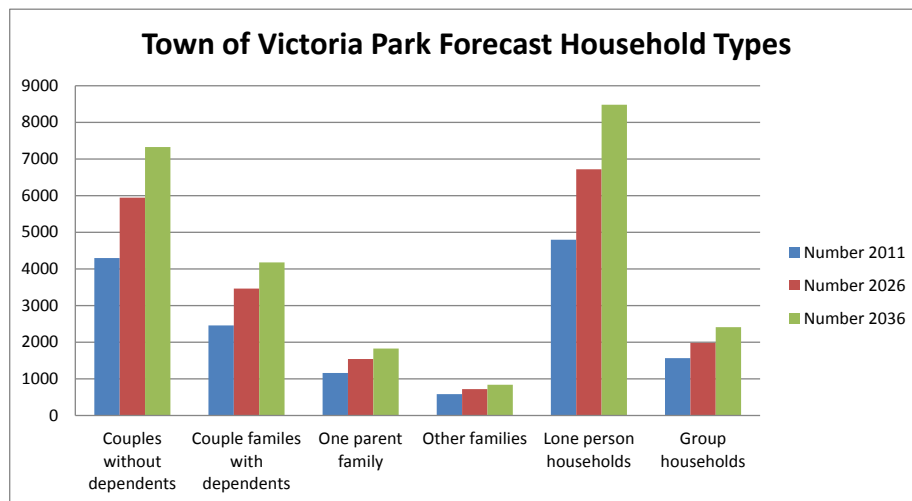


Figure 16 Town of Victoria Park & Surrounding LGA's Household Income by local government (Source: ABS Census)

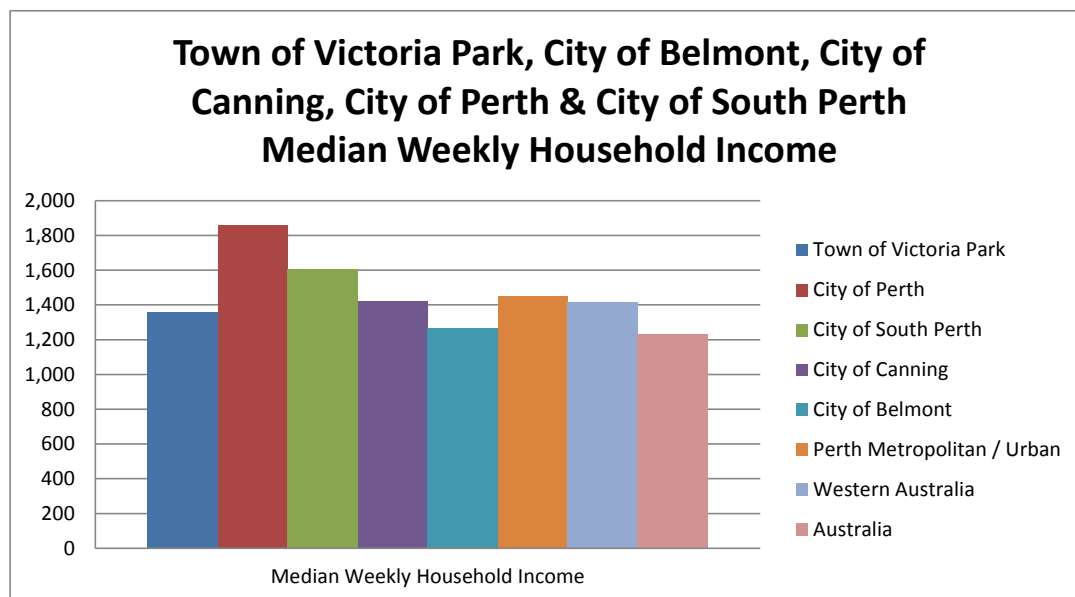
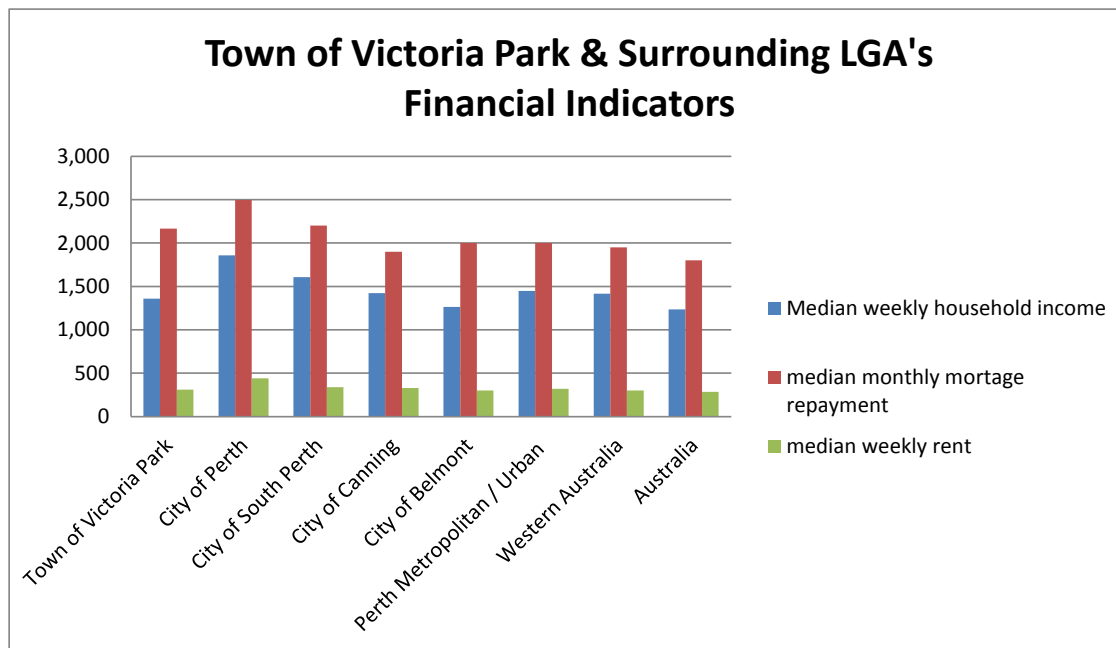


Figure 16 identifies the weekly household income for the Town of Victoria Park and the local governments adjoining compared to Perth Metropolitan, Western Australia and Australia. It should be noted that the median average household income for both Victoria Park and Belmont are lower than surrounding local government areas and the Perth metropolitan median income. This indicates that the level of social provision and demand is likely to be higher within Victoria Park and Belmont than elsewhere.

The importance of providing low cost social (community) infrastructure in areas of low median household income is generally more acute than in more affluent communities. There are however a number of factors which could influence this figure (i.e. high number of retiree's with pension income; and undeclared income associated with a

second home). It is therefore important to understand other key indicators which are identified in Figure 17 and 18.

Figure 17 Town of Victoria Park & Surrounding LGA's 2011 Financial Indicators (source: ABS Census 2011)



The financial indicators associated with the Town of Victoria Park and Surrounding LGA's demonstrate the following

- In comparison with Perth metropolitan, there is little difference across the region in relation to weekly rent or mortgage repayments.
- The City of Perth has significantly higher financial indicators than the other LGA's highlighting the relative wealth within the city area. However their average disposable income is likely to be reduced due to higher mortgage and rent payments.
- In relative terms the residents of the Town of Victoria Park have the lowest disposable income in comparison to neighbouring local government areas due to the high mortgage / rent payments and comparatively low weekly median income.

Figure 18 Town of Victoria Park and Surrounding LGA Household Indicators

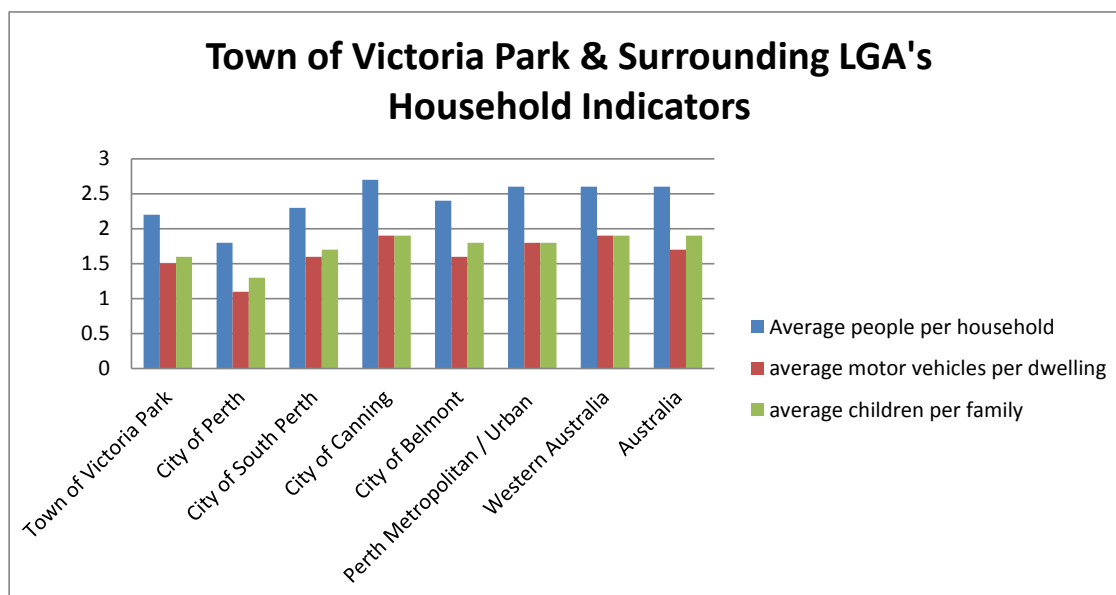


Figure 18 highlights further financial information relating to the Town of Victoria Park and surrounding Local Government Area households. The following are of note:

- The City of Perth, Town of Victoria Park, City of South Perth & City of Belmont all have less people per household than the Perth Metropolitan, Western Australian and Australian averages.
- Being very much inner city living and less reliant on private transport the residents of the City of Perth, Town of Victoria Park, City of South Perth & City of Belmont all have less motor vehicles per dwelling than the Perth Metropolitan, Western Australian and Australian averages.
- The residents of the City of Perth, Town of Victoria Park & City of South Perth all have fewer children per family than the Perth Metropolitan, Western Australian and Australian averages.
- The financial and household indicators confirm the need to focus on a broad range of sport and recreation services. There is no one clear indicator that suggests infrastructure should focus solely on competitive club sport. Whilst this is important to cater for the year on year growth in population, this needs to be balanced against the emerging demographic trend which is leaning towards an aging population. As such flexibility within the built infrastructure is critical.

2.1.5 Ethnicity

Figure 19 Country of Birth Australia

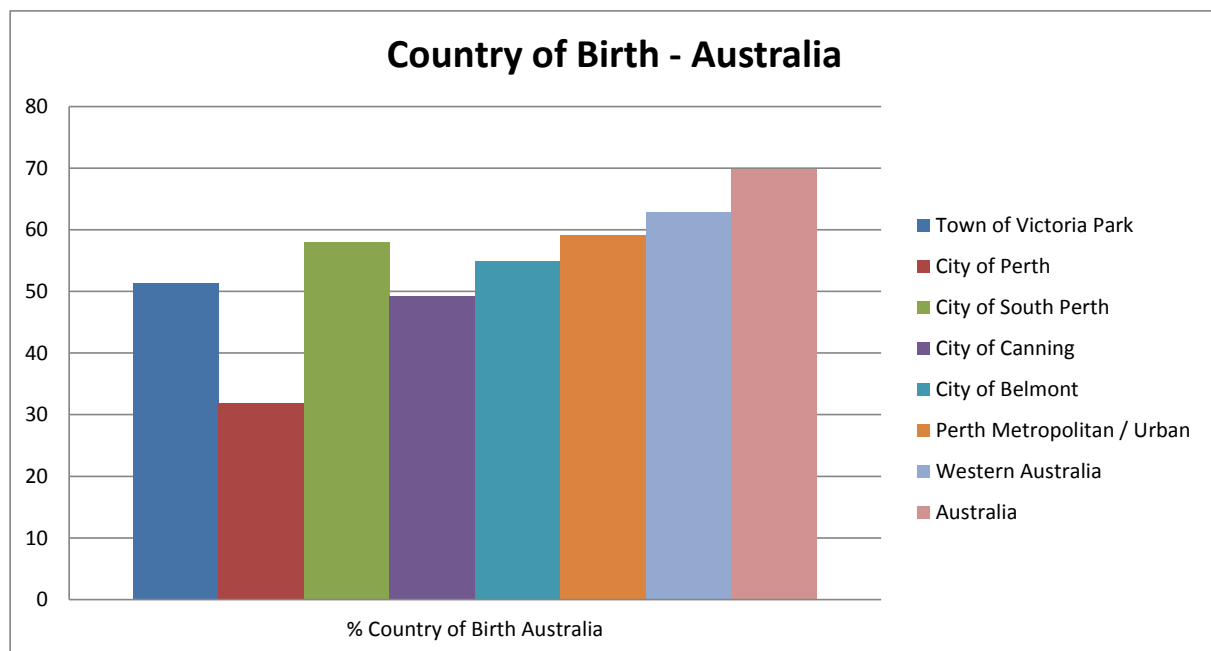
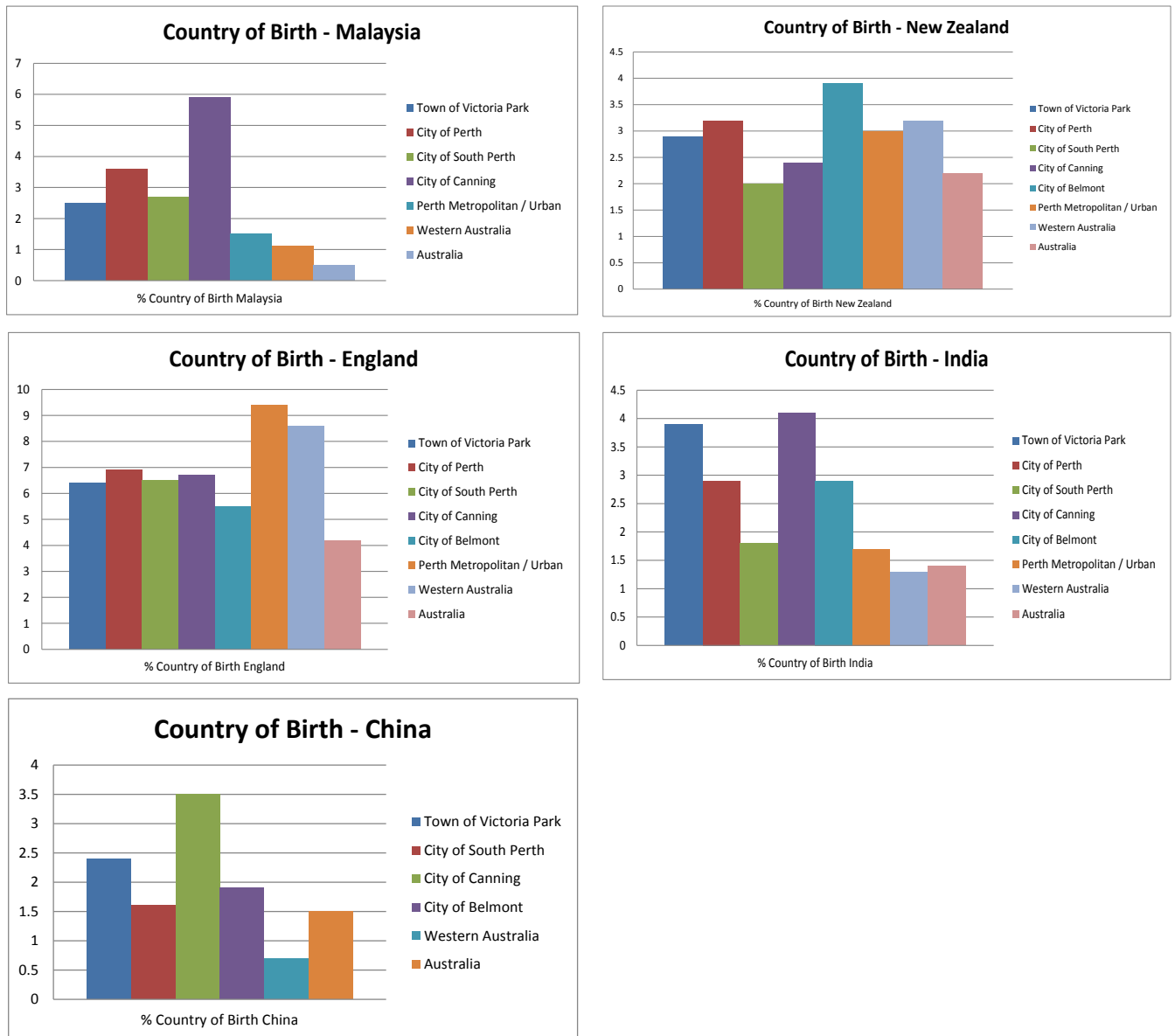


Figure 19 indicates that the Town of Victoria Park, City of Perth, City of Canning & City of Belmont all have significantly less people that were born in Australia than the Perth Metropolitan, Western Australia and Australian averages. This indicates that some 'non-traditional' sport and recreation activities may need to be provisioned for.

Figure 20 shows some of the countries of birth that the Town of Victoria Park and adjoining LGA's residents are from. Significantly for the Town of Victoria Park a high proportion of residents are from Asian countries (Malaysia, India and China) as well as England and New Zealand backgrounds. This will impact on the ongoing sport and recreation requirements of the resident population which will require significant cultural differences to be accommodated. The majority of sports undertaken by the Asian population relate to sports hall sports (i.e. badminton, volleyball and table tennis), soccer, baseball and personal fitness. These sports can be accommodated within existing Town of Victoria Park facilities without recourse to developing new infrastructure. The main consideration it to respect cultural differences and afford opportunities for the development of teams / competitions within existing structures.

Figure 20 Significant Places of Birth within the Town of Victoria Park & Adjoining LGA's



Implications from Demographic Analysis

- The growth in population within the Town indicates that there will be an ongoing need for the Town to provide sport, recreation and community infrastructure to meet a changing demographic profile.
- Facilities will be required to be flexible in their development in order to meet changing demands over time. It will also require current sport, recreation and community infrastructure to be reviewed and rationalised to take into account modern day trends, cultural differences and be future proofed to meet emerging generational considerations.
- The greatest implications for sport, recreation and leisure provision are the gradual aging of the population and the gradual drop in the relative increase across youthful age ranges.
- The age profile when compared to WA and Australia highlights the fact that the age range of 20 to 39 is significantly higher within the Town than that experienced elsewhere. This dynamic suggest that there may be a higher propensity of adults who would gravitate to more competitive sport and recreation infrastructure. It also potentially highlights that the Town is seen as an attractive place for young and upwardly mobile individuals / couples to reside due to the close proximity to the CBD.

- The aging population and high level of young upwardly mobile residents infers a gradual change in demand for particular types of sporting infrastructure from formal competitive club based activities and family leisure to more general leisure and social based non-competitive infrastructure.
- Traditional sport recreation and cultural activities are likely to be in demand within a population which has a predominantly Australian / English background (particularly where English is their first language). They are also likely to engage more pro-actively in social community activities. However the high proportion of Asians within the Victoria Park community indicates that a wide range of culturally diverse sporting needs will be required to be accommodated.
- The challenge facing sport and recreation within an aging demographic is the move away from traditional sports based membership. This is also a trend with the young upwardly mobile demographic living close to their work in the CBD and who have limited leisure time.
- Casual use aligned to social activity is becoming more common and there is a move away from traditional competitive sports as consumers have a greater range of 'fast food' sports activities to choose from.
- The comparatively high levels of Asian migrants which live within the Town will require a process of integration within the existing sport and recreation infrastructure. This will necessitate a focus on facilitating sports development opportunities but not necessarily the development of new sporting infrastructure.

3.0 Summary of Relevant Reports

A review of current Council and Stakeholder strategic planning documents was completed to identify key issues and recommendations relevant to the study. The key documents and information from this review is outlined in Appendix A, and a summary is outlined below:

3.1 Implications from the Document Review

The following represents the key areas for consideration in developing the Sport & Recreation Strategy which arises from the document review.

- The Town has highlighted a strong commitment to develop a healthy community with strong neighbourhoods through the Plan for the Future 2011- 2026 and its subsequent successor, the Town of Victoria Park Strategic Community Plan.
- The Integrated Planning Framework highlights Leisurelife and Aqualife as essential components for the Town in meeting the sport, social and recreational needs of the resident population. It also provides a strong commitment to facilitating community growth and development by appropriately committing available funding and human resources through a suite of supporting plans.
- The Town now has an approved and considered financial commitment to the management, maintenance and renewal of its assets which has previously been undertaken on an ad hoc basis. It is important that this is recognised and recommendations contained within the sport and recreation plan re-enforce this process.
- There is a need to investigate the collocation of sporting groups to assist with utilisation and to provide for economies of scale (i.e. a greater social and economic return on the Town's investment).
- Ensure good planning that is linked to the Town's Vision for all sport & recreation developments.
- Support the provision of community facilities that provide a valuable community asset and that are well utilised.
- The need to provide more effective and coordinated cross LGA boundary developments with surrounding councils has been raised and will become more relevant through the current state government amalgamation of local government proposals.
- There is an ongoing need to rationalise and regenerate community recreation centres, reserves and ancillary infrastructure. This will include more effective coordination of cross-boundary opportunities through the potential amalgamation / collocation of sports / activities.
- Continue to enhance the Town's asset management systems and processes to ensure community assets are effectively maintained for future generations.
- The need to explore opportunities to develop dual use opportunities with schools in the area to ensure more effectively use of public resources.
- Facilitate ongoing monitoring evaluation and review of the sporting clubs and facilities to quantify the benefits that they are providing the community through the Town's facilities. This in turn will assist in securing future funding from state and federal government.
- Potentially develop relationships with "strategic partners" or organisations that have significant land holding within or close to the Town.
- The cost & access to facilities, continues to be a key issue across many LGA's. It is therefore important that the Town can quantify the value of its facilities which are provided for the community.
- A more formalised process for assessing new facility implications and the collation and sharing of information across neighbouring LGA's is required. This includes a more detailed monitoring and evaluation process and regional prioritisation matrix. This however cannot be undertaken by the Town in isolation.
- The Town should assist its community clubs with regards to best practice and implementation of sports development and volunteer development programs.
- Water / climate / environmental considerations will need to be taken into account across all future planning decisions.
- There is a lack of alignment between the expectations of some State Sporting Associations and the ability of Local Governments to respond to their requirements.

- The potential colocation of the Aqualife and Leisurelife facilities requires further analysis. This analysis will need to include the feasibility into the development of more indoor courts and increased functionality of the aquatic infrastructure. The Leisurelife Potential Closure Report (March 2011) raised serious concerns if the current Leisurelife infrastructure were to be lost to the local community. A minimum of 3 courts would need to be developed if the court space were to be relocated elsewhere to ensure the facility is financially viable and may provide sufficient space to accommodate competitions.
- The review of the financial and current operations of the Higgins Park Tennis Club showed that it was evident that the club could not remain solvent in the short or long term unless significant increases in income generation or significant reduction in operating expenses were achieved. The Town needs to determine whether ongoing investment will ultimately achieve a viable tennis club at Higgins Park. Alternative sporting opportunities or colocation of activities at the tennis club need to be considered.
- The management of facilities is becoming a significant cost burden and as a result it is prudent to explore alternative management structures and delivery mechanisms. This may involve management by professional leisure operators, not-for-profit agencies (including Trusts) or professional sports clubs (i.e. the joint management of Lathlain Park by West Coast Eagles and Perth Football Club). All have strengths and weaknesses and will need to be assessed on a case by case basis by assessing the benefit cost of each option and in particular assessing the risk associated with reducing the asset maintenance obligation of the Town.
- The Town recognises that like many LGA's they have been under spending in infrastructure renewal, and therefore this has to be well planned into the future. The recently endorsed Asset Management Plans and Long Term Financial Plan has put in place an effective and planned mechanism for setting aside appropriate funding to address previous maintenance shortfalls and renew the Town's assets to address previous underfunding. This will need to be reviewed and updated regularly to take into account emerging costs.
- The future of Lathlain Park has been an ongoing concern which now appears to be nearing a solution. Whilst the 2013 redevelopment plan identified a number of development options which were endorsed by the Town there is now the potential to develop an elite sporting precinct through a partnership which has been developed with West Coast Eagles Football Club and Perth Football Club. This however will need to pay regard to the 'key community facilities' which were identified as a priority for development on site. Any loss of community infrastructure or community access to the site needs to be considered on the basis of the overall return on the investment (financial, social and environmental) to the Town and residents.
- The Carlisle Lathlain Community Centre Business Case concludes that investment in the facility should not be supported given the extensive deficit which is likely to emerge from its development and ongoing management, maintenance and additional operational costs. Expressed membership levels for all component parts of the facility are relatively low and unlikely to generate significant income to assist in the cost recovery
- The development of Harold Rossiter Reserve for the purposes of facilitating the growth in hockey is not considered to be an acceptable solution. The use of the reserve for cricket and soccer is the prime driver for its future development. This needs to be reflected in any future long term plan.
- The Integrated Movement Network Strategy highlights the importance of catering for a wide range of users of varying abilities, ages and interests, together with various forms of user. The importance of using the existing network of paths and cycleways together with enhancing connections between active areas and more particularly new development (i.e. new Perth Stadium, Burswood Peninsula and the Town Centre redevelopment) is highlighted. A series of audits, feasibility studies and plans are required to be developed in order to deliver the strategy. These will be undertaken in a phased approach which need to be integrated with the Sport and Recreation Facilities Strategy recommendations.
- There is an ongoing need to partner with the Department of Planning in the development of the Burswood Peninsula Structure Plan. Whilst local government amalgamation proposes that the new Perth Stadium and Burswood Casino should be located within the City of Perth the impact on the provision of the Town's sport and recreation infrastructure is high. Sport and recreation infrastructure will be required to service new residential areas with Aqualife and Leisurelife being the most accessible major sport and recreation developments which would serve the Peninsula site. Furthermore commercial opportunities associated with the new stadium on the Peninsula (i.e. commercial health club / gym) could offset provision required if it was decided that Leisurelife should cease to operate and current infrastructure is to be collocated / developed elsewhere.

4.0 Summary of Relevant Industry Trends

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

4.1 Participation Trends: Sport and Recreation: Adults

Table 2 indicates the participation trends in sports for Australia, compared to Western Australia. Participation rates are provided for 2010 (the latest Participation in Exercise, Recreation and Sports Study produced by the Australian Sports Commission). Participation relates to persons aged 15 years and over who participated over a 12 month period prior to interview in 2010. All sport, exercise and recreation activities are ranked in accordance those most popular activities Australia wide. Activities within WA for which participation rates are greater than the national average are highlighted in green, whilst those below the national average are highlighted in red. The figures do not take into account the growth in the junior activities, which are referenced separately.

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

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

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

Australian rules football in Western Australia is consistently significantly higher than national participation rates as is basketball, dancing, fishing, lawn bowls, surf sports and badminton. It is noticeable that hockey is not recognised within the top 20 sport and recreation pursuits within the ERASS data. This however should not under-value the contribution this sports makes within the Town of Victoria Park for its residents. (It should be noted that as is the case within the Town of Victoria Park participation in such sports is generally aligned to the demographic and cultural composition of an area.)

Table 3 below identifies the general trends in sports participation across Western Australia during the past 5 years. Swimming, aerobic/fitness, swimming, cycling, running and golf activities have consistently remained high. This emphasises the importance of non-club based activities as being a key driver in sustaining high levels of participation in sport and recreation. It also highlights the fact that team sports, individually are not necessarily the main participatory drivers. However this assumption tends to undermine the value of team sports, which collectively demonstrates a high participation rate. If sports were not competing for the same users and opportunities were more constrained it is likely that participation rates would be higher.

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

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

Rank	Activity/Participation 2006		Activity/Participation 2007		Activity/Participation 2008		Activity/Participation 2009		Activity/Participation 2010	
1	Walking (other)	37.8%	Walking (other)	33.1%	Walking (other)	40.1%	Walking (other)	37.2%	Walking (other)	38.40%
2	Aerobics/fitness	22.0%	Aerobics/fitness	20.4%	Aerobics/fitness	23.3%	Aerobics/fitness	26.2%	Aerobics/fitness	25.40%
3	Swimming	16.0%	Swimming	14.0%	Swimming	16.9%	Swimming	17.6%	Swimming	15.50%
4	Cycling	12.3%	Cycling	10.7%	Cycling	13.6%	Cycling	14.5%	Cycling	14.20%
5	Running	9.4%	Running	8.4%	Running	9.3%	Running	11.3%	Running	10.40%
6	Golf	7.0%	Golf	5.7%	Golf	6.7%	Golf	6.3%	Golf	5.60%
7	Tennis	6.0%	Walking (bush)	5.2%	Basketball	5.6%	Tennis	5.4%	Australian Rules	5.40%
8	Netball	5.3%	Tennis	4.5%	Tennis	5.5%	Basketball	4.2%	Tennis	4.90%
9	Australian rules football	5.0%	Basketball	4.1%	Australian rules football	5.2%	Netball	4.2%	Basketball	4.80%
10	Walking (bush)	3.9%	Netball	3.5%	Walking (bush)	4.6%	Football (outdoor)	4.1%	Football - outdoor	4.60%
11	Football (outdoor)	3.6%	Yoga	3.1%	Football (outdoor)	4.4%	Walking (bush)	4.0%	Netball	4.10%
12	Surf sports	3.4%	Australian rules football	3.0%	Netball	4.2%	Australian rules football	3.9%	Yoga	4.00%
13	Weight training	3.2%	Football (outdoor)	3.0%	Cricket (outdoor)	3.5%	Surf sports	2.9%	Dancing	3.80%
14	Cricket (outdoor)	3.1%	Dancing	2.7%	Yoga	3.4%	Cricket (outdoor)	2.8%	Walking (bush)	3.60%
15	Basketball	3.0%	Surf sports	2.5%	Weight training	3.4%	Weight training	2.8%	Weight Lifting	3.10%
16	Yoga	2.9%	Weight training	2.3%	Surf sports	3.1%	Fishing	2.5%	Surf Sports	2.90%
17	Dancing	2.5%	Cricket (outdoor)	2.2%	Squash/racquetball	2.8%	Hockey (outdoor)	2.4%	Lawn Bowls	2.30%
18	Volleyball	2.5%	Lawn bowls	2.1%	Dancing	2.6%	Yoga	2.3%	Fishing	2.30%
19	Squash/racquetball	2.2%	Fishing	1.9%	Football (indoor)	2.4%	Lawn bowls	2.3%	Cricket (outdoor)	2.20%
20	Fishing	2.1%	Football (indoor)	1.9%	Hockey (outdoor)	2.3%	Canoeing/kayaking	2.3%	Martial Arts	1.90%

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

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

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

4.2 Sport and Recreation Participation Trends: Children

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

children's cultural and sporting activities undertaken outside of school hours over a 12 month period. Data on the frequency of participation relates to the 12 months before interview.

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

For boys:-

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

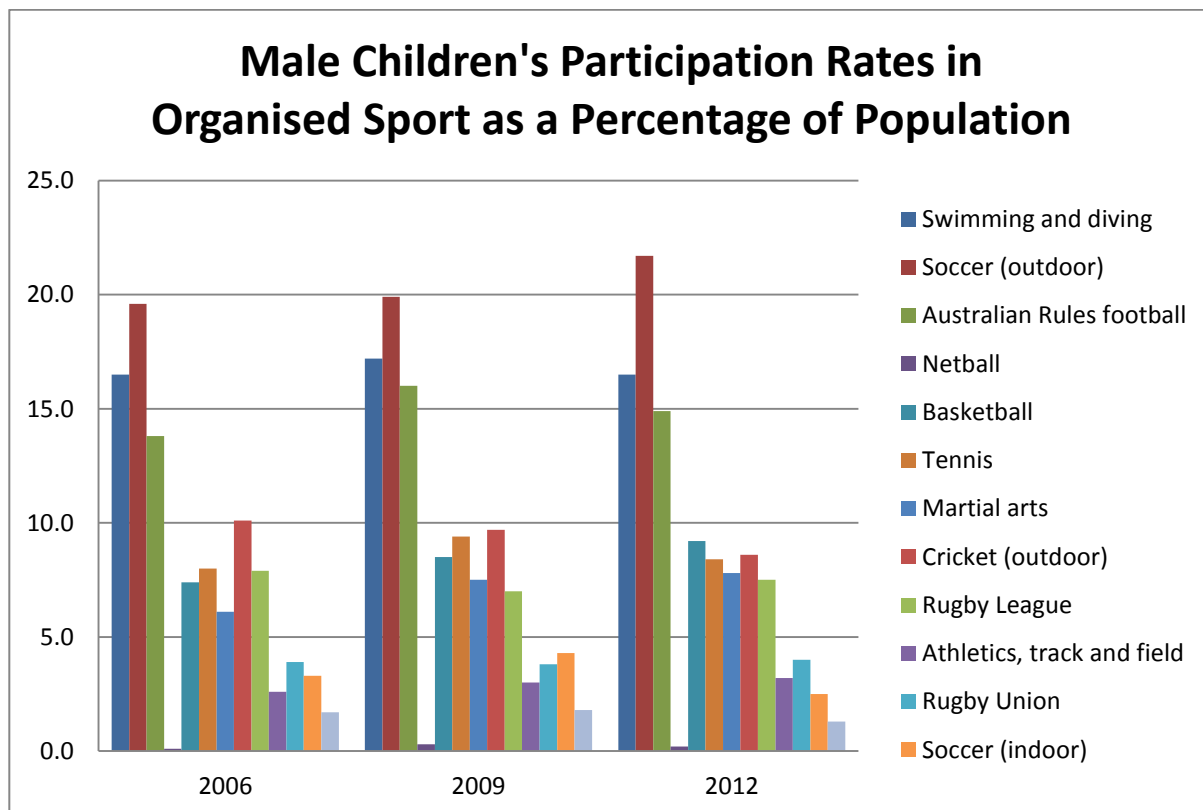
For girls:

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

Of particular note is:

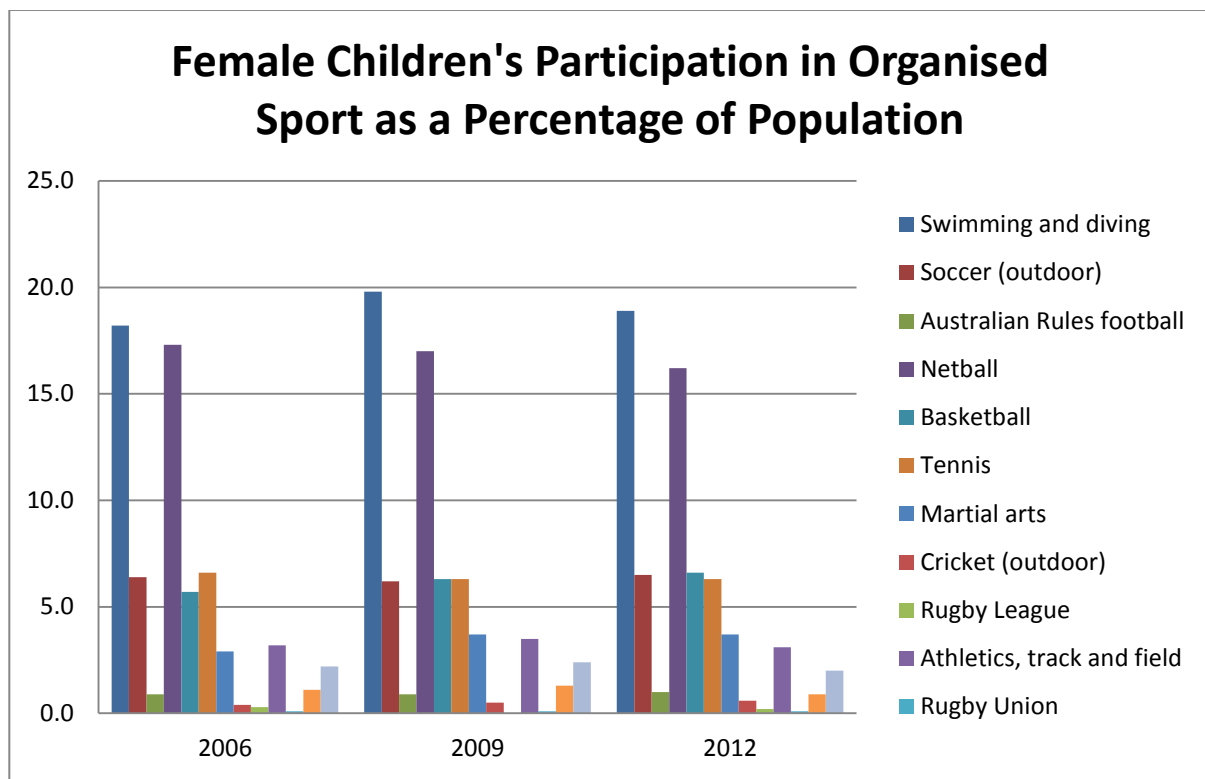
- The level of male children's participation in soccer has growing significantly as a percentage over the data collection period. Martial arts, basketball and athletics have similarly shown a gradual increase in participation. Other sports have either shown a decrease or have remained relatively stable participation rates. Netball shows a low level of participation amongst male children. Figure 21 refers

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



- Swimming, Soccer and Australian rules football participation amongst male children is significantly higher than all other organised sports
- The level of female children's participation in sports has either shown a decrease or has remained relatively stable over the six year period of study. Rugby union, rugby league, cricket and Australian rules football shows a low level of participation amongst female children.
- Swimming and netball participation amongst female children is significantly higher than all other organised sports. Figure 22 below refers.

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



Other statistical information confirmed that:

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

- With reference to male children's participation in organised cultural activities, the playing of musical instruments is the most dominant activity. Participation in the cultural activities of singing, drama and dance is less than 4%. This has remained relatively consistent between 2006 and 2012.
- With reference to female children's participation in organised cultural activities, the playing of musical instruments and dancing are the most dominant activities. Participation in the cultural activities of singing and drama is notably higher than male participation rates. Dancing is significantly increasing in popularity.
- Male and female children's participation in selected recreational activities highlights the trend towards watching tv and videos and other screen based activities. Bike riding and skate boarding are relatively high participatory recreational activities with numbers amongst boys significantly higher than girls. Nevertheless both recreational pursuits rank highly amongst both sexes. For females, reading for pleasure is a significantly higher recreational activity than for males, but nevertheless ranks highly for both sexes.

4.3 Summary of Participation by Adults in Cultural Activities

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

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

4.4 Industry Trends: Design and Service Delivery

The purpose of this section is to highlight current trends, emerging practices and innovative solutions to the provision of sport, recreation and leisure development in the Town of Victoria Park. More detailed information is contained at Appendix B.

4.4.1 Design and Operational Trends

- Astute facility design is required by the majority of facility operators to minimise staffing requirements.
- Flexible facility designs are required to attract a more diverse demographic mix and cater for alternative users with the potential to generate additional income.
- There is a trend of co-locating health and fitness facilities with other leisure based activities to create multi-purpose leisure venues that facilitate improved financial performance.
- Reducing overall energy consumption through energy efficient buildings.
- The need for co-location of other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs is becoming more commonplace.
- The need to establish profitable secondary spends where possible (i.e. through café, crèche, vending machines etc.) is generally considered to assist in securing the financial viability of facilities.
- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.
- Flexibility in the design of open space to move away from traditional play equipment and incorporate alternative approaches to cater for all ages (as both social meeting and activity spaces).
- Increased customer expectations – which may result in the loss of current users and lack of ability to attract new participants.

- Greater levels of partnership working (with other agencies, operators learning from best practice and not afraid to innovate). This includes the devolution of control from local government to alternative management arrangements which are held accountable for delivering on agreed objectives. These include the emergence of trusts with appointed boards; devolving commercial operations to specialist leisure providers; dual / shared use with schools / higher education providers and a variety of public private partnerships which provide the ability to offset capital costs and operational risks (i.e. through providing capital subsidies, revenue subsidies, transfer of assets or other in-kind support).
- Due to busier lifestyles there has been a move away from competitive and equipped sport to simpler, fitness orientated activities.
- Home based fitness and non-centre based activities such as cycling, walking and running are gradually increasing.
- Specific programming is required for Baby Boomers: Baby Boomers want to age well, and they are exercising for more energy and the ability to work and play longer. There is a need now to consider beyond the baby boom generation and anticipate what their needs will be in order to future proof investment in community infrastructure.
- Recent community planning initiatives across local governments highlight the rationalisation and co-location of facilities as being the preferred option. This is an emerging trend across Australia and overseas. For example community hubs, multi-functional facilities and shared use infrastructure.
- The need to allocate land in advance of development to meet emerging community needs.
- The means of consuming and sharing information is taking place through evolving personal phone devices and publicly available interfaces. Digital infrastructure, synchronised with personal devices, improves the users' mobility and connectivity.

4.4.2 Financial Trends

- Increased competition (from other sports and leisure activities) which impact on programming and potentially undermine financial viability.
- Increased costs of energy, staffing and superannuation. Energy costs alone have increased by approximately 20% a year recently.
- Council financial pressures (increased competition for both revenue and capital investment).
- Pressures on local government discretionary spend limiting the flexibility to underpin non-statutory provision.
- Aging stock of facilities and allocation of additional funding to address legacy maintenance and refurbishment (including allocation of sinking funds).
- State/Federal drivers (funding requirements – monitoring - and the need to plan strategically).
- A greater focus on establishing sensible and realistic aspirations/targets (i.e. a realistic acceptance of the costs of operating sports facilities and the recognition of non-direct expenditure in overall income/expenditure financial accounts).
- Reducing Staff Costs. Invariably these are between 50% and 90% of Income typically associated with sport and recreation infrastructure. This requires ongoing assessment of:
 - Staffing levels (and potential alternative solutions to a staff presence).
 - Shift patterns and adopting innovative solutions
 - Quality training and personal development to ensure staff retention
- The majority of community facilities are operated and managed by the relevant local government. In certain circumstances local government have brought in an experienced not-for-profit or commercial management body to bring in specialist expertise and offset management costs.

4.5 Trends in Gym Provision and Personal Fitness

The following information is taken from the Australian Fitness industry Report 2012 which was undertaken by Deloitte Access Economics on behalf of Fitness Australia. Nearly half (47%) of industry responses were from

gyms, 30% outdoor services, 6% independent trainers, 6% studios, 4% leisure centres and the remaining 7% clubs/corporate/school/other. The following industry trends taken from the report are applicable considerations with regard to gym provision within the Town.

- The fitness industry grew 4% pa in the previous 5 years, slowing recently due to the weaker economy & consequent reduction in discretionary consumer spending. 24/7 facilities & fitness studios had greater levels of growth, 11% & 12% respectively.
- Small businesses characterise the fitness industry - barriers to entry are low and there are very limited regulatory requirements. This is a major consideration when assessing the relative merits or otherwise of local government gym provision.
- Staff wages and rent make up more than half of expenses
- 90% clients visited their fitness centre once or twice per week
- Main barriers to attracting new customers included an unstable economy, too much competition, and customers' lack of awareness of service offerings (Sweeney Research 2009)
- The use of technology is increasing the interaction between the club and client and promoting online products and programs.
- Survey responses indicated businesses seek to differentiate through services provided rather than by price reductions or advertising. The focus is on quality provision and the benefit or overall value to the client.
- Allied health services such as massage, acupuncture and allied health services are being integrated into business models to further expand market reach.
- Drivers are the increased wealth of Australian households, urbanisation and increasing time pressures.
- Under the projections demand is estimated to increase from 3.42 million participants in 2012 to 7.15 million by 2020.
- The incidence of physical inactivity related and obesity related disease increases and the population ages - the need for the fitness workforce to be able to contribute to the management of health issues is growing.
- One of the biggest opportunities currently for the fitness industry is the potential to link in with the general and allied health sector.
- It is estimated that in 2011, 7,516 potential cases of chronic disease (cardiovascular disease, Type 2 diabetes, osteoarthritis, cancer) were averted due to fitness memberships. This equals savings of ~\$77 million to the Australian economy.

The growth in the 24 hour gym has increased year on year for the past 5 years, being a relatively new phenomenon. However this is a market which provides controlled access to members with low staffing levels. Their growth is arguably serving a different leisure market than that provided by a local government entity. Opportunities however will undoubtedly exist for the Town to potentially enter into partnership with gym facility providers / franchises to offset a demand which will emerge with the anticipated population growth for the Town.

A secondary consideration for the Town is the growth in personal training. The 2013 Fitness Industry of Australia Research highlighted that most personal trainers worked in a privately owned club (30%) or a franchised club (21%) whilst only 11% worked in a council owned and managed facility and 5% within a community club. This trend highlights the growth in the private gym market which is competing more actively with local authority leisure provision.

4.6 Town of Victoria Park: Reserve Usage Trends

In order to understand the current usage of reserves in Victoria Park it was necessary to assess the current booking data held by the Town to determine whether the reserves were being under-utilised, over-utilised or meeting ground use expectations. For this purpose a number of assumptions have to be made. For instance sports club rooms are generally used for competition, social and training purposes and would generally be accessible during training competition and social games. A recent study undertaken by Curtin University on behalf of the Department for Sport and Recreation into the provision of open space in Metropolitan Perth identifies the carrying capacity of ovals as 25 hours and rectangular pitch sports grounds as 12 hours (to maintain quality of

the surface). As a result it is assumed that reasonable usage of a club room would be a minimum of 40 hours per week (pitch carrying capacity plus 15 hours additional social use).

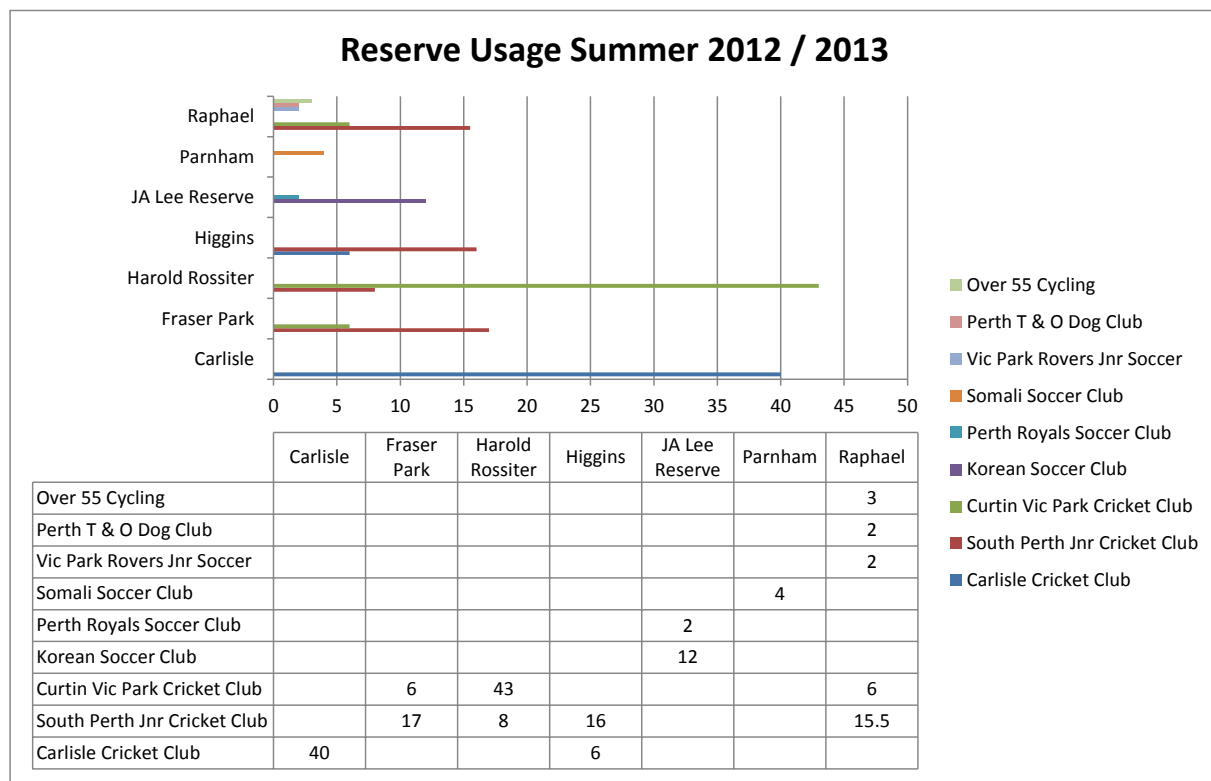
From the research a number of key themes emerge:

- Significant capacity exists for additional use within a number of reserves and potentially facilities associated with the reserves.
- The age of a facilities and flexibility potentially inhibits use of the reserves.
- Accessibility and availability of facilities may be compromised by current management practices.

The review of available infrastructure indicates that current infrastructure is potentially not achieving the desired social outcomes and that alternative solutions should be sought to either rationalise club activity and / or provide opportunities for those sports currently operating at capacity to expand to enable their growth potential to be realised.

The following information relates to the usage data for each facility as provided by the Town of Victoria Park: It must however be stressed that data is only available for hours booked and not for numbers of participants utilising the reserve areas and playing pitches. It also does not take into account casual use of the reserves which would not ordinarily be booked. Reference to membership is contained (where known) from the sports clubs or other Victoria Park data and is referenced later in the strategy.

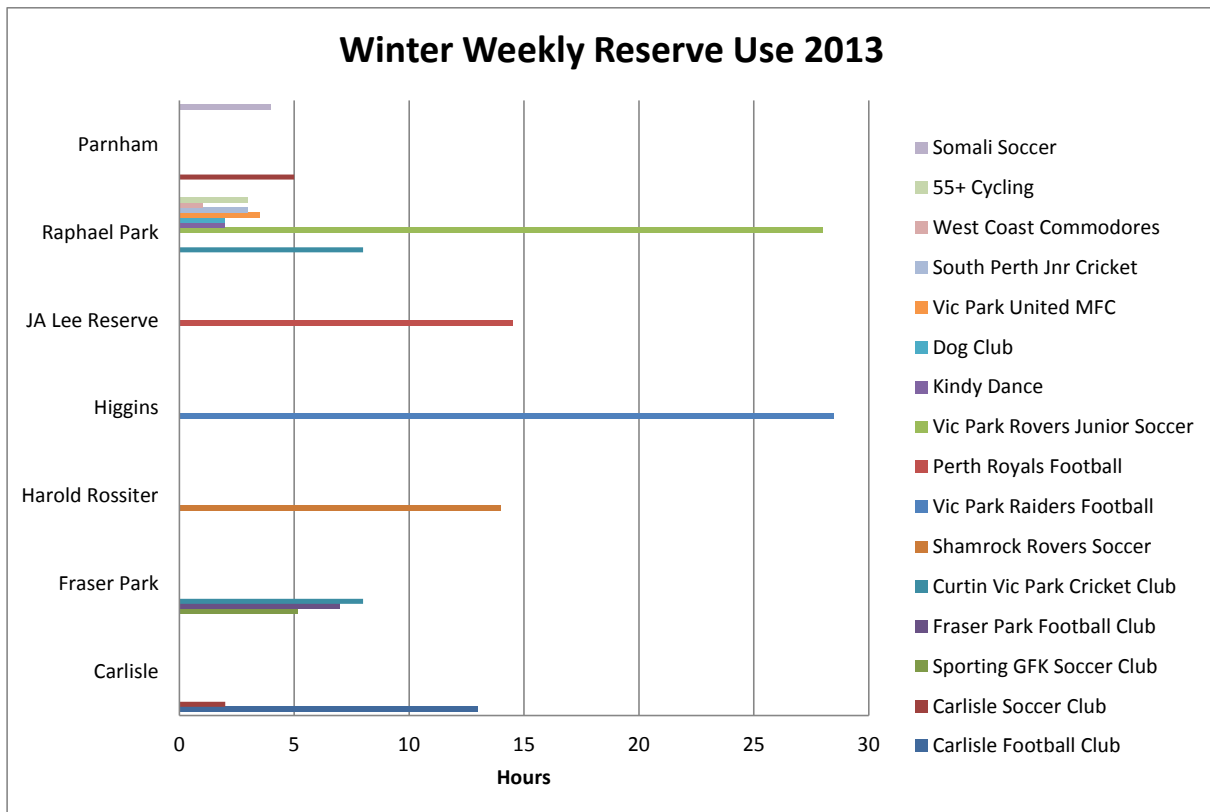
Figure 23 Sporting Club Typical Weekly Summer Use 2012 / 2013



From the data provided it can be seen that during the summer months the reserves which are operating at or near capacity are Carlisle and Harold Rossiter Reserves mainly due to the high level of cricket activity. It must be noted however that 19 hours of use at Harold Rossiter Reserve by Curtin Victoria Park Cricket Club relates purely to the use of clubrooms only (Tuesday, Thursday and Friday). Significant spare capacity appears to exist at Fraser Park, Higgins, JA Lee Reserve and Parnham. In addition it appears that Raphael Reserve during the summer months has significant potential capacity although it does provide a multi-functional service offer. During the summer period the usage is more critical as the carrying capacity of rectangular pitches is much less than the larger oval provision (in accordance with the Curtin University research). However, when soccer usage of reserves with rectangular pitch provision is considered only JA Reserve appears to operate at near capacity (i.e. Parnham and Raphael are significantly below capacity).

During the winter months it appears that Harold Rossiter, Higgins and Raphael Park operate at or near capacity. The remaining reserves appear to have significant capacity for expanded use. Raphael Park is highlighted as a reserve which again provides for a multi-purpose use across a number of sporting codes and recreational users. When considering the soccer usage of reserves which contain rectangular pitches it is notable that Harold Rossiter and Raphael Park operates at or near capacity and Parnham, Fraser Park and Carlisle is significantly below capacity.

Figure 24 Sporting Club Typical Weekly Winter Use 2013



	Carlisle	Fraser Park	Harold Rossiter	Higgins	JA Lee Reserve	Raphael Park	Parnham
■ Somali Soccer							4
■ 55+ Cycling						3	
■ West Coast Commodores						1	
■ South Perth Jnr Cricket						3	
■ Vic Park United MFC						3.5	
■ Dog Club						2	
■ Kindy Dance						2	
■ Vic Park Rovers Junior Soccer						28	
■ Perth Royals Football					14.5		
■ Vic Park Raiders Football				28.5			
■ Shamrock Rovers Soccer			14				
■ Curtin Vic Park Cricket Club		8				8	
■ Fraser Park Football Club		7					
■ Sporting GFK Soccer Club		5.15					
■ Carlisle Soccer Club	2						5
■ Carlisle Football Club	13						

This data needs to be seen in the context of current club membership and the carrying capacity of each pitch. Nevertheless it provides an indication that reserve usage could be enhanced substantially and that capacity exists to accommodate the needs from a population that is likely to increase by 50% over a twenty year period.

4.7 Current Known Club Memberships

The following information highlights the current membership of each club and the reserves used:

Table 6 Current known club membership (Supplied by Town of Victoria Park)

Club	Reserve	Membership / Teams	Commentary
Carlisle Cricket Club;	Carlisle (summer)	88 members	Reasonable membership levels with sound platform for growth
Curtin Vic Park Cricket Club;	Harold Rossiter (summer)	140 members	Reasonable membership levels with sound platform for growth
South Perth Junior Cricket Club;	Fraser Park (summer)	400 members	Strong membership base with potential growth opportunities
Carlisle Football Club;	Carlisle and Higgins (winter)	60 members	Reasonable membership levels with sound platform for growth
Shamrock Rovers Soccer Club	Harold Rossiter (winter)	5 teams	Reasonable membership levels with sound platform for growth
Victoria Park Rovers Soccer	Raphael (summer)	250 members(juniors)	Strong membership base with potential growth opportunities
Victoria Park Raiders Football	Higgins (winter)	288 members(juniors)	Strong membership base with potential growth opportunities
Fraser Park Soccer Club;	Fraser Park (winter)	2 teams	All soccer clubs have a relatively small membership base and consideration should therefore be given to consolidating activities to develop larger more sustainable developmental clubs
GFK Soccer Club;	Fraser Park (winter)	1 team	
Ready Workforce Soccer Club;		1 team	
Korean Soccer Association	JA Lee Reserve (summer)	50 members	
Carlisle Soccer Club;	Carlisle and Parnham Reserve (winter)	2 teams	
Perth Royals Football Club	JA Lee Reserve (winter)	4 teams	
Somali Soccer Club	Parnham Reserve (winter)	1 team	Small membership base

A review of current teams / membership base indicates that a number of soccer teams operate at a very low membership base level. Whilst some of these may be attributed to cultural dynamics, the principle objective should be to develop sustainable sports clubs which use council reserves and offer open and equitable access opportunities for all residents wishing to take part in sporting activities. There are clearly a number of clubs which have extremely good membership levels and growth of these clubs may be inhibited by lack of pitch space and associated supporting infrastructure.

4.8 Aquatic Provision Trends

The Town of Victoria Park provides a substantial aquatic facility (Aqualife) which is a traditional outdoor 50m, 8 lane pool and indoor 25m, 6 lane facility which is the home of Victoria Park Swimming Club, Somerset Masters,

Eclipse Triathlon Club program and Somerset Seals Water Polo Club. Aqualife also has a beach entry indoor leisure pool with fountains and play attractions, an indoor hydrotherapy pool, spa, and steam room. The level of provision is substantial for a current population of 32,000 but serves a broader catchment beyond the Town's boundary. It is to be noted that public aquatic infrastructure is not currently provided within the City of South Perth or City of Perth.

Investment in aquatic infrastructure is costly, but has the potential to deliver high social returns on the investment. Recent developments reflect the global trends towards leisure / multi-use water spaces rather than the traditional square or rectangular type pools. There is a move away from the traditional lap pool towards a combination of leisure and programmable pools. Most public swimming pools built in Australia since 1990 have incorporated water features that encourage play and leisure by all sectors of the community. New facilities seek to maximise opportunities to co-locate users wherever possible to minimise the need to duplicate provision. In addition there has been a drive to increase where possible the flexibility in the facility design and programming to attract a more diverse demographic mix and cater for population growth. The need to maximise usage and user opportunities whilst minimising operational costs has become more critical as energy costs have increased. This can be achieved by working within the existing structure and:

A number of strategies may be considered to enhance the current programmable water space provision at Aqualife including:

- A more proactive club development undertaken by the swimming clubs who use the facility with the aim of attracting new members. This will necessitate the clubs initiating stronger developmental programs across all age ranges.
- Providing a moveable boom to enable the 50m pool to be divided into two program water areas. For Aqualife this would cost potentially \$400k to \$450k to install and is unlikely to recover costs in under a 10 year period
- The installation of a retractable wall to enable the pool to accommodate water polo activity and provide alternative programmable space in the redundant water area. The installation of a retractable wall is likely to cost \$140k with a potential cost recovery period of under 6 years. The indicative cost and potential financial return associated with the retractable wall are identified below:

Table 7 Capital Expenditure and potential income generated for an Aqua Wall (Source: WA Water Polo: Modified by Davis Langdon to reflect realistic anticipated financial return)

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Expenditure											
Wall	120,000	0	0	0	0	0	0	0	0	0	0
Storage	1,000	0	0	0	0	0	0	0	0	0	0
Net	20,000	0	0	0	0	0	0	0	0	0	0
Repairs	0	500	510	520	531	541	552	563	574	586	598
Services	0	500	510	520	531	541	552	563	574	586	598
Staff	3,200	3,264	3,329	3,396	3,464	3,533	3,604	3,676	3,749	3,824	3,901
TOTAL	\$144,200	\$4,264	\$4,349	\$4,436	\$4,524	\$4,615	\$4,707	\$4,801	\$4,898	\$4,995	\$5,095
Income											
Hire		8,900	9,078	9,260	9,445	9,634	9,826	10,023	10,223	10,428	10,636
Extra Users		19,750	20,145	20,548	20,959	21,378	21,806	22,242	22,687	23,140	23,603
Café		2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
TOTAL	\$0	\$30,650	\$31,263	\$31,888	\$32,526	\$33,176	\$33,840	\$34,516	\$35,207	\$35,911	\$36,629
Profit / Loss	-\$144,200	\$26,386	\$26,913	\$27,451	\$28,001	\$28,561	\$29,132	\$29,714	\$30,309	\$30,915	\$31,533
Cumulative	-\$144,200	-\$117,814	-\$90,900	-\$63,448	-\$35,447	-\$6,886	\$22,246	\$51,961	\$82,270	\$113,18	\$144,719

The projections assume 2 coaches will be required for Flipball for 4 hours a week for 16 weeks of the year. In addition the increase in usage is offset by swimmers that may be displaced by water polo activity. During the summer, anticipated additional usage per week would be 120 participants and 20 spectators with an additional 60 participants only during the winter period. No additional user entry is included as it is assumed that some existing activity may be displaced (and some lost and offset by additional water polo users). Inflation is assumed at 2%.

- Installing a moveable floor to ensure a consistent depth across the pool area to enhance opportunities for aqua aerobics, swim school and learn to swim programs. Such infrastructure is likely to cost approximately \$2m and is unlikely to result in a recovery of cost in under 15 years.

The focus should be to facilitate the use and growth of existing users whilst minimising the capital investment required and reducing the ongoing operational deficit. The most practical solution which may assist is the installation of a retractable wall which would enable the pool to be subdivided for additional water polo use outside of the core user times.

4.9 Summary Conclusions

The following comments relate to the key areas which need to be considered in developing sport and recreation facilities as they relate to the Town of Victoria Park.

- Whilst participation in a number of sports is noticeably higher in WA than in the Eastern States, the vast majority of high level participation occurs in the non-team based sport pursuits.
- The importance of walking trails, cycleways, gym / aerobic infrastructure and aquatic infrastructure are particularly important in serving the broadest participatory needs across a given community. Any future planning should ensure that such facilities are readily accessible by the existing and future residents of the Town.
- Within WA the relative importance of football (Australian Rules) and soccer (football – outdoor) is highlighted by the level of adult and junior participation in both sports. Junior participation for both team sports is increasing significantly due to effective development programs which require greater flexibility in use of the grass pitch space. It is anticipated that growth in these sports is likely to increase in demand within and adjacent to the Town as the population increases.
- The opportunity to collocate activities needs to be considered to ensure the best return of investment is obtained by the Town in respect of its asset base.
- With regard to new development, this should focus on multi-functional use and combined service provision. Single usage facilities should only be considered where an exceptional business case has been made which demonstrates a high level of social and financial return from the broadest usage base.
- Existing and new facility usage should wherever possible maximise the potential for family use by providing appropriate support facilities such as a crèche, family areas and baby changing space.
- A greater focus will need to be paid to alternative service providers as a mechanism to offset risk and ongoing operational costs. Whilst a subsidy will generally be required by the Town to support the majority of social infrastructure, opportunities will need to be explored to determine whether the Town is best placed in all instances to manage and deliver the service. This is particularly relevant with gym and fitness provision where opportunities exist for the Town to potentially enter into partnership with gym facility providers / franchises to offset a demand which will emerge with the anticipated population growth. This further reinforces the conclusions reached during the review of existing documentation.
- As a relatively built out area of Metropolitan Perth, the Town of Victoria Park has limited opportunities to expand and develop new sport and recreation infrastructure. It is therefore important to retain all current community service sites (playing pitches, play areas, indoor and outdoor court space, parks and aquatic infrastructure) to meet the needs of an existing and growing population. The relative value of each site from a sport, recreation, leisure and access / connectivity perspective should be constantly reviewed to ensure they can be adapted to meet the changing needs of the community, particularly as gradual growth occurs.
- Facilities currently seasonally leased to sports clubs and organisations should be the subject of regular review to ensure they meet the needs of the community. A gradual investment program should be undertaken in partnership with lessees to gradually improve infrastructure and identify mechanisms where servicing, energy and water costs could be reduced.

- Use of reserves is varied with some reserves operating at capacity (and suffering from potential over-play) whilst others are significantly under capacity (both in terms of hours booked and club membership use). This indicates a need to review and rationalise current use of reserves with the potential to amalgamate and re-deploy club commitments. Significant spare capacity appears to exist at Fraser Park, Higgins, JA Lee Reserve, Parnham and Raphael Reserve in the summer whilst in the winter capacity appears to exist at Parnham, Fraser Park and Carlisle.
- There is an increase in uses generally of local authority reserves for private fitness enterprises. These generally operate in an uncontrolled manner. It is important that the Town recognise such users and consider developing a policy in respect of the use of reserves for commercial fitness use. This could include at a minimum identifying health and safety obligations of users or potentially charging for use to offset management and maintenance costs.
- Alternative options will need to be considered to continue to attract a high level of use at both Aqualife and Leisurelife. A greater emphasis will also need to be placed on the clubs operating within those venues to extend their sports development role in order to increase participation and ongoing succession planning. In addition alternative opportunities to increase usage through facility adaptations should be explored.

5.0 Town of Victoria Park Hierarchy of Facility provision

5.1 Facility Hierarchy

The table below identifies the standards of provision identified within the Parks and Leisure Australia (WA) Guidelines for Community Infrastructure. The table includes a combination of facilities which are ideally provided within or adjacent to a defined community. Parks and Leisure Australia guidelines, which have been peer reviewed and published as a working document to be tested across a number of different scenarios, are used as the basis for assessing current provision within the Town. Commentary is provided relating to current population and future need to service the growth projections identified through the Forecast.id™ data set.

PLA WA Terminology	PLA WA Guidelines	Comment – Provision to 2026 (Current population of 32,433 ^(ABS) growing to 46,185 ^(Forecast id))
Neighbourhood Community Centre	1:5,000	Existing sports facilities could provide sufficient capability for group meetings, exercise and social opportunities. A need to review existing space and use is required before committing to new developments. This also should be integrated within the development of a potential community hub at Lathlain Park.
District Community Centre	1:15,000 – 25,000	Current Community Hall Provision across the Town is sufficient in capacity but not in quality. Replacement / Alternative solution could be the development of a community hub at Lathlain Park.
Skate Park	1:25,000-50,000 – Regional facility 1:10,000 – 25,000 – District facility 1:5,000-10,000 – Neighbourhood facility	District level infrastructure exists at McCallum Park
Indoor Sport and Recreation Centre (generic)	1:50,000 – 100,000	Leisurelife / Aqualife fulfil this role for district level provision. The option to integrate the two centres should be explored.
Regional Sports Facility (including aquatics)	1:250,000	Leisurelife / Aqualife partly fulfil this role but are principally district level provisions.
Play Spaces	1:2000 Neighbourhood 1:8,000 to 10,000 District 1:50,000 Regional	To be incorporated within the open space planning process.
Aerobics/Fitness/Gym (Local Government)	To be developed as an integral part of a district or regional leisure facility.	Leisurelife / Aqualife fulfil this role for district level provision. The option to integrate the two centres should be explored.
Regional Public Open Space/Park	1:250,000 Size dependent on function but generally greater than 20ha serving a regional	The review of open space and increased connectivity is to be encouraged. The focus should be on developing connections between communities across local open space

PLA WA Terminology	PLA WA Guidelines	Comment – Provision to 2026 (Current population of 32,433 ^(ABS) growing to 46,185 ^(Forecast id))
	population	
District Park	1:15,000 – 25,000 5-20ha up to 2km from facility or 5 minute drive	
Neighbourhood Park	1:5,000 1-5ha for population within 800m or 10 mins walk away	
Local open Space	1:1,000 0.4 -1ha within 400m or 5 minute walk (local)	
Sports Space (to potentially incorporate sports identified with asterisks below)	1:4,000 5,000 Multiples of the standard may be used where a centrally located facility is provided to service a higher density population.	The provision of changing room accommodation is required at all sports club sites. Ideally they should be multi-functional facilities which provide for other alternative use (social space, activity and meeting rooms to offset the need for additional community centre space). Additional pitch provision needs to be assessed on a sport by sport basis. Within Victoria Park there may be opportunities to rationalise current sports club activities and incentivise clubs to amalgamate and use playing surfaces more intensely.
AFL ovals*	3: 15,000 with at least one oval being capable for supporting a senior football game (AFL strategic plan standard)	AFL oval exists at Lathlain Park, Higgins Park and Carlisle Reserve. Additional provision and dual use agreement at Millen Primary School and potential expansion of the Lathlain Park site as part of a potential partnership with West Coast Eagles (to also include some potential open space) will ensure that needs are accommodated beyond 2026. Also Fraser Park could be developed into a location for future AFL provision if required and an agreement with Kent St high school to use some of their oval pursued. All facilities will need to ensure appropriate clubhouse infrastructure is provided to serve the sport's needs.
Rugby League*	Area/location specific. To be determined by local circumstances and demographic mix.	Currently occasional users of the Lathlain Park site. WARL will be looking for a training and administration base, as well as a facility to host State Grade matches, potential co-tenant at Lathlain Park.
Diamond pitch sports*	1:8,000 – 10,000 – youth 1:15,000 – 20,000 – adult	Potential user of a synthetic surface for 'little league' development over the summer months. The surface would have to be appropriate but could be an additional revenue source. Potential for baseball to be hosted at Lathlain Park if the redevelopment satisfies their needs and requirements – could be a good additional user group.

Soccer pitches*	1:3,000 to 4,000 depending on demographics	Potential pressure point as growth in sport and junior provision exceeds population growth. Provision of approximately 12-15 pitches may be required to 2026. Provision at Raphael Park (2), L A Lee Reserve (2), Harold Rossiter Reserve (2) and Parhnam Reserve are likely to satisfy needs. The provision at Harold Rossiter Reserve could expand, especially with a dual use agreement with Kent St High School, as could the use of Fraser park. The Rovers Junior Soccer Club is establishing strong links with Curtin University which could also alleviate pressure. An ongoing review of the demand will need to be undertaken. All facilities will need to ensure appropriate clubhouse infrastructure is provided to serve sport's needs, as well as lighting for training and potentially junior matches.
Cricket ovals*	1:8,000 – 10,000	Cricket infrastructure caters for current need and growth. All facilities will need to ensure appropriate clubhouse infrastructure is provided to serve sport's needs, as well as lighting for training and potentially junior matches and appropriate cricket net training facilities.
Hockey pitches (grass* and synthetic – water, sand based and alternatives)	1:75,000 for synthetic surface (WA Hockey Strategy) Grass provision to be area/location specific.	Hockey has a strong presence within the Town and broader locality. A study should be completed to explore the feasibility of a synthetic hockey pitch to serve the growth of the Perth Xavier Hockey Club. The case for a dedicated hockey pitch however could be compromised by the current master planning of Perth Hockey Stadium at Curtin University. The state government is committed to maintaining its commitment to the Curtin University site which could ultimately result in the development of a third synthetic hockey pitch / multi-functional facility adjacent to the existing turf. If pursued, this will provide an additional resource for Hockey WA and offset the increased demand for pitch space.
Netball Courts	1:3,000 – 4,000 (outdoor) for training purposes. 16 outdoor courts minimum for an association – District/Sub-Regional Facility	Leisurelife fulfils this role
Basketball courts (indoor and outdoor)	1:3,000 – 4,000(outdoor) 4 plus indoor courts – Regional/Sub-regional	Leisurelife fulfils this role
Volleyball (indoor and outdoor – beach and traditional)	To be integrated with Basketball/ Netball centres.	Leisurelife fulfils this role
Lawn Bowls	Growth areas be the principal location for the development of new facilities (WA facilities strategy – Bowls) 1:25,000 to 50,000 – District	A district level facility exists in Victoria Park which has been identified as potentially being collocated with other sporting groups. A recent business case developed to determine the potential to relocate bowls to a multi-functional facility at Carlisle Lathlain concluded that such an investment was premature in the absence of the Town's Integrated Planning Framework and Land Optimisation Strategy. Opportunities also exist to potentially merge with existing clubs adjacent to the Victoria Park boundary.

Tennis (multi surface hard courts and grass)	8 court club facility minimum for a population of 15,000 16 court facility comprises a regional tennis centre which would cater for a 30-60,000 population (based on Tennis Australia's 2020 facility development and management framework).	Current club based at Higgins park is gradually regaining membership although it is not identified as a focus for regional development by Tennis WA. The resurfacing of courts to make the facility an 8 court hard and 8 court grass court facility should only be supported where the long term viability of the club is secured. Additional demand for tennis infrastructure not evident through research and the option to amalgamate with another tennis club should continue to be explored. The current clubhouse infrastructure has the potential to serve other sport's needs which will need to be facilitated as the club seeks to enhance its viability.
Golf Course	1:30,000	Collier Park Golf course fulfils this requirement – investment to improve current infrastructure necessary – facility lies within the City of South Perth. 2 nd golf course would not be justifiable as additional courses are located in the surrounding catchment.
Cycling facility	Integrated with tracks and trails	Feasibility study into a cycling criterion track at McCallum park. Connectivity between population centres and open space, with cycle paths / lanes. Cycle lanes / paths on major roads to aid in connectivity of the Metropolitan area.
Trails (walking, cycling and bridlepaths)	No established Australian standard	To be addressed under the Integrated Movement Strategy.
Climbing walls/centres	Areas specific. To be incorporated within recreation centres where possible.	Potential opportunity at Lesiurelife subject to viability being proven
Local Government Aquatic Facilities indoor/Outdoor (various configurations)	1:150:000 (50m pool – FINA competition standard) – Regional 1:75,000 (25m or 50m pool for recreational, club, water polo, diving and competitive swimming) – District 1:30,000 (25m and leisure pool) – Neighbourhood	Aqualife fulfils the role of a recreational pool (1:75,000) which serves cross boundary needs of neighbouring local governments.

5.2 State Sports Association Strategic Facility Plans

Several State Sporting Associations, with the assistance of the Department of Sport and Recreation, have produced Strategic Facilities Plans. These plans have been produced to help guide sports and stakeholders towards development priorities over coming years. The reports have been reviewed with a view to establishing whether the Town of Victoria Park can contribute to these development requirements.

Table 8 Relevance of State Strategic Facility Plans on the Town of Victoria Park Sport & Recreation Strategic Facilities Plan

State Sporting Association	Comments
Aquatic	<p>The Aquatic Strategic Plan suggests that no additional aquatic facilities would be required in the 'Central' Perth region (this includes the Town of Victoria Park and neighbouring LGA's)</p> <p>The plan did identify that Water Polo requires aquatic facilities to improve the functionality of their pools to enable greater access for their sport, as well as greater utilisation of the facility.</p>
Bowls	<p>Based on the classifications contained within the strategy the Victoria Park Carlisle Bowling Club falls within the sustainable small club model. However due to the close proximity of other bowling clubs and relatively small percentage of aging demographic it is considered that the bowling provision may not be justifiable even when taking into account anticipated growth.</p>
Hockey WA	<p>It highlights the long term need to develop synthetic hockey facilities to enable the sport to develop. The benchmark infrastructure is to provide one synthetic surface (multi-functional) for up to a 75,000 population. The need for an additional surface within the Town of Victoria Park is not yet proven (particularly as there are current proposals to extend synthetic turf provision at Curtin University). In the medium to long term however the feasibility and potential location of a synthetic surface should be undertaken to determine a viable site. This potentially could be at Higgins Park (as a replacement of the tennis infrastructure) or would involve partnering with the City of South Perth to develop a joint facility.</p>
Football West	<p>The soccer plan was never fully completed; however it did mention that by 2031 the Metro Central region would require an additional 8 pitches and the Metro East region would require an additional 22 pitches.</p> <p>The plan also outlines the requirements that are placed upon clubs at the various levels of competition, it should be noted that the Shamrock Rovers are a Premier League Club that requires facilities to a certain level to be able to play in the newly formed National Premier League. Current detail provided by Football West indicates that Premier League facility requirements include the erection of a temporary or permanent perimeter fence of 900mm, seating for 200 people, separate team change rooms, separate match officials change rooms, PA System to be heard throughout the ground and a scoreboard with unique names.</p>
Tennis West	<p>This strategy is focussed on Metropolitan Perth and has now been superseded by Vision 2020 and the WA interpretation of the national strategy. As part of implementing Vision 2020, Tennis WA have identified 5 metropolitan centres and 4 regional centres for tennis (16+ court facilities). Higgins Park is not one of these facilities. The clubs long term viability would be predicated on the club being able to generate sufficient membership and develop into either a 'sub-regional tennis centre' (12 + courts) or a 'medium tennis centre' (8+ courts) with appropriate clubroom facilities. This however appears unlikely given current membership and competition in the adjacent local government areas.</p>

State Sporting Association	Comments
WACA	The strategy is seen by the WACA as being out-dated and in need of review. The strategy recommended a significant number of additional facilities which have not materialised due to the lack of engagement with local government.
WAFC	<p>In addition to this Strategic Plan, the Perth District has developed a “Football Facility Development Plan,” which highlights:</p> <ul style="list-style-type: none"> - Carlisle Reserve requiring improved lighting and car parking - Lathlain Park should be the premier facility within the region. Currently West Coast Eagles AFL Club are involved in the development of a long term solution for the Park. Short term attention is required in the following areas: <ul style="list-style-type: none"> • Lights to playing standard • Gym upgrades • Increased storage • Visitor’s and umpires change rooms upgraded and extended. - Higgins Park requires the following improvements: <ul style="list-style-type: none"> • Upgrading of lighting • Security upgrades • Interchange dugouts and goal post renewal <p>The plan identifies that there is likely to be only modest increases in overall player numbers to 2021, and any additional demand for facilities will be predominately for junior level type facilities. The priority will be to maintain and improve the existing provision, and potentially work with local schools to enable dual use of their facilities.</p>

5.3 Summary Conclusions

The main conclusions which can be reached from an assessment of current provision hierarchy and the recommendations contained within the sports specific strategies is:

- The importance of Leisurelife and Aqualife in performing a function which serves the current and future population well beyond the boundary of the Town of Victoria Park.
- Whilst Aqualife and Lesiurelife facilities are sufficient to accommodate the needs of new residents, both facilities will be required to be modernised and updated to cater for emerging community needs and trends in usage. Given the age of both facilities opportunities should be explored to combine the infrastructure on one site to minimise servicing, staffing and other operational costs.
- The need to review existing space and use of reserves and associated clubrooms is required before committing to new development. Sufficient data does not exist to determine whether the current space is near or at capacity. Anecdotal evidence suggests that current capacity within the Town’s infrastructure is sufficient, but the quality of provision and flexibility of use is poor.
- There is potential to explore a series of options in relation to Lathlain Park which would encourage a more effective use of the sports space. This could potentially include expanded AFL infrastructure; incorporation of other sports (including administration and training bases for elite clubs / associations) and community groups. An agreement has been reached with West Coast Eagles AFL Club to develop the site in conjunction with the Town and Perth Football Club. This will require modifications to the previous master planning exercise and further planning studies to be undertaken to ensure that the use and extent of development is compatible with the surrounding residential area.
- The need to maximise opportunities in relation to shared use provision on school sites to offset the need to create additional sporting infrastructure.
- The potential development of a synthetic surface to serve the anticipated needs of Perth Xavier Hockey Club which has a strong and thriving membership base will be influenced by the potential development of an additional synthetic surface at Curtin University.

- The needs of all other sports could potentially be accommodated within the existing infrastructure subject to a re-evaluation of the use of both indoor and outdoor space and through the amalgamation of some clubs who have low membership bases.

6.0 Consultation

The following section highlights the outcome of the consultation processes undertaken.

Firstly, individual consultation was undertaken with Local Government representatives from the surrounding LGA's. Through this consultation a particular focus was on:

- Possible future sporting facility development in LGA areas that may affect future requirements for sporting facility provision in the Town of Victoria Park.
- Asset management planning and resourcing.
- Growth areas, likely timescale and current facility infrastructure which may or may not be capable of supporting demand from new urban development.

Secondly a targeted consultation was undertaken with sporting clubs and associations in the Town of Victoria Park. It is to be noted that whilst all nominated sporting groups were contacted, some on a number of occasions, not all responded. Those that did respond were met on an individual basis to provide opportunities to input into the planning process:

The results from this consultation are detailed herein.

- Future facility development / plans need to account for the requirements of the State Sporting Associations (SSA). The Town needs to proactively work with both the SSA and the local sporting club to effectively plan their facilities to meet the requirements of the sports.
- The quality and cost of playing pitch and social facilities is an important consideration for the Town and its user groups. The cost of facilities and playing pitches must reflect the quality of the provision.
- There needs to be consistency in relation to grounds and facility maintenance. Town and club responsibilities need to be clearly specified within all seasonal use license agreements which are in place and where relevant, contracts / leases that the Town has with its user groups. This includes, but is not limited to:
 - Lawn mowing and pitch repair
 - Line marking
 - Club house developments and repair
 - Playing field lighting provision
- The Town has many aging facilities, and needs to ensure it has appropriate asset management policies and practices in place. A detailed maintenance schedule for all its facilities is necessary to ensure appropriate levels are maintained to secure their long term sustainability. The adoption of 5 asset management plans by the Town in June 2013 has now put in place a framework which clearly specifies the Town's commitment to investing in its assets to maintain them to a minimum standard and ensure that appropriate budgets are set aside for renewal purposes. This is now informing the long term financial plan and four year corporate business plan.
- Many factors have led to there being increased pressures on clubs recruiting volunteers and therefore needing support with club development. The Town of Victoria Park could proactively assist many of its club and organisations with:
 - Volunteer development and recognition
 - Club promotion opportunities
 - Administration support and development
- The Town of Victoria Park is an inner city council, with limited open space. Dual use agreements with schools within the area could assist with the increased provision of sport and recreation within the Town. (Such agreements would need to ensure appropriate level of facility and amenities are made available to serve wider community use)
- Security across many of the Town's venues is an ongoing issue for many of the clubs, which needs to be addressed through more effective facility design and operations.

- A major opportunity for the Town is to develop key partnerships to help utilise parts of the river foreshore for active uses. This could offer significant opportunities for many sports. This would include cycling with the development of a criterion track at McCallum Park, as well as well-planned walkways / cycleways integrated within the Burswood precinct.
- The Town must investigate the potential for facility rationalisation and creation of 'multi sports' venues that would provide more modern as well as better utilised facilities.
- Lighting of playing pitches and the surrounds for not only increased training accessibility but also security is highlighted as a significant requirement of many sporting groups.
- Multi-functional pool developments are highlighted as being of importance. The ability to have water polo (or other deep water sports) as well as programmed swimming activities in the pool at the same time will increase use and opportunities.
- The development of Lathlain Park and current emerging partnership between West Coast Eagles, Perth Football Club and the Town may provide an opportunity to develop an elite sporting base which also provides community infrastructure which otherwise may not be possible to finance through the Town's current budgeting process. This will include an additional oval (one for club use and one with agreed community access), administration and leisure facilities, including the potential to integrate the town and club community programs. This however will need to be carefully managed to ensure that access to the community resource is not compromised by elite level activity. In addition the full development should not adversely impact on the amenity of surrounding residents.
- The new Perth Stadium development and sporting precinct at Burswood Peninsula may provide opportunities to develop active open space to serve the anticipated population growth on the broader Peninsula. This however will require considered negotiation with state government and the current development proponents. Opportunities to influence the outcome will become more focussed once the preferred proponent is announced in July 2014. Nevertheless it is important the Town has a developed and considered view prior to the announcement in order that negotiations with potential commercial partners can secure the most desirable outcome for the Town's residents. In addition the
- The Causeway Precinct Review Final Report of March 2009 identified GO Edwards Park as potentially accommodating both passive and active recreation uses as part of the redevelopment of the Causeway Precinct to the south of Burswood Peninsula. This has been identified for both passive and active recreational use. A concept plan has been prepared which identifies passive use but does not preclude development of active sports fields. Current and projected population dynamics and sports pitch usage suggest that this area would not be required during the 15 timescale of this strategy, if appropriate sport and recreation infrastructure is secured within the Belmont Park and Sports Precinct on Burswood Peninsula.
- Perth Redbacks Basketball has indicated that they wish to grow competition and training opportunities and currently divide activity across 3 facilities. Ideally they would wish to obtain ownership or commit to a long term lease on a multi-court facility. The club consider that they have the capacity to manage and maintain a facility which would operate 42 hours per week solely for basketball activities.
- WA Water Sports Association currently provides a home for 5 disciplines (Marathon Club, WA Water Skiing Association, WA Speedboat Club, Power Dingy Racing Club and the Boating Industry Group). They are currently under threat due to their current lease expiring early in 2014. With the commitment to develop the new stadium and future anticipated development of the Crown Complex the future of the Association is compromised. Whilst a potential 4 year lease has been offered by the state the Association is of a view that they will eventually be required to vacate the site and require an alternative solution. The Taylor Reserve (between Ellam and Taylor Street) could provide 2.8ha of land for a 2 storey building as a replacement of their current facility. This however would bring the activity closer to residences and may give rise to issues related to loss of residential amenity. An alternative location would be within the City of Perth on Heirisson Island.
- Swan River Rowing Club is seeking to retain their current home within the City of Melville but have expressed a need to identify an alternative option should their current lease not be renewed. A potential solution may be provided at the Ellam / Taylor Street land and in partnership with WA Water Sports Association. This however would require provision for a recreational rowing course to be developed to the west of the causeway.

6.1 Facility Audit

Table 9 Town of Victoria Park Facility Audit

Name	Address	Hierarchy / Function / Sport	Facility Quality	Current Usage	Comment	Potential Opportunities / Future Direction		
						1-4 years	5-9 years	10 + years
Aqualife	42 Somerset St East Victoria Park	District Level	Tired facility that requires additional maintenance investment and enhancement to ensure facility continues to meet customer demands.	498,638 annual visits (2011)	Currently meets the needs of the community but will become obsolete without planning for future use and modernising infrastructure		Explore potential of installing a retractable wall or the outdoor 50m pool. Undertake feasibility study to determine the potential co-location of Leisurelife facilities	Potential implementation of co-location with Leisurelife
Leisurelife	Cnr Kent & Gloucester St East Victoria Park	District Level	Tired facility that requires additional maintenance investment and enhancement to ensure facility continues to meet customer demands.	312,559 annual visits (2011)	Currently meets the needs of the community but will become obsolete without planning for future use and modernising infrastructure		Undertake feasibility study to determine the potential co-location of elements of the current provision at Aqualife (i.e. gym, meeting rooms and court space).	Potential implementation of co-location with Aqualife
Lathlain Park	Goddard St Lathlain	District Level AFL	All facilities on the site need to be replaced or enhanced due to age and limited functionality.	Extensive calendar of events	AFL facilities are old and not fit for purpose. Complete master planning exercise should be undertaken	Undertake an integrated master plan of Lathlain Park for the development of a ToVP 'Elite Sporting Precinct' incorporating West Coast Eagles AFL, Perth Football Club and dedicated	Implement the Master Plan and ensure community access to the site is maintained in accordance with an agreed management plan.	

Name	Address	Hierarchy / Function / Sport	Facility Quality	Current Usage	Comment	Potential Opportunities / Future Direction		
						1-4 years	5-9 years	10 + years
						community accessible infrastructure.		
Fletcher Park	Weston St Carlisle	District level Cricket, Hockey	Grass pitches maintained to a WACA standard. Clubroom facilities are appropriate for the level of facility.	Cricket in the summer and Hockey in the winter	Good quality facility that meets the needs of the community. Hockey's development suffers from not being able to have a synthetic surface at this location.	Maintain current usage and maintenance investment		
Raphael Park	Cnr Armagh & Gloucester St East Victoria	Local Level Jnr Soccer, Cricket,	Grass surface meets the needs Social facilities are adequate.	Jnr Cricket in the summer and Jnr Soccer in the winter	Good quality facility that meets the needs of the community. Needs improvements to assist the clubs functionality and the venues utilisation.	Lighting of pitch space Change room improvements Master planning		
Harold Rossiter Reserve	Etwell St Kensington	District level Soccer, Local Cricket	Pitch quality is poor and does not meet the needs of the tenants. Club room and amenities need improvement.	Soccer in the Winter and cricket in summer	Venue does not meet the needs of the current users, and requires upgrading.	Feasibility study into the development of a premier soccer facility to assist the club adhering to FFA standards.		
J A Lee Reserve	Midgley St Lathlain	Local Level Soccer	Pitch quality is poor Club room and amenities need	Soccer in the winter	The club that plays here is a small club that adds limited	ToVP to investigate the feasibility of combining all		

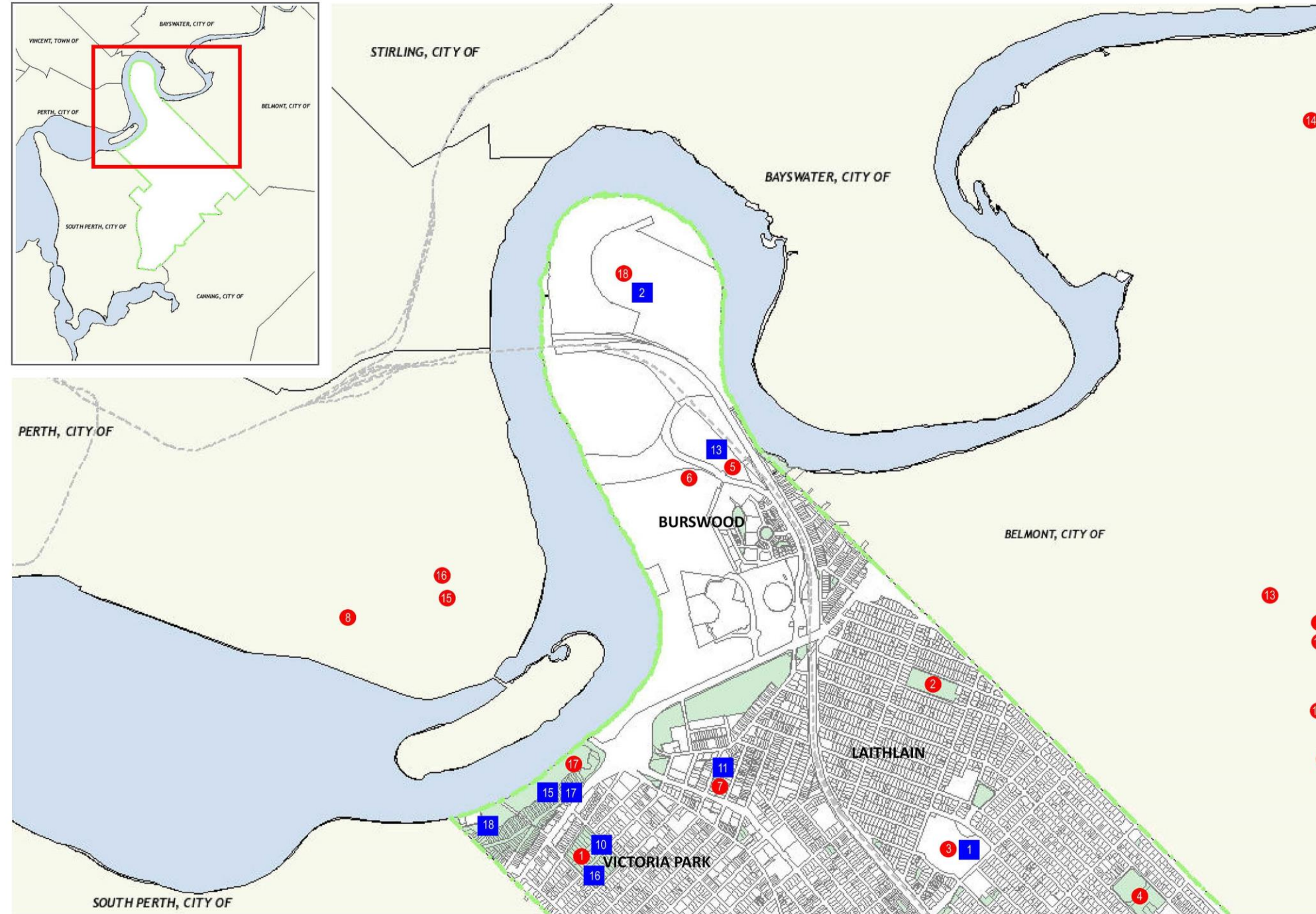
Name	Address	Hierarchy / Function / Sport	Facility Quality	Current Usage	Comment	Potential Opportunities / Future Direction		
						1-4 years	5-9 years	10 + years
			improvement, including lighting.		value (due to small membership numbers) to the ToVP.	soccer clubs into one club, with social and elite, juniors and seniors to be hosted at one 'home of soccer'.		
Parnham Reserve	Mars St Carlisle	Local Level Soccer	Pitch quality is poor Club room and amenities need improvement	Soccer in the winter	The club that plays here is a small club, which adds limited value (due to small membership numbers) to the ToVP.	ToVP investigate the feasibility of combining all soccer clubs into one club, with social and elite, juniors and seniors to be hosted at one 'home of soccer'.		
Higgins Park	Playfield St East Victoria park	Local Level Jnr AFL, Cricket	Pitch quality is poor. Club room and amenities meets needs	Cricket in the summer, Jnr AFL in the winter	The only Jnr AFL club in the ToVP, very well organised.	Playing pitch improved – creation of 2 cricket ovals and closer alignment with clubrooms; resurfacing and maintenance of pitch. Lighting improved – to ensure entire football oval is lit to a standard to play junior night matches.	Master planning of the site and potential development of synthetic turf pitch for VPXHC on current tennis club site and integration of sporting infrastructure with school. Integrated into a master plan of the Higgins park site Dual use with Jnr AFL club rooms Facilitate the co-location of tennis club with South Perth alternatives.	Development of business case to provided synthetic hockey surface for use by VPXHC aligned to current (tennis) clubroom facilities.
		Tennis	Courts satisfactory, Club house substandard	All year play	Tennis club has a small membership, and a lot of courts. Currently receive investment from the Town to enable club to maintain viability. Amalgamation with an alternative tennis club would be a good medium to long term solution as identified in			

Name	Address	Hierarchy / Function / Sport	Facility Quality	Current Usage	Comment	Potential Opportunities / Future Direction		
						1-4 years	5-9 years	10 + years
					previous research.			
Victoria Park Croquet Club	Cnr Shepperton Rd & Rushton St East Victoria Park	Local Level	Heritage Building	All year play	Club is located on Council land with an extremely low membership. It could be better located in a joint facility with another user group. The State and National Association recognise that participation is continuing to decline.	Investigate opportunities to co-locate / integrate with South Perth Croquet Club and divest the current site in accordance with the Town's Land Asset Optimisation Strategy and Strategic Community Plan.		
GO Edwards Park	Situated to the south of Great Eastern Highway and East of Craig Street	Local level	Maintained passive open space / informal use	Passive with potential for rectangular pitch provision. Larger oval provision unlikely to be feasible due to site constraints.	A concept plan has been developed to develop the passive recreational use on the park site. Potentially could also provide pitch infrastructure to offset demand through population increase.		Review of pitch infrastructure serving the Burswood Peninsula and Causeway and incorporate option to develop a rectangular pitch on site.	
Victoria Park Carlisle Bowls Club	18 Kent St Victoria Park	Local Level	Club rooms and amenities need improvement Greens are satisfactory	All year play	Club is located on Council land, could be better located in a joint facility with another user group.	Investigate amalgamation opportunities for the club with bowls clubs located in surrounding		

Name	Address	Hierarchy / Function / Sport	Facility Quality	Current Usage	Comment	Potential Opportunities / Future Direction		
						1-4 years	5-9 years	10 + years
						catchment (City of South Perth or Perth).		
Carlisle Reserve	Colin St Carlisle	Local Level AFL, Cricket	CLUBS DID NOT RESPOND TO REQUESTS FOR MEETINGS / INFORMATION					
WA Table Tennis Centre	12 Gerard St East Victoria Park	State Centre not an LGA facility	Not a suitable venue. Facility is sub-standard as it does not meet requirements determined for international, national and state level competitions. Building is in need of major investment and may not be capable of meeting the long term needs of the sport.	All year play	Large membership derived from across the state. Not a priority for investment by the Town of Victoria Park as it provides limited opportunities for Town residents.	Facilitate discussions with the Department of Sport and Recreation to determine a suitable alternative location for the centre either within the Town or adjacent local government areas.		
Fraser Park	Hampshire St East Victoria Park	Local Level Cricket, Soccer	DID NOT MEET THESE CLUBS					

6.2 Town of Victoria Park Facility Mapping

Town of Victoria Park - Community Infrastructure Audit



SPORT & RECREATION FACILITIES	
EXISTING	RECOMMENDATIONS
1. Raphael Park - Cnr. Gloucester St. & Armagh St., Victoria Park	1. Lathlain Oval - Undertake an integrated master plan of Lathlain Oval & Old Carlisle Bowling Club to develop the ToVP 'Elite Sporting Precinct' with Perth Football Club & West Coast Eagles as the key tenants
2. JA Lee Reserve - Straley Road, Lathlain	2. Burswood Peninsula - New Perth Stadium & Sporting Precinct
3. Lathlain Oval - Cnr. Bishop Gate & Goddard St, Lathlain	10. Raphael Park - A master planning exercise will need to be undertaken to maximise use of the playing pitch infrastructure
4. Fletcher Park - Cnr. Holden & Weston St, Carlisle	11. Victoria Park Croquet Club - Investigate opportunities to co-locate the South Perth Croquet Club and divest the land to ultimately re-invest in securing the long term viability of sporting infrastructure within the Town
5. Slate Tennis Centre - Victoria Park Drive, Burswood	13. WA Table Tennis Centre: Partner with the Department of Sport & Recreation (DSR) to determine a suitable alternative location for the state centre either within the Town or adjacent local government areas
6. Burswood Park Golf Course - Roger Mackay Drive, Burswood	15. Cycling: As part of the Integrated Movement Network Strategy incorporate the feasibility of developing WA's first criterion track on the river foreshore which is integrated with existing dual use tracks.
7. Victoria Park Croquet Club - Cnr. Rushton St. & Shepperton Road, East Victoria Park	16. Through the Towns Asset Management planning process undertake a review of all active reserve areas and develop a staged improvement of toilets and ancillary facilities at all sporting ovals to ensure minimum acceptable standards for sporting and club use are established
8. Perth & Tattersall's Bowling & Recreation Club - 2 Plain St., East Perth	17. The Town of Victoria Park should ensure that existing cycle ways and dual use paths are expanded/developed to increase connectivity between and to community facilities as well as providing linkages for the metropolitan area in accordance with the Integrated Movement Strategy
9. Belmont Sport & Recreation Centre - Cnr. Abernethy Road & Keane St., Cloverdale	18. The Town of Victoria Park is to enter into a partnership with the Swan River Trust (or its replacement body) to identify opportunities to increase: - Sport & Recreation Opportunities on the River; - Areas around the River and on the foreshore for formal Sport & Recreation; & - The growth of WA Water Sport Association & partnership bodies
10. Belmont Oval - Opposite Forester Park, Abernethy Road & Keane St., Cloverdale	
11. Gery Archer Athletic Centre - Cnr. Leach Hwy & Abernethy Road, Cloverdale	
12. Forester Park - Abernethy Road & Keane St., Cloverdale	
13. Belmont Oasis - Progress Way, Belmont	
14. Redcliffe Park - Comerfield Ave., & Morgan Road, Redcliffe	
15. WACA - Nelson Crescent, Perth	
16. Gloucester Park - Nelson Crescent, Perth	
17. Mc Callum Park - Taylor St., Victoria Park	
18. Belmont Park Racecourse - Goodwood Parade, Burswood	

Sport & Recreation Facilities - Victoria Park Study Area: Map 1 of 5



Town of Victoria Park - Community Infrastructure Audit



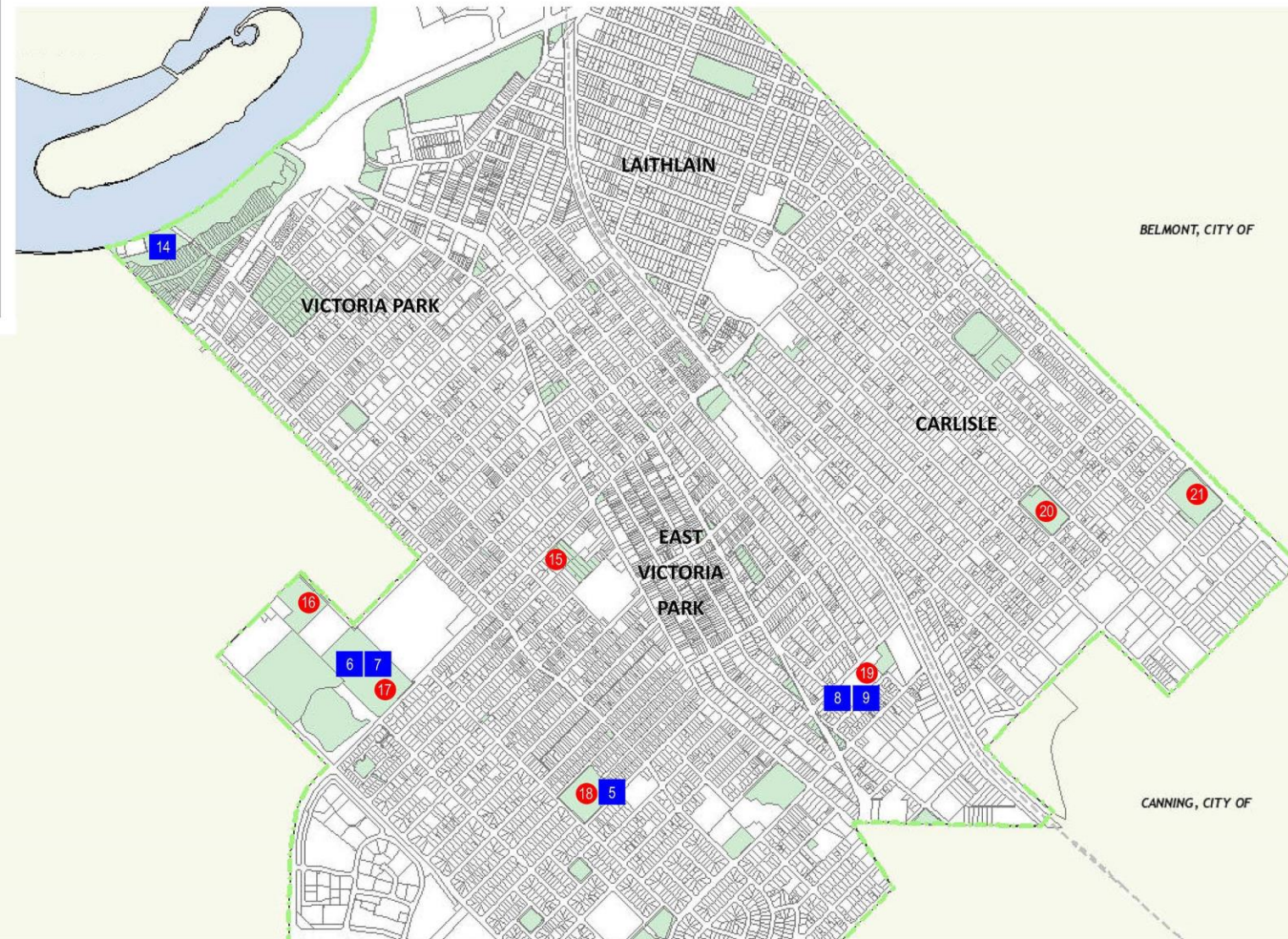
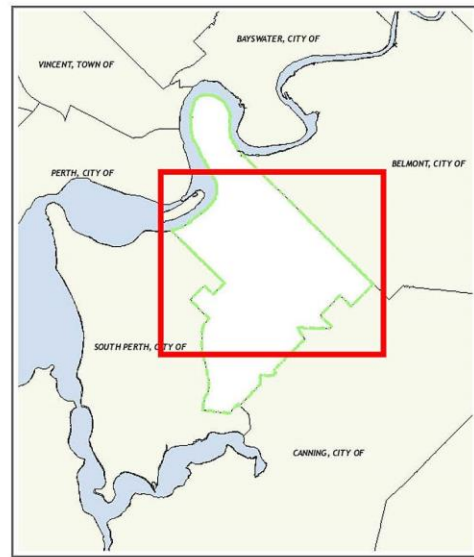
SPORT & RECREATION CENTRES

EXISTING

- 15. Leisurelife - Cnr. Kent & Gloucester Streets, East Victoria Park
- 16. PCYC - Cnr. George & Anketell Streets, East Victoria Park
- 17. Harold Rossiter Reserve - Kent St, Kensington, East Victoria Park
- 18. Fraser Park - Hampshire St, East Victoria Park
- 19. Aquafife - 42 Somerset St, East Victoria Park
- 20. Pamham Reserve - Cnr. Oats & Star St, Carlisle
- 21. Carlisle Reserve - Cnr. Cohn & Ormgong Rd, Carlisle
- 22. Ernst Johnson Oval - Sandgate St, & Hensman St, South Perth

RECOMMENDATIONS (To be read in conjunction with report)

- 5. Fraser Park to be developed into a location for future AFL provision (subject to ongoing analysis of sports pitch usage and capacity)
- 6. Develop Harold Rossiter Reserve Master Plan
- 7. Explore options to amalgamate Shamrock Rovers, Perth Royals, Carlisle Soccer Club & Victoria Park Rovers Junior Soccer Club into one organisation. If located at Harold Rossiter Reserve this potentially could provide additional alternative space at Pamham Reserve & J A Lee Reserve which could be utilised for an alternative home ground and additional sporting provision to accommodate future growth
- 8. Aquafife - Undertake a cost benefit analysis to determine the most appropriate mechanism for increasing usage of the outdoor 50m pool
- 9. Aquafife/Leisure Life facilities should be developed & planned together
- 14. Facilitate the WA Water Sports Association to determine an alternative location for their current activities. The following steps will be required:
 - Undertake appropriate planning studies for the potential location of the Association on land between Elam/Taylor Streets (i.e. noise assessment, heritage and environmental) to ascertain the viability of the site for noise generating sporting activity and public functions
 - Facilitate negotiations with state government to allow sufficient time to enable the WAWSA to plan and secure an alternative location
 - Facilitate negotiations with other water sport users to explore opportunities to collocate and secure appropriate funding from state/federal government to address any shortfall



Sport & Recreation Centres - Victoria Park Study Area: Map 2 of 5

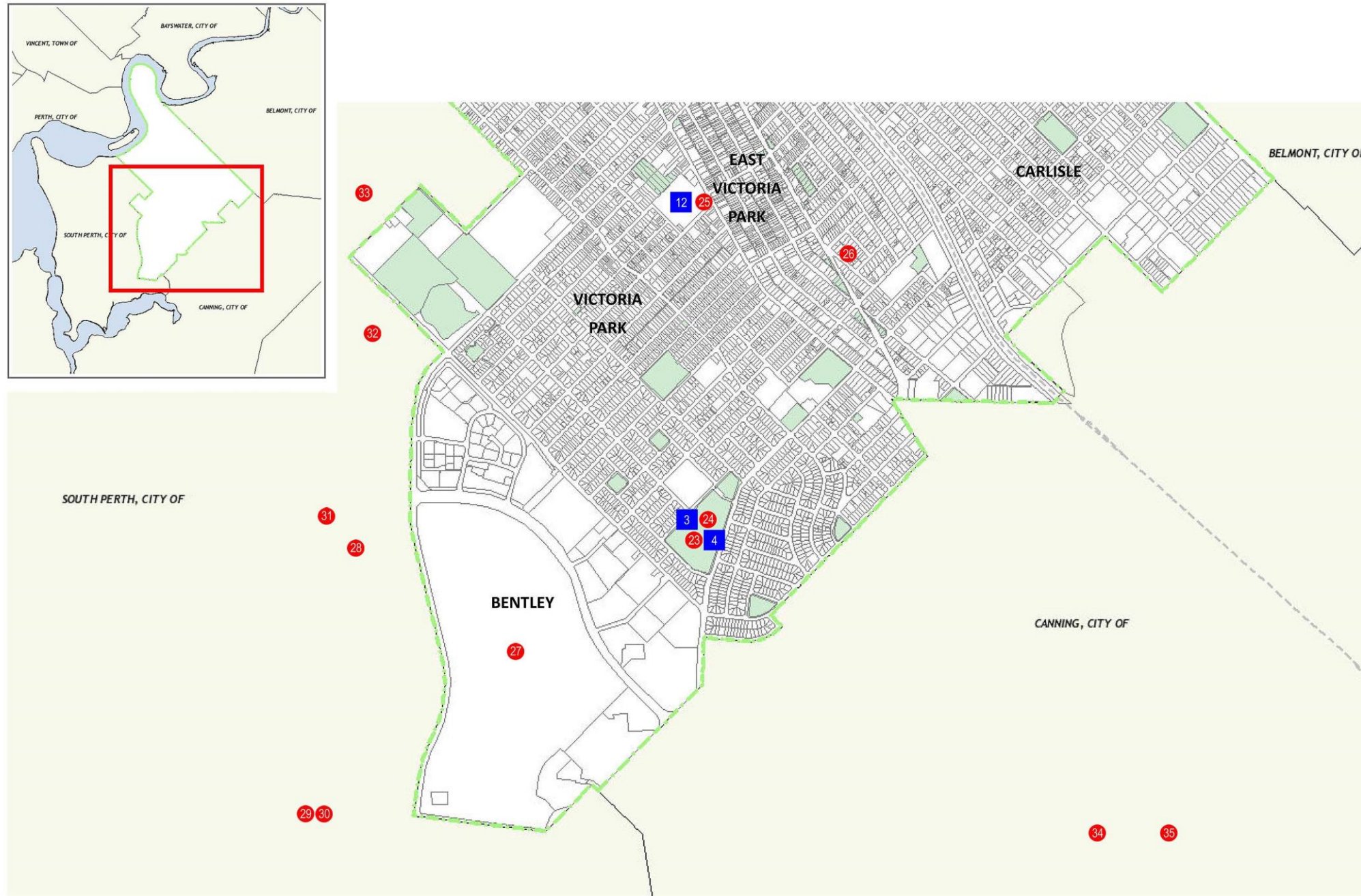


Town of Victoria Park - Community Infrastructure Audit



SPORT & RECREATION FACILITIES

EXISTING	RECOMMENDATIONS
23. Higgins Clubrooms - Playfield St, East Victoria Park	3. Hockey: The need for an additional synthetic turf pitch to facilitate the growth of Perth Xavier Hockey Club has not been proven. Opportunities exist in the short term to continue to use Curtin University for competitive matches and to undertake a detailed needs and feasibility study to determine whether Higgins Park can accommodate the Perth Xavier Hockey Club from 2018 onwards
24. Higgins Tennis Clubhouse - Playfield St, East Victoria Park	4. Develop a master plan of the Higgins Park Site to include: - Dual Use and potential integration or pitch space with Millen Primary School; - Enhanced playing pitch provision through the re-alignment of the cricket ovals to provide two pitches and closer alignment to clubroom, reticulation upgrade/resurfacing and establishment of management plan to ensure pitch carrying capacity is maintained; - Upgrade and increase the floodlighting of main playing oval to increase capability of evening and training matches; - Explore opportunities to initially co-locate Tennis and Football Clubs into one multipurpose clubrooms with the potential opportunity (5 years plus) to relocate Perth Xavier Hockey Club on the site to co-locate with Football (see recommendation 4 above); and - In accordance with the Higgins Park Tennis Club review explore opportunities to merge the existing tennis club within South Perth Tennis Club (or alternatively amalgamate with Hensman Park Tennis Club)
25. Victoria Park Carlisle Bowling Club - Kent St, East Victoria Park	
26. Western Australia Table Tennis Centre - 12 Gerard St, East Victoria Park	
27. Curtin University - Kent St, Bentley	
28. Collier Park Golf Course - Hayman Rd., Como	
29. George Burnett Park - Manning Rd., Goss Ave. & Glan St., South Perth	
30. George Burnett Pavilion - Manning Rd., Goss Ave. & Glan St., South Perth	
31. Graydon Reserve - Thelma St., & Murray St., South Perth	
32. South Perth Tennis Club - Murray St., South Perth	
33. Morris Mundy - Collins St., Oxford & Market St., South Perth	
34. Hedley Park - Hedley Place & Manning Rd., Canning	
35. Wyong Park - Wyong Rd., & Baldock St., Canning	
12. Victoria Park Carlisle Bowls Club: Investigate amalgamation opportunities for the club with Bowls clubs located in the surrounding catchment (in particular South Perth and Como Bowling and Recreation Clubs who potentially lie within the amalgamation boundary identified for the Town of Victoria Park and South Perth	



Sport & Recreation Facilities - Victoria Park Study Area: Map 3 of 5

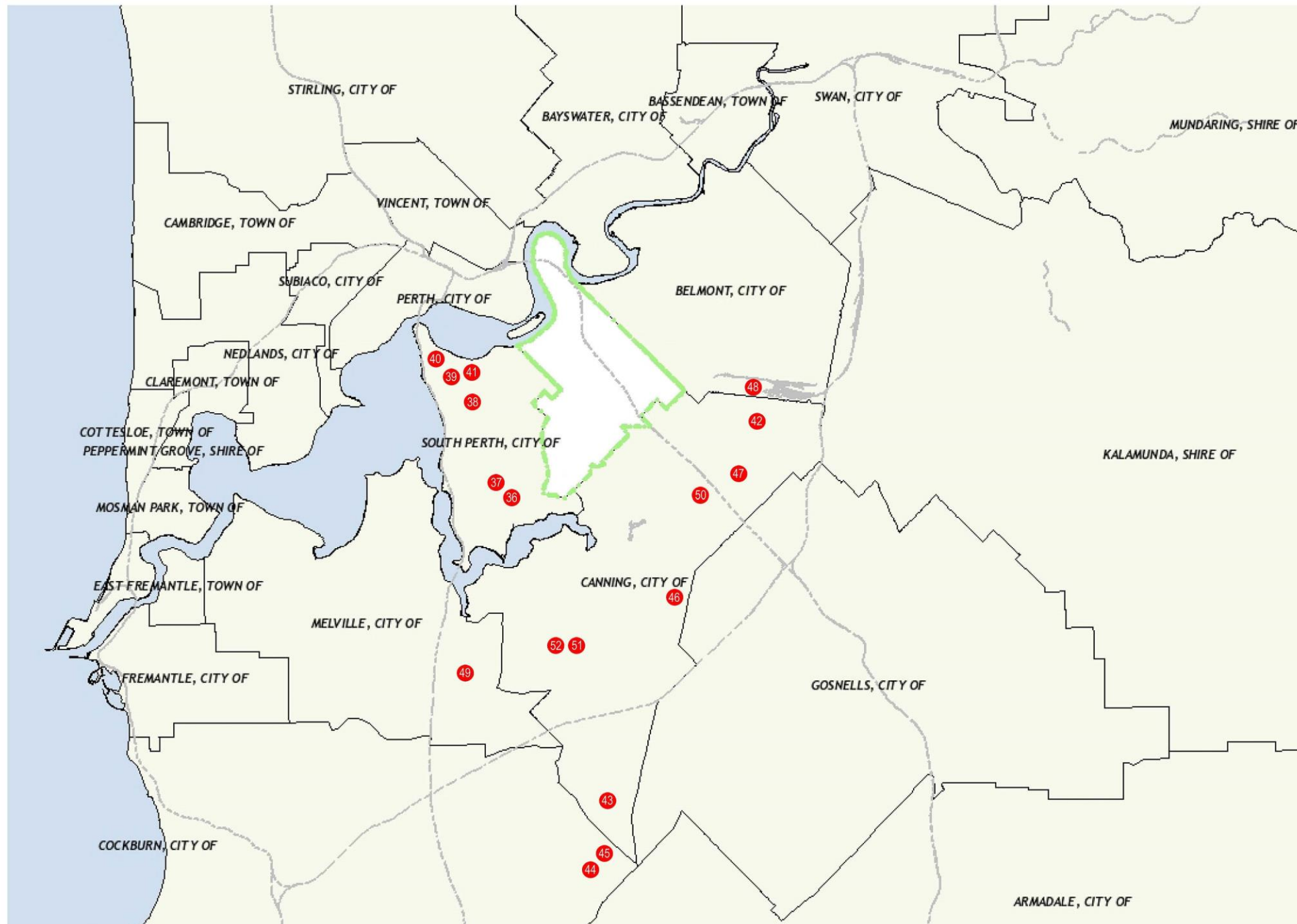


Town of Victoria Park - Community Infrastructure Audit



SPORT & RECREATION FACILITIES

- EXISTING
- 36. Challenger Reserve - Challenger Ave., & Hope Ave., South Perth
- 37. Corner Reserve - Melville Parade & Corner St., South Perth
- 38. Hensman Park Tennis Club - Hensman St., & Coode St., South Perth
- 39. Richardson Park - Labouchere Rd., South Perth
- 40. South Perth Bowling Club - Cnr. Mends St., & Labouchere Rd., South Perth
- 41. Wesley College - 40 Coode St., South Perth
- 42. Coker Park - Wharf St., & Sevenoaks St., Canning
- 43. Canning Vale Oval - Eucalyptus & Waratah Boulevards, adjacent to Canning Vale Primary School
- 44. Clifton Park - Clifton Road & Battersea Road, Canning
- 45. Ranford Oval - Eastwood Parade & Montpelier Loop, Canning
- 46. Ferndale Park - Metcalfe Rd., & Blancoa Rd., Canning
- 47. Maniana Park - Maniana Rd. North & Gibbs St., Canning
- 48. Queens Park - Centre St., George St., & Treasure Rd., Canning
- 49. Riverton Park - High Rd., & Riley Rd., Canning
- 50. Canning Aquatic Centre - Queen St., Cnr. of Balook St., Canning
- 51. Riverton Leisureplex - Cnr. High & Riley Rd.s., Canning
- 52. Riverton Reserve - High Rd., Riverton, Canning



Sport & Recreation Facilities - Victoria Park Study Area: Map 4 of 5



7.0 Individual Sports Analysis

Arising from consultation and background research, the following information was derived regarding individual sports within the Town of Victoria Park. A brief analysis of the sports requirements is identified below. This has been informed by the outputs of section 5 and 6.

Table 10 Commentary related to Individual Sports in the Town of Victoria Park

Sport	Issues / Opportunities / Comments
AFL Snr	<p>The development and planning of the Lathlain Park precinct is critical for the development, sustainability and success of the Perth Football Club. Sufficient capacity exists elsewhere within the Town to accommodate growth in football provision. There is potential to develop Lathlain Park as an elite sporting precinct with managed community access subject to a full assessment of the space capability and functionality of the site. This could also attract the WAFC to the partnership currently being considered with WCE and PFC.</p> <p>The main exception would be Burswood Peninsula which would require the provision on an oval of equivalent size provision to meet the needs of the emerging resident population.</p>
AFL - Jnr	<p>The Higgins Park Venue needs some surface improvements, as well as an increase in the playing pitch lighting.</p> <p>Dual use clubrooms with the tennis club should be investigated initially (1-5 years), as should a dual use agreement with the neighbouring Primary school so the club can continue to grow and expand.</p>
Basketball	<p>The Perth Basketball Association would like the ability to create a home within the Town of Victoria Park. It would be interested in forming a partnership for the development and provision of basketball competitions within the Leisurelife facility. The club would also like the ability to access more courts, but would like to work with the council to this goal.</p> <p>Whilst the aspiration of Basketball is laudable and the Association is demonstrating that it has the ability to extend current community level activities it is not a prime responsibility of a local government to provide for league development. The main focus will and should be for broad community level participation with any spare capacity provided for league and state level training and competition, as is currently the case.</p>
Bowls	<p>There current facility is in the location identified as the site for the new Town centre development. The club expects to be moved to an appropriate facility within the Town. However a recent analysis indicates that the cost of providing a new facility would not provide a sound return on investment, given current and potential future growth. The long term viability of the bowls club is therefore of concern and the preferred option would be to amalgamate current bowls activities within an existing facility either within South Perth or the City of Perth.</p>
Cricket	<p>South Perth Junior Cricket Club has suggested it requires more lighting at Raphael Park for training and potentially matches. Also practice nets are required at the facility. A review and revision of previous master planning of the site could be of benefit to ensure the long term interests of the users are appropriately catered for. It is unlikely that additional lighting could be justified for juniors. The potential to provide portable nets and other infrastructure may be more viable.</p>
Croquet	<p>The Victoria Park Croquet Club is on a valuable piece of council land, if they are moved they would like to have new facilities within the Town.</p> <p>The potential relocation within the Town would be reliant on the development of a viable multi-purpose community facility which combines bowls and other users. A recent analysis into the business case to develop such a facility has indicated that the proposal is not a viable proposition. Efforts should therefore be made to amalgamate the current croquet club with another existing club in an</p>

Sport	Issues / Opportunities / Comments
	adjacent local government area. This would free the current land for potential redevelopment or disposal in accordance with the Town's Land Asset Optimisation Strategy and Strategic Community Plan.
Cycling	A new fast growing club that would like to develop Western Australia's first criterion track on the river foreshore, in partnership with the Town and Cycling WA. Currently a number of Town's and City's within Metropolitan Perth undertake cycle road races which involve the closure of streets. The development of an off-road criterion circuit will provide the first circuit of its kind in Western Australia and assist in potentially providing greater activation of Burswood Peninsula.
Hockey	The Victoria Park Xavier Hockey Club is a large successful and well organised club that caters for people of all ages. For them to remain successful they need access to a synthetic hockey pitch (as well as grass fields). They currently utilise Curtin University surfaces which are currently constrained by Australian Institute of Sport training and squad development requirements and those of Hockey WA. Nevertheless Hockey WA and the AIS would wish to develop a third synthetic surface at Curtin University. Should this eventuate, the need for an additional synthetic surface in the vicinity of the site would be compromised in the short term (1-5 years). Due to the success of the club however the potential to develop a synthetic surface will become more acute in the medium to long term (five years plus). The most viable site to accommodate hockey appears to be Higgins Park on the current tennis club site. A site assessment of available reserve space should ideally be undertaken and feasibility study conducted to determine the viability of developing a synthetic facility for the primary use of hockey, but which could be used by other Town clubs for training and club development purposes.
Netball	Netball is catered for within the Leisurelife facility, this could potentially be expanded, and therefore more court space would be required. As with basketball the focus however should be on providing for community and recreational netball in the first instance. The South East Demons Netball Region is managed from Lathlain Park who oversee the Midland Brick Demons State Netball Team. The development of Lathlain Park will need to ensure the Associations base is maintained. There is a natural alignment of the sport with AFL infrastructure at a state and national level.
Rugby League	WA Rugby League (WARL) have used the Lathlain Park site previously. Currently seeking to introduce a team into the National Rugby League competition and will require a new administration and training base (this will not be located at NIB stadium as they have been notified of the requirement for them to vacate the premises). Opportunities exist at Lathlain Park to relocate the WARL administrative base on site should space permit. This would also aid the development of an elite sporting precinct at Lathlain Park.
Swimming	The Victoria Park Swimming Club did not responded to requests for information – requirements of the sport therefore need to be determined based on generic evidence from Swimming WA; those of swimming organisations which responded and current trends in provision. The main conclusion reached is that the provision of aquatic infrastructure within the Town is excellent and provides for a catchment population beyond the current rate base. Opportunities to extend usage of the aquatic infrastructure should be explored to increase usage and reduce annual operating costs.
Tee Ball	Little League have had initial discussions with the hockey club regarding potential off season use of any future synthetic pitch development. This will need to be incorporated within any future proposals / analysis for the development of hockey in the Town.
Tennis	Whilst the Higgins Park Tennis Club have improved their membership levels and

Sport	Issues / Opportunities / Comments
	<p>enhanced their marketing, there are still concerns with regard to their long term financial viability. They have some good development programs that need to continue, but there appears to be no reason why they cannot be relocated or amalgamated within an existing tennis club in adjacent local government areas. The Tennis club house facilities need improvement in the short term and alternative users should be considered to increase viability. Whilst the club would like to have 8 hard and 8 grass courts the justification for investment is not proven. If the club cannot prove their viability within the next 4 years an alternative use of the site should be considered. Within the next five years, to assist the club in demonstrating their viability, the existing clubhouse should be enhanced and the opportunity to incorporate complimentary club and community activities explored.</p>
Water Polo	<p>The feasibility of a pool boom or swim wall needs to be investigated to allow for deep water sports such as water polo to occur whilst the shallow end is being used for other activities. A cost benefit analysis will need to be undertaken to determine the likely return which can be had from each development option.</p>
Soccer	<p>The Town has many soccer clubs and soccer venues. All the venues noted that lighting was inadequate, as was the quality of their pitches. The development of a consolidated soccer precinct should be considered and the soccer clubs junior and senior sections (where possible) amalgamated into one organisation allowing more effective use of infrastructure and development of junior, senior, social and elite soccer within the Town. Whilst it is recognised that cultural differences will exist between clubs, it is important to develop an umbrella organisation which can manage the use of reserves and the development of the sport in the Town. Those clubs with low membership bases should be obliged to liaise other football clubs to ensure a more effective use of reserve pitch space.</p>

8.0 Projected Victoria Park Requirements and Recommendations

The purpose of this study was to review the previous sport and recreation facilities plan for the Town of Victoria Park and to determine the future direction for the delivery of sport and recreation infrastructure. This was to take into account the challenges associated with meeting current needs, future population growth and ensure alignment with the variety of strategic planning documents being developed to facilitate structured growth in the Town.

The need and demand for sport and recreation facilities can be undertaken through a variety of assessment approaches. A typical approach is the use of standards (i.e. allocation of a facility per head of population), but this fails to take into account local circumstances, unique demographics and emerging trends. Whilst this approach may provide a baseline for provision it is not related to the needs of individual sports and recreational activities and can often result in inadequate provision levels. In practice the approach in this study was to identify and quantify which sports had the most pressing facility development needs based on consultation responses, known usage rates (given that on a sport by sport basis data availability for participation for each sport and recreational activity within the Town of Victoria Park was varied and limited), the relative growth of each sport and recreation activity in comparison to population growth and the likely forward demographics for the Town. The key issues and opportunities were identified through dialogue with key stakeholders and this guided the recommendations of the study which identifies options and strategies for implementation over the next 15 year period.

Key Conclusions

The consultation process identified a number of pressing issues facing sports, clubs and general infrastructure in the Town of Victoria Park which are summarised at Sections 5 to 7.

Many local governments within the Metropolitan Perth are experiencing the challenge of limited open space for the development and expansion of active sporting fields. The Town of Victoria Park is no different and according to responses received during the consultation process is anecdotally experiencing a shortage of available land to provide sufficient facility infrastructure as its population grows. With the anticipated change in the demographic profile referenced in section 2 and emerging trends in usage and participation identified under section 4 a number of facility requirements have been highlighted in the analysis supporting the strategy. The following identifies the key recommendations resulting from the research which establishes the future direction for sport & recreation provision within Town of Victoria Park to ensure future provision is compatible with growth and the needs of the emerging demographic:

8.1 Strategic Intervention Measures

Asset Management

The need to put in place adequate asset management practices has been recognised by the Town with the recent approval of five asset management plans which are used to formulate forward budgeting commitments. There is a continuing need to re-enforce this approach as current infrastructure is aged and potentially not capable of servicing the demand which ultimately will be required to facilitate growth in Victoria Park.

The recently endorsed Asset Management Plans and Long Term Financial Plan has put in place an effective and planned mechanism for setting aside appropriate funding to address previous maintenance shortfalls and renew the Town's assets to address previous underfunding. This will need to be reviewed and updated regularly to take into account emerging costs.

Environmentally Sustainable Design / Water management / Energy Efficiency

The relevance of global warming, water shortages, energy costs and other environmental issues are having a significant impact on the service provision and access to good quality, well maintained facilities. Environmentally Sustainable Design (ESD) initiatives as part of any new development, redevelopment or regeneration proposal need to consider the following areas:

- Energy Conservation
- Water Conservation
- Improve alternative transport opportunities

- Waste minimisation
- Enhancement of the indoor environmental quality
- Building efficiency improvements

With regard to the development of new or upgrading of existing infrastructure the design process should consider:

- Control systems which may include energy smart lighting control and localised light switches;
- Smart Meters to monitor energy consumption;
- Solar boosted hot water system;
- Generous use of natural daylight by a combination of glazing, skylights and appropriate shading to reduce the reliance on artificial lighting;
- Increased levels of insulation;
- High performance glazing;
- High level roof and natural ventilation;
- Movement sensor light switches;
- Energy efficient air conditioning.
- Rainwater collection and reuse for irrigation;
- Water efficient hydraulic services;
- Waterless urinals;

This is not a fully comprehensive list but should act as a minimum checklist where new investment is to be allocated for facility infrastructure.

Access, connectivity and recreation destination points

The need to further develop connections between facilities and provide opportunities for the resident community to take part in physical activity has been highlighted in a number of strategic documents. The Integrated Movement Network Strategy (IMNS) highlights the need to create a healthier and more accessible community through encouraging active travel such as cycling and walking. It also states that if planned effectively a comprehensive network will ensure greater connectivity between activity centres and neighbouring local governments. This will require the consideration of features being considered as part of the design process in developing new facilities and upgrading existing infrastructure in relation to improved alternative transport opportunities to include:

- Installation of secure, accessible and appropriately located onsite bike parking facilities;
- Provision of appropriate end of trip facilities including change rooms, showers and lockers;
- Consideration given to the location of facilities to ensure the site is well located to and promotion of the use of public transport.

These are all in accordance with the 13 strategy elements of the IMNS. There is a clear need to improve access to the sporting facilities throughout the Town. Connectivity is a key driver underpinning the broader physical activity and health needs of the community as well as providing connections to neighbouring council areas.

Seasonal agreements / occupancy review

There is a significant discrepancy between seasonal agreements / occupancy with regard to the requirements of clubs / organisations and how their social / sporting contribution to the Town of Victoria Park is measured. There is a need to develop consistent and standardised agreements for the sport, recreation and community groups to ensure the use of facilities within the Town's control can be adequately benchmarked and future investment prioritised. There are two aspects which need to be addressed:

- Consistency of agreements to ensure clear roles and responsibilities across all sports and recreation activities are fully articulated and asset management obligations clearly defined for users and the Town. The importance of providing a transparent and equitable process has been highlighted through consultation with existing clubs. There is a lack of clarity on where management and maintenance of facilities lie and as a

result the Town would benefit from developing a more cohesive relationship with the clubs to ensure obligations are met and the clubs in turn have specific Council contacts with which they can address issues in relation to the sport and recreation facility provision.

- Reporting requirements from the lessee. This data assists in demonstrating the value of the clubs / organisations and the consequential social return of investment in sport and recreation infrastructure by the Town. All agreements should contain consistent Key Performance Indicators that will enable the Town to demonstrate the value return to the community. The Town as the main investors in the assets also have a role in facilitating club's to meet specific KPI requirements.

Seasonal agreements / occupancy of Town owned and/or controlled buildings should incorporate conditions requiring users to demonstrate an effective return on investment by reporting on performance from a social, environmental and economic perspective.

Replacement / Modernisation

Opportunities (in consultation with current users) need to be explored to upgrade, modernise or redevelop existing infrastructure, much of which has been identified by user groups as aging and tired. An ongoing review will be necessary to ensure infrastructure continues to meet and adapt to the contemporary needs of users. The annual review should focus on the merits of each facility used by sport and recreation groups in respect of:

- Flexibility of Use
- Compatibility with current user group needs
- Current usage / participation rates
- Capacity and capability of the infrastructure (i.e. to serve a variety of functional needs)
- Compliance with environmentally sustainable design principles (i.e. use of energy, water and opportunities to reduce environmental impact)

A Town policy that support and promotes financial contributions by clubs to pavilion upgrades and redevelopment should be developed. Consideration will need to be given to appropriate tenancy/security arrangements for clubs to solicit financial investment in the facilities.

Club Development

The Town needs to be proactive in assisting the clubs in various club development scenarios, including: volunteer management and recognition, club administration development, up skilling and marketing / promotion.

Many organisations consulted have referenced the reduction of volunteering and the consequential impact that reduction in volunteering has in contributing to community cohesiveness and in securing the long term viability of sports and recreation activities.

Whilst research which indicates the value of volunteering has increased substantially within the last 20 years in WA there is clearly an issue with retention at sports club level. A study undertaken by Dr Duncan Ironmonger of the University of Melbourne (commissioned by the Department for Communities in 2009) indicated that Volunteering was worth \$2.7 billion to Western Australia in 1992, growing to \$6.6 billion in 2006. This was calculated by adding together the value of formal (organised which increased by 32% between 1992 and 2006) and informal (unorganised which increased by 12% between 1992 and 2006) volunteering, travel time and other volunteer inputs (for example, phone calls). The report tempered comment on these increases by intimating that volunteering by helping adults was in decline, whilst there was an increase in helping children. It further stated that both formal and informal volunteering is likely to remain static in future years.

The need to rejuvenate the volunteer base is a continual requirement to support sport and recreation provision and as a result there will be an ongoing obligation to provide a concerted and joint approach to the development of the volunteer base across the Town. This will require State Sport Associations and local clubs and organisations to work with the Town to formulate more effective and expand existing volunteer development programs.

It is also to be noted that a number of State Sport Associations operate development programs in isolation and without local government knowledge. Consequently this may result in competing development and competition programs which place a greater strain on the volunteer coach, official and parent support network. To address concerns with volunteers support and conflicting development programs, the Town should work with nominated SSA's & clubs to identify:

- Volunteer development schemes, with generic qualifications to support multiple sport and recreation opportunities. This could then assist in providing a pool of volunteers to service/assist development opportunities.
- Alignment of SSA and club sports development programs within schools and delivered through sports clubs.
- Establish a strategic support infrastructure to provide a suite of resources for volunteers, coaches and officials to deliver effective club development and competition opportunities.
- Establish a strategic support infrastructure to provide a suite of resources for volunteers, community leaders and committee members to build capacity in the volunteer network to sustain and evolve community club and organisation development.

Parks – Open Space

The Town needs to ensure existing open space is protected for current and future use. Open Space should provide flexibility for accommodating changing sporting and physical activity trends. The retention and protection of existing playing pitch space is necessary to provide for future generations and potential growth should the housing yield projections be realised. The importance of retaining open space and playing pitch opportunities is further emphasised by the pressures experienced in neighbouring local government areas where the growth in oval and rectangular pitch sports (particularly Australian rules football and soccer) is a concern due to pressure on existing infrastructure.

There is limited scope to provide or acquire additional sites, therefore a review of current management practices to ensure equitable community access consistent with field carrying capacity may be required (e.g. a review of open space booking procedures and policy to ensure fields are afforded adequate recovery time and are allocated equitably amongst a variety of sports/activities).

River Connections

As sport and recreation space becomes more constrained there is a need to ensure that alternative opportunities are explored. This will require the Town to engage in effective partnerships with other key land owners to assist in offsetting the requirement to develop additional active sporting provision. This may require the Town to work with stakeholders to change / influence policy direction and develop a long term vision to maintain the availability of sustainable sporting reserves for the residents. Currently the Town contributes to the Perth Waters Vision Board and will need to extend involvement if the needs of the sporting community are to be adequately provided for within the Swan River foreshore.

A key partner is the Department of Parks and Wildlife – a newly formed state government agency which, amongst other roles, includes the management and protection of the Swan and Canning rivers and their catchments. The River borders the Town of Victoria Park. The river and the foreshores are a significant land holding that could potentially assist with the development of formal Sport & Recreation, which, when planning for the future needs of the Town's community is a critical asset which may overcome other land constraints. The relationship with the Department of Parks and Wildlife could be explored to assist in developing:

- Sport & Recreation Opportunities on the River; and,
- Areas around the River for formal Sport & Recreation

Indigenous Development

The Town should continue to work with State Sporting Associations (SSSAs) to promote and develop the indigenous into sport & recreation groups as an integral part of sport & recreation clubs and associations. This has been identified as a significant potential area for participatory growth and as diversionary activity, particularly with Australian rules football. The proposed development of dedicated facilities to support the David Wirrpanda Foundation and the community programs of West Coast Eagles at Lathlain Park will provide a basis to deliver work in partnership with the two bodies. This would assist in off-setting the lack of provision within the City of Perth and constrained infrastructure in other neighbouring local governments which has highlighted concerns in providing adequate sporting infrastructure to serve the indigenous community.

Flexibility of Spaces (Gym, Meeting Rooms)

Current community sport and recreation facilities will be under great pressure from the anticipated population expansion. The regeneration, redevelopment and rationalisation of existing community sport and recreation centres will become a core focus, particularly where infrastructure is capable of providing for multi-sport and multi-

functional uses. Single purpose facilities to serve individual sports clubs and recreation organisations are unlikely to receive funding from state or federal government and therefore the development of expanded or further single purpose infrastructure should be discouraged.

It is recommended that there is an ongoing commitment from the Town to review the services provided within existing community facilities and ancillary infrastructure and where appropriate, expand and increase their capacity; rationalise and redevelop infrastructure to meet modern day needs and/or regenerate facilities to meet emerging sport and recreation needs. In undertaking this ongoing work consideration should be given to the potential impact and implications for existing facilities within and adjacent to the Town when planning for new facilities through emerging structure planning processes.

Rationalisation / Amalgamation

There are some clubs within the Town of Victoria Park that are very small and are not engaging effectively with the community. This is noticeable particularly with clubs associated with bowling, croquet and tennis infrastructure. In addition a number of soccer clubs have a low membership base. Potentially these clubs are a large drain on the Town's limited resources and ideally should be amalgamated (either with clubs within the Town or in neighbouring local governments). This could potentially result in the re-allocation of land and reserves for other sporting use; potentially provide opportunities to dispose of land and re-invest capital receipts or free up active reserves for other users.

Of particular note is the number of soccer clubs which are spread across 3 reserves (Harold Rossiter Reserve, Parnham Reserve and J A Lee Reserve). All clubs have a relatively low membership base and would benefit from the co-location of activities, both from a membership and financial sustainability perspective. It is recommended that the Town undertake a review of current use and explore the opportunity of merging the clubs and providing one single serviced site and an alternative club home ground.

Dual Use Opportunities

One of the key development options for the Town of Victoria Park is the potential partnership opportunity with local schools. It is recommended that further investigation be undertaken with respect to dual use school opportunities. This will need to be progressed both with the Department of Education, Private Schools and Faith base schools and will include the following tasks:

- The preparation of a draft policy for use of education facilities by sporting groups.
- Clarification of the implications of increased community use of education facilities (i.e. management, maintenance and shared costs).
- Identify the extent of any potential future sports facility development and identify potential community access.
- Involved in planning of new school developments and review in line with other facility developments.

Disability Access

Due to the age of facilities current research indicates that buildings may not be compliant with current Australian Standards. Compliancy with Australian Standards will be required where there is a change of use or significant investment in the buildings. Disability access should be gradually addressed and enhanced on all community sites as and when funding becomes available.

8.2 Policy Development

In order to provide a clear and transparent process for all community groups and sporting clubs the Town should ensure that policies are developed for all aspects of use associated with their assets. The development of the following range of policies should be considered as a mechanism to further enhance the provision of sport and recreation services:

- Land Tenure – to clearly identify roles and responsibilities in respect of lease and licenses.
- Funding Support to Sports Organisations – identification of specific criteria for the grant funding of any club through the Town of Victoria Park. This should also include a prioritisation for funding and standardised application process.

- Liquor Licensing at Sports Venues – to clarify the Town’s position in respect of alcohol consumption within their assets.
- Occupational Health & Strategy – to clarify the obligations of the user and those of the Town in the use of local government assets
- Facility Hire Prices – To include a pricing priority list incorporating priority groups (seniors, women, children, indigenous community etc.); discounted rate for nominated community groups and Town of Victoria Park residents.
- Facility Booking Priorities– To include a booking priority list incorporating priority groups (seniors, women, children, indigenous community etc.); preferential treatment for nominated community groups and Town of Victoria Park residents
- The safeguarding of existing open space, sport and recreation provision that meets, or has the potential to meet an existing or future identified need. This will need to be integrated within the structure and scheme planning processes to ensure they are responsive to sport and recreation provision, Structure Plans should provide a detailed assessment of community needs based on existing and anticipated demographics.
- Environmental Sensitive Accessibility: To promote community access to sport and recreation opportunities in environmentally sensitive areas where uses are compatible with the long term environmental objectives (i.e. the foreshore reserve). Management solutions should be sought with the Department of Parks and Wildlife to resolve potential conflicts of activity.
- Monitoring and Evaluation: reference to an appropriate monitoring and evaluation regime against which the impact of sport and recreation infrastructure can be measured. This should include reference to potential usage rates, use of facilities, quality of provision and ease of access. This should be incorporated within seasonal use, license agreements.
- Dual use of school sites: To maximise the use of available community infrastructure resources all school infrastructure should be assessed on its relevance to meet the needs of sport and recreation in servicing a local community. Opportunities for joint provision and dual use of facilities in appropriate locations will be sought. Wherever possible this will be supported by an agreement which identifies the role and responsibility of each party. The agreement will set out an appropriate financial contribution which reflects the true value of managing, operating and maintaining the community infrastructure for each party
- Asset Management: The Town of Victoria Park have developed a comprehensive asset management process which will result in the gradual investment, enhancement and appropriate maintenance of its assets. It is important that Local Sporting Groups, where appropriate are integrated within the asset management process and understand the requirements of implementing a robust asset management regime which sets aside annually the true value of managing, maintaining and replacing sport and recreation assets.
- Use of Reserves by Private Outdoor Group Fitness Companies / Businesses: The emerging trend within local government is to consider charging a nominal fee for the use of reserves to offset operational and maintenance costs. The Town should as a minimum recognise such activities on reserves and state the position with regard to health and safety obligations and risks associated with use.

8.3 Facility Development: Significant Sites

Burswood Sports Precinct and Burswood Peninsula Development

The Town of Victoria Park needs to work with the State Government in relation to the Burswood Peninsula and Burswood Precinct (as identified in Town Planning Scheme No. 1). This will include the current Mirvac ‘Peninsula’ development, major stadium and sports precinct and the proposed Belmont Park development to ensure the site is fully developed to maximise its potential in securing adequate sport and recreation infrastructure. 1,200 dwellings will occupy the Peninsula whilst an additional 4,500 will occupy Belmont Park. Opportunities could exist with the new Perth stadia and Sports Precinct development to secure partnerships with commercial and not-for-profit providers who will be required to provide sport and recreation infrastructure as destination attractors.

The activation of Burswood Peninsula is critical in order to provide sustainable community outcomes. This will need to be focussed beyond the new Perth Stadium game day activities and potentially include both commercial sport and recreation and community infrastructure to serve the sport and recreational needs of an emerging population (i.e. climbing, youth adventure courses, commercial gym developments and intensively used active open space). Whilst the sports precinct has yet to be finalised there is significant potential for these activities to

potentially offset a portion of leisure activities currently provided at Leisurelife and which would service new residents.

The Structure Plan for Belmont Park requires that community facilities are provided for the residents. This includes a recreation/ sports club, multi-purpose community facilities such as meeting rooms for community groups and sporting groups, and office accommodation for community groups. A population of 9,000 in this vicinity accordance with the facility hierarchy identified in section 5.0 will require, as a minimum:

- 2 full sized ovals or equivalent which will serve the sports pitch needs of the local community (which will principally be couples with relatively high income levels).
- A neighbourhood community centre which should incorporate multi-functional uses servicing the playing pitch area (as changing and storage) in addition to meeting space for community groups, seniors, youths and for playgroups). This building should ideally be centrally located and directly adjacent to the oval space.
- Multi-purpose court space (2 outdoor netball / basketball courts or equivalent to cater for a variety of court sports, including tennis). This should be accommodated adjacent to the multi-functional community facility.

In addition the Causeway Precinct Review Final Report March 2009 identified GO Edwards Park as potentially accommodating both passive and active recreation uses as part of the redevelopment of the Causeway Precinct to the south of Burswood Peninsula. This should be used mainly for passive recreational use and only considered for formal sports pitch provision should a need be proven. Current and projected population dynamics and sports pitch usage suggest that this area would not be required during the 15 timescale of this strategy.

Lathlain Park

This is a significant active open space landholding within the Town, and has been the subject of previous master planning processes. Current opportunities exist with the alignment of West Coast Eagles Football Club and Perth Football Club with the desired community outcomes delivered through a binding legal agreement. Potential opportunities identified through this partnership would include:

- Redevelopment of Perth Football Club grandstand and associated office / function space. This would require West Coast Eagles Football Club and Perth Football Club to secure funding from State government to invest in an administration and training base primarily for the AFL club and function / office / administration space for the WAFL club as anchor tenants. This is likely to include swimming pool, hydrotherapy, gym and group fitness, rehabilitation and testing areas for the principal use of the AFL club.
- Redevelopment of the oval area to create 2 senior ovals (of a size to accommodate the proposed new Perth Stadium Oval and equivalent MCG playing surface) and synthetic running track around the perimeter of one oval.
- A new home for the David Wirrpanda Foundation which could incorporate a broader sport and recreation service aligned to Perth Football Clubs / WAFL and the Town's indigenous programs.
- A community hub, including a café, merchandise store and club museum.

There is potential to incorporate the requirements of the Western Australian Football Commission in the development of Lathlain Park subject to a full assessment of the space capability and functionality of the site. This would add value to the Lathlain site being developed as an elite sporting precinct with managed access to community facilities

The main considerations are to ensure there are no associated traffic and parking issues; the interface of buildings is addressed and any sound issues associated with increased activity are mitigated. This development will result in the scouts / guides / Toy library being accommodated at Lathlain Place.

The Future of Aqualife & Leisurelife

There is a need to determine over the course of the plan, the feasibility for the facilities to be co-located to assist the Town in reducing duplication of resources and providing economies of scale. Indoor sports such as Basketball, Netball and Volleyball could be further developed within the Town. Information obtained indicates that there are a number of options which should be explored to maximise the potential use and throughput of the 50m pool to reduce ongoing revenue shortfalls. The functionality on the 50m pool needs to be investigated further and the feasibility of providing alternative options (including enhancing club development activity) should be explored. Costs and opportunities vary in respect of what could be achieved from a low cost floating boom which subdivides

the pool to a hydraulic boom which may be located at one end of the pool and installed when required to subdivide activity areas. Other options include a retractable wall placed centrally within the 50m tank. The potential to also incorporate a moveable floor membrane (Internal hydraulic operation) should also be considered as an option to reduce depth and increase programmable activity space during core learn to swim times.

In addition, through the life of this plan there will be a need to review the future of the current dry side infrastructure at Leisurelife. This may require the closure of the current facility and replacement / enhancement of facility provision either as an extension to Aqualife or other facilities. Most notably this may include:

- An extended gym - options may involve a re-location at Aqualife; within a commercial leisure facility at Burswood Peninsula; attached to George Burnett Leisure Centre and / or an alternative partnership with a commercial leisure provider.
- Additional indoor sports courts - options may involve the redevelopment of the current Leisurelife site; a re-location at Aqualife; or an extension to George Burnett Leisure Centre. In order to be viable for competition purposes an extension would be required to provide a minimum of three indoor courts. An extension to Aqualife is unlikely due to limited space and issues currently associated with site car parking.
- Community meeting rooms and aerobic / fitness rooms: options may involve a re-location at Aqualife; within a commercial leisure facility at Burswood Peninsula and / or attached to an existing community centre / George Burnett Leisure Centre.

8.4 Facility Development: Other Sport and Recreation sites

The following facilities have been identified through the research for rationalisation / development:

- Hockey: The club has a healthy membership and has demonstrated strong and sustainable growth. The need for a synthetic surface has been identified. However with the potential development of a third synthetic pitch at Perth Hockey Stadium, the need for a dedicated single club facility is compromised. However with the increasing requirement to play league games on synthetic surfaces the club will need to secure a potential location which could be developed in due course (8 years plus). The most appropriate location is Higgins Park (current location of the Tennis Club) which could be re-developed to provide a synthetic hockey pitch (as well as associated grass pitches) and utilise existing clubrooms.
- Review previous master planning of the Higgins Park Site and update as appropriate.
- Fraser Park: To be developed into a location for future AFL provision if required (subject to ongoing analysis of sports pitch usage and capacity).
- Master planning required for the Harold Rossiter Reserve.
- Undertake a review of previous master planning of Raphael Park and incorporate identified infrastructure needs (i.e. changing room improvements and net training facilities expansion).
- Victoria Park Croquet Club: Investigate opportunities to merge with or relocate at South Perth Croquet Club.
- Victoria Park Carlisle Bowls Club: Investigate amalgamation opportunities for the club with Bowls clubs located in surrounding catchment – nominally South Perth Bowls Club.
- Assist the Department of Sport and Recreation in determining an appropriate site for the relocation of the State Table Tennis Centre (potentially outside of Victoria Parks's jurisdiction).
- Undertake a detailed planning study to determine the feasibility of developing Western Australia's first criterion track on the river foreshore.
- Put in place a plan to undertake a staged improvement and development of toilets, storage and ancillary facilities: at all public places and sporting ovals (including disability access improvements).
- Provide an alternative location at McCallum Park to re-locate WA Water Sports Association with an integrated commercial development (Function / café / restaurant). This would be subject to additional work determining the viability of the site.
- Identify potential co-location of WA Water Sports Association with a rowing club.

9.0 Implementation Plan

A detailed Implementation Plan is provided on the following pages which identify key actions aligned to the Recommendations. These actions identify main responsibilities, partners, key performance indicators and timescale for delivery. *(To be completed following feedback on recommendations in the report).*

The Priority and Timescale Definitions:

The following highlights the approximate timescale for implementation and the relative priority of the recommendations

Priority:

H – High (immediate)

M – Medium (desired but not critical)

L – Low (not urgent)

Timescale:

S – Short (1-3 years)

M – Medium (4 – 10 years)

L –Long (10 years plus)

The following indicates the level of provision which the facility intends to perform

1. Regional
2. District
3. Neighbourhood
4. Local

Recommendations	Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level	
Development of New or Existing Facilities						
1)	Lathlain Park - Undertake an integrated master plan of Lathlain Park and old Carlisle Bowling club to develop the ToVP 'Elite Sporting Precinct' with Perth Football Club and West Coast Eagles as the key tenants. To potentially also consider the incorporation of the WAFC as potential aligned partner. To provide:	H / S	ToVP in partnership with Perth Football Club and West Coast Eagles Football Club.	As below	Individual elements identified below	1
-	The rejuvenated Lathlain Park Precinct to provide expanded open space for community access including BBQ areas, community running/walking tracks, playgrounds, landscaping and access to one oval for community sports club use. The development should also consider alignment with Rayment Park which is seen as an important component of the revitalisation of the broader precinct.	H / S	ToVP.	- Oval (MCG size) - Refurb - Oval - Refurb - Facilities - Refurb - Synthetic Running Track - Refurb (500 x 3.5m) - BBQ areas, running / walking tracks, playgrounds and landscaping	\$3,415,500 \$2,794,500 \$2,127,500 \$161,000 \$2.875m	1 and 2
-	A community hub incorporating education areas / community meeting rooms and activity areas adjacent to a café and WCE merchandise store / club museum	H / S	ToVP in partnership with WCEFC.	3,000m ² – to incorporate education areas, community meeting rooms, activity areas, café, merchandise store / Club museum	\$10.35m	2 and 3
-	Negotiated public access to a gymnasium and indoor training area.	H / S	ToVP in partnership with WCEFC.	- Gymnasium and Indoor Training Centre - Indoor Lap Pool (25 x 18x 2m deep)	\$14,231,250 \$1,035,000	2 and 3
-	The development of an indigenous facility incorporating a new base for the David	H / S	ToVP in partnership with WCEFC.	800m ²	\$2.3m	2 and 3

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	Wirrpanda Foundation.					
	- Function facility and new / improved clubrooms for the Perth Football Club	H / S	ToVP in partnership with PFC.	2,500m ²	\$7.187m	2 and 3
	- As a past user of the facility, explore the potential with Western Australian Rugby League to develop the site for a training and administration base, as well as a facility to host State Grade matches as a co-tenant at Lathlain Park.	M / M	ToVP to facilitate potential tenant negotiations.	Incorporated in above figures	N/A	1
	- Explore the potential for baseball to be hosted at Lathlain Park if the redevelopment to accommodate two ovals is compatible with their needs and access requirements	L / L	ToVP to facilitate potential tenant negotiations.	Incorporated in above figures	N/A	2
2)	Burswood Peninsula, Belmont Park and new Perth Stadium and Sporting Precinct: The Town of Victoria Park to approach and work with the State Government to ensure the site is fully developed to maximise its potential for partnerships with commercial and not-for-profit providers who will be required to provide sport and recreation infrastructure as destination attractors. Such provision should be assessed in order to avoid duplicating existing infrastructure and undermining current business models. In particular:	H / M	ToVP in conjunction with the Office of Strategic Projects, Department of Sport and Recreation and subsequent commercial developer.	N/A	N/A	2 and 3
	- Explore potential to offset the provision of local government funded leisure, gym and fitness infrastructure within the precinct to serve residents of the Peninsula and more broadly, residents of Victoria Park.	H / M	ToVP in partnership with commercial leisure centre operator.	2,000m ²	\$5.75m funded through commercial partnership.	2
	- Secure a commitment to provide a minimum of one full sized adult oval and ancillary community facility within the sports precinct	H / S	ToVP in conjunction with the Office of Strategic Projects, Department of Sport and	180,000m ²	\$2.484m	3

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	for community level sport and recreation use.		Recreation.			
-	Ensure effective integration of foreshore cycleways / walkways throughout the Peninsula and ensure provision of appropriate end of trip facilities in accordance with the Town's Integrated Movement Strategy	H / L	ToVP through implementation of the Integrated Movement Network Strategy.	N/A	N/A –to be costed on a project by project basis	2
-	<p>The development of Belmont Park needs to be integrated with the full Burswood Peninsula development to ensure community facilities provided for the residents include as a minimum:</p> <ul style="list-style-type: none"> • 2 full sized ovals or equivalent • A neighbourhood community centre which should incorporate multi-functional uses servicing the playing pitch area (as changing and storage) in addition to meeting space for community groups, seniors, youths and for playgroups) • Multi-purpose court space (2 outdoor netball / basketball courts or equivalent to cater for a variety of court sports, including tennis). This should be accommodated adjacent to the multi-functional community facility. 	H / M	ToVP in conjunction with the Office of Strategic Projects, Department of Sport and Recreation and developers.	370,000m ² pitch and ancillary outdoor sporting infrastructure and 1,500m ² building	\$10m (to potentially incorporate a consolidated provision to serve the sports precinct, Mirvac 'Peninsula' and Belmont Park)	2
3)	Hockey: The need for an additional synthetic turf pitch to facilitate the growth of Perth Xavier Hockey Club has not yet been proven. Opportunities exist in the short term to continue to use Curtin University for competitive matches and to undertake a detailed needs and feasibility study to determine whether Higgins Park can accommodate the Perth Xavier Hockey Club from 2018 onwards.	M / M	ToVP in partnership with PXHC and in consultation with the Department of Sport and Recreation.	Feasibility	\$50,000 for feasibility. Cost of Turf Pitch \$500k,	2
4)	Develop a master plan of the Higgins Park Site to	M / M	ToVP in consultation with sports	Master Plan	\$50,000 for	3

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	include:		clubs and the Department of Education.		master plan only	
	- Dual Use and potential integration or pitch space with Millen Primary School	H / M	ToVP in consultation with the Department of Education.	N/A	N/A	3
	- Enhanced playing pitch provision through the re-alignment of the cricket ovals to provide two pitches and closer alignment to clubroom; reticulation upgrade / resurfacing and establishment of management plan to ensure pitch carrying capacity is maintained.	H / M	ToVP in consultation with existing sports clubs.	Re-alignment of ovals , reticulation upgrade and resurfacing	\$517,500 to re-align ovals and \$431,250 for reticulation and resurfacing	3
	- Upgrade and increased the floodlighting of main playing oval to increase capability of evening training and matches	M / M	ToVP in consultation with existing sports clubs.	floodlighting	\$402,000	3
	- Explore opportunities to initially co-locate Tennis & Football Clubs into one multipurpose clubrooms with the potential opportunity (5 years plus) to relocate Perth Xavier Hockey Club on the site to co-locate with Football (see recommendation 4 above).	H / S	ToVP in consultation with existing sports clubs and PXHC.	Co-location opportunity	Nominal cost of \$25,000	3
	- In accordance with the Higgins Park Tennis Club review explore opportunities to merge the existing tennis club within South Perth Tennis Club (or alternatively amalgamate with Hensman Park Tennis Club).	M / M	ToVP in consultation with HPTC.	N/A	N/A	3
5)	Fraser Park: To be developed into a location for future AFL provision (subject to ongoing analysis of sports pitch usage and capacity). Current membership and use indicates that there is sufficient capacity to accommodate current demand. However this is likely to increase through the 15 year life of the plan and further oval space will be required.	M / M	ToVP in consultation with existing sports clubs.	N/A	N/A	3

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
6)	Develop Harold Rossiter Reserve Master Plan, to include:	M / M	ToVP in consultation with sports clubs and the Department of Education.	Master Plan review	\$50,000	3
	- A dual use agreement with Kent St high school to enable community to use some of the school oval to offset community demand for additional active reserve space.	M / M	ToVP in consultation with the Department of Education.	N/A	N/A	3
	- The development of a premier soccer facility to assist Shamrock Rovers Football Club in adhering to FFA standards (a feasibility study will be required to be undertaken by the club to ascertain the capability of the reserve to accommodate the facility without compromising capacity of the reserve).	M / M	ToVP in consultation with sports clubs.	Industry benchmark of changing rooms, storage, function, spectator accommodation and meeting rooms	\$3.45m	2
	- Expansion of the number of soccer pitches within the reserve (through re-alignment) to accommodate future growth (see recommendation 7 below).	H / M	ToVP in consultation with sports clubs.	Nominal refurbish, reticulation and re-align	\$552,000	3
7)	Explore options to amalgamate Shamrock Rovers, Perth Royals, Carlisle Soccer Club and Victoria Park Rovers Junior Soccer Club into one organisation to more effectively service and develop junior, senior, social and elite soccer within the Town at Harold Rossiter Reserve. This would provide additional alternative space at Parnham Reserve and J A Lee Reserve to be utilised for an alternative home ground and additional sporting provision to accommodate future growth.	M / M	ToVP in consultation with the football clubs.	N/A	N/A – incorporate within asset management and renewal plan	3
8)	To increase potential use and income generated at Aqualife undertake a cost benefit analysis to determine the most appropriate mechanism for increasing usage of the outdoor 50m pool.	M / L	ToVP.	Moveable wall to outdoor 50m pool	\$115,000	2

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	Potentially the introduction of a moveable wall to the outdoor 50m pool will provide a value for money option and relatively short period to achieve a financial return on the investment.					
9)	Aqualife / Leisure Life facilities should be developed and planned together. Development options should include:	H / M	ToVP in consultation with sports clubs and community users.	N/A	N/A	2
	- A planning study to determine the capacity of Aqualife to accommodate the co-location of Leisurelife dry side elements.	H / M	ToVP.	Gym area of up to 800m ² 4 no. Basketball courts at 700m ² each and meeting room space of 200m ²	\$7.072m	2
	- The facilitation of a formal partnership between the Perth Basketball Association and the Town to assist with identifying additional court space and the development and provision of basketball competitions within the Leisurelife facility (and subsequent replacement infrastructure). Subject to the programs / relationships being successful a feasibility study and business plan into the expansion of the Leisurelife facility should be undertaken.	M / M	ToVP in consultation with Perth Basketball Association to determine an appropriate development strategy.	N/A	N/A	2
	- Explore partnership between the Netball Association and the Town to assist with the promotion and development of Netball. Subject to the programs / relationships being successful a feasibility study and business plan into the expansion of the Leisurelife facility should be undertaken.	M / M	ToVP in consultation with Netball Association.	N/A	N/A	2
	- Evaluate alternative dry side provision to determine the most cost effective provision of suitable a minimum of a 3 court space indoor facility (and additional outdoor court space) to	H / M	ToVP in consultation with the City of South Perth, State Government and commercial leisure providers.	Feasibility study	\$50,000	2

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	facilitate the ultimate relocation of and extension to the Leisurelife components. (Options include George Burnett Leisure Centre through the amalgamation with South Perth; Burswood Peninsula through a potential public private partnership for gym and fitness provision and Curtin University through an expansion of their current indoor court and gym space)					
10)	Raphael Park - A master planning exercise will need to be undertaken to maximise use of the playing pitch infrastructure. This would incorporate the lighting of playing pitch space, change room improvements and expansion and cricket net training facilities.	M / M	ToVP in consultation with sports clubs and user groups.	Lighting of pitch space	\$402,500	3
11)	Victoria Park Croquet Club: Investigate opportunities to co-locate with South Perth Croquet Club and divest the current site in accordance with the Town's Land Asset Optimisation Strategy and Strategic Community Plan.	H / S	ToVP in consultation with Victoria Park Croquet Club, South Perth Croquet Club and City of South Perth.	N/A	N/A	3
12)	Victoria Park Carlisle Bowls Club: Investigate amalgamation opportunities for the club with Bowls clubs located in surrounding catchment (in particular South Perth and Como Bowling and Recreation Clubs who potentially lie within the amalgamation boundary identified for the Town of Victoria Park and South Perth)	H / S	ToVP in consultation with Victoria Park Carlisle Bowls Club, South Perth and Como Bowling and Recreation Clubs and City of South Perth.	N/A	N/A	3
13)	WA Table Tennis Centre: Partner with the Department of Sport and Recreation to determine a suitable alternative location for the state centre either within the Town or adjacent local government areas	M / L	ToVP in consultation with the State Table Tennis Association and Department of Sport and Recreation.	N/A	N/A	1
14)	Facilitate the WA Water Sports Association to	H / S	ToVP in consultation with the WA	Assume two storey new	- \$5,836,825	1 and 2

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	determine and alternative location for their current activities. The following steps will be required		Water Sports Association and Department of Sport and Recreation. Department of Parks and Wildlife and The Department of Indigenous Affairs to be consulted during the initial investigation phase.	build, car park (no seal); lighting to car park; storage area; function space / café; beach entry (re-engineer river wall) and boat ramps	(WAWSA only) - \$6,586,625 Integrated with Rowing Club	
	- Provide advice to WAWSA in undertaking appropriate planning studies for the potential location of the Association on land between Ellam and Taylor Street's (i.e. noise assessment, heritage and environmental) to ascertain the viability of the site for noise generating sporting activity and public functions.	H / S	ToVP in consultation with the WA Water Sports Association.	N/a	\$50,000	2
	- Facilitate negotiations with state government to allow sufficient time to enable the WAWSA to plan and secure an alternative location.	H / S	WAWSA in consultation with State Government.	N/A	N/A	1
	- Facilitate negotiations with other water sport users to explore opportunities to collocate and secure appropriate funding from state / federal government to address any shortfall	H / S	ToVP / WAWSA	N/A	N/A	1
15)	Cycling: As part of the Integrated Movement Network Strategy incorporate the feasibility of developing Western Australia's first criterion track on the river foreshore integrated with existing dual use tracks. This should be undertaken in partnership with Cycling WA and in consultation with the Department of Parks and Wildlife.	M / L	ToVP in consultation with the State Sporting Association and Department of Sport and Recreation	Asphalt surfacing (3km x 3.5m = 10,500m ² track), lighting and storage area 300m ²).	\$695,750	1
16)	Through the Town's Asset Management planning process undertake a review of all active reserve areas and develop a staged improvement plan for	H / S	ToVP – Renew life	Assume 80m ² each extension / ablution block.	\$161,000	2, 3 and 4

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	the provision of toilets, storage and ancillary facilities at all sporting ovals to an agreed minimum acceptable sporting club standard. This will necessitate opening access of club facilities for public use and is required to ensure reserves are utilised more effectively by clubs and other users. In addition it will provide the opportunity to increase sport and recreation activity on reserves which are currently underutilised.					
17)	The Town of Victoria park should ensure that existing cycle ways and dual use paths are expanded / developed to increase connectivity between and to community facilities as well as providing linkages for the metropolitan area in accordance with the Integrated Movement Strategy.	H / L	ToVP – Renew life	N/A	N/A –to be costed on a project by project basis	2, 3 and 4
18)	The Town of Victoria Park is to enter into a partnership with the Department of Parks and Wildlife to identify opportunities to increase: <ul style="list-style-type: none"> - Sport & Recreation Opportunities on the River; and, - Areas around the River and on the foreshore for formal Sport & Recreation - The growth of WA Water Sport Association and partnership bodies 	M / M	ToVP / Department of Parks and Wildlife	N/A	N/A –to be costed on a project by project basis	3 and 4
19)	GO Edwards Park: To review the need for additional rectangular pitch provision	M/L	ToVP – Renew Life	Detailed landscape design assessment	\$30k – for assessment	3 and 4
Service Provision: Soft Infrastructure and Community Delivery Options						
20)	Continue to develop and consistently apply appropriate asset management practices across all community and sporting facilities.	H / S	ToVP – Renew life	N/A	N/A – continuation of existing working practices	1, 2, 3 and 4
21)	Identify opportunities to incorporate crèche, playgroup and day care facilities at multi-functional	M / L	ToVP – Community Life	N/A	N/A –to be costed on a project by	2, 3 and 4

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	facilities (clubrooms / pavilions) where their functional and financial viability is proven. Current infrastructure lies dormant during the weekdays and may potentially provide a resource for a variety of child care / family support provision subject to minor modifications and upgrades to infrastructure.				project basis	
22)	The Town is to review and develop consistent and standardised seasonal use, license agreements for sport, recreation and community groups to ensure the use of facilities within the Town's control can be adequately benchmarked and future investment prioritised. The licenses / lease agreements should clearly specify the obligations of each party in respect of accessibility, maintenance and management of the facility.	H / S	ToVP – Community Life	N/A	N/A	2, 3 and 4
23)	Establish a monitoring and review process which enables the Town to respond to changes in demand and address capacity issues relating to the use of reserves and ancillary infrastructure. This should include the requirement of any booking procedure for clubs to identify: <ul style="list-style-type: none"> - Current membership - Anticipated / actual users of each oval / pitch. - Coaches / volunteers supporting club activity 	H / S	ToVP – Community Life	N/A	N/A	2, 3 and 4
24)	The Town should continue to work with State Sporting Associations (SSA) to promote and develop the indigenous community as an integral part of sport & recreation clubs and associations. In particular AFL (through the Wirrpanda Foundation and WAFC Aboriginal Football Programs); Football West Indigenous Football Development Program; Netball West Indigenous Netball Program and Perth Basketball Association	M / L	ToVP – Community Life	N/A	N/A	2, 3 and 4

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
	Indigenous Program.					
25)	In appropriate circumstances develop dual use agreements with educational providers within the Town, to aid the provision of sport & recreation and reduce duplication (i.e. Kent Street Senior High School and Millen Primary School).	M / M	ToVP – Community Life in conjunction with the Department of education.	N/A	N/A	4
26)	Improve and develop further mechanisms for communicating with the community in respect of sport, recreation and leisure programs and services (i.e. through appropriate translation, apps, virtual science and other electronic media).	L / L	ToVP – Community Life	N/A	N/A	2, 3 and 4
27)	Develop a comprehensive marketing plan to generate increased awareness of the services offered through Town of Victoria Park facilities and to encourage greater participation and usage of all facilities.	L / L	ToVP – Community Life	N/A	N/A	2, 3 and 4
28)	The Town should wherever possible seek to amalgamate disparate clubs and services through the adoption of an approach aimed at connecting services through the development of community hubs as a mechanism for reducing cost and maximising service delivery (i.e. consolidation of disparate soccer clubs into a more viable single club structure; integrated community services at Lathlain Park and the longer term aspiration to amalgamate of Aqualife and Leisurelife into one consolidated wet and dry side district level sport and recreation centre)	M / M	ToVP – Community Life	N/A	N/A –to be costed on a project by project basis	2, 3 and 4
29)	Explore opportunities for effluent re-use, water management and alternative energy use within all community facilities, open space and playing surfaces in conjunction with the draft environment plan and subsequent endorsed plan.	M / L	ToVP – Renew Life	N/A	N/A –to be costed on a project by project basis	2, 3 and 4

Recommendations		Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
30)	The development of new or upgrading of existing infrastructure should consider incorporating Environmentally Sustainable Design opportunities to reduce energy costs, water use and wherever possible use renewable materials in conjunction with the draft environment plan and subsequent endorsed plan.	M / L	ToVP – Renew Life	N/A	N/A –to be costed on a project by project basis	2, 3 and 4
31)	Continued facilitation of club and community organisation development by the Town as a critical role in ensuring the clubs, organisations and associations: <ul style="list-style-type: none"> - are effectively governed; - are financially viable; - undertake appropriate training and development of key members (committee, coaches, volunteers and leaders); - properly manage succession and - maximise the use of Town owned, controlled or supported facilities. 	M / M	ToVP – Community Life	N/A	N/A	2, 3 and 4
32)	Review current facility usage within council control and ensure appropriate space allocation is provided within multi-functional community facilities.	L / M	ToVP – Community Life	N/A	N/A	2, 3 and 4
33)	Undertake an annual review of all sporting codes to determine the extent of volunteer resources needed to be put in place to further develop the sports.	L / L	ToVP – Community Life in partnership with sports clubs.	N/A	N/A	3 and 4
34)	Disability access deficiencies identified through compliancy audits should be addressed on all community accessible sport and recreation sites in an agreed phased approach.	M / M	ToVP – Renew Life	N/A	N/A –to be costed on a project by project basis	All
Policy Development: To ensure a consistent and comprehensive level of policies are implemented to support facility use and allocation						

Recommendations	Priority and Timescale	Responsibility	Potential Size (floor area)	Indicative Capital Cost	Level
35)	To develop policies in respect of the following:				
	- Land Tenure – to clearly identify roles and responsibilities in respect of lease and licenses.				
	- Funding Support to Sports Organisations – identification of specific criteria for the grant funding of any club through the Town of Victoria Park.				
	- Liquor Licensing at Sports Venues – to clarify the Town’s position in respect of alcohol consumption within their assets.				
	- Occupational Health & Strategy – to clarify the obligations of the user and those of the Town in the use of local government assets				
	- Facility Hire Prices – To include a pricing priority list incorporating priority groups.				
	- Facility Booking Priorities– To include a booking priority list incorporating priority groups.				
	- Promote the safeguarding of existing open space, sport and recreation provision that meets, or has the potential to meet an existing or future identified need.				
	- Managed public accessibility to environmental sensitive sites: To promote controlled / managed community access to sport and recreation opportunities in environmentally sensitive areas.				
	- Monitoring and Evaluation: reference to an appropriate monitoring and evaluation regime against which the impact of sport and recreation infrastructure can be measured.				
	- Dual use of school sites: To maximise the use of available community infrastructure resources joint provision and dual use of facilities in appropriate locations will be sought.				
	- Asset Management: To ensure that Local Sporting Groups understand their obligations in respect of the Town of Victoria Park Asset Management Process. To ensure that appropriate funding is set aside annually in accordance with Asset Management Plans by the Town to reflect the true value of managing, maintaining and replacing sport and recreation assets within its direct control.				

The indicative capital costs and potential construction floor areas identified above have been based on industry benchmarks. Where approximate floor areas are known these have been used. The costs will need to be reviewed during any subsequent feasibility or master planning process. For reference the following assumptions have also been made:

Table 11 Exclusions, Inclusions and Assumptions

Exclusions:	Inclusions
<ul style="list-style-type: none"> - Any design information - Design contingencies - Consultant fees - Authority Fees and Headworks - Abnormal ground conditions, including rock excavation. - Dealing with contaminated soil / water - Carbon off-set allowance - Any indicative construction programme - Construction escalation - Client direct costs - Financing costs - GST 	<ul style="list-style-type: none"> - Order of Cost based on benchmarked information - 15% construction contingency
	Assumptions
	<ul style="list-style-type: none"> - Construction quantities - All works undertaken during daylight hours - Relatively flat site conditions

Appendix A

Appendix A: Document Review

State / Sub Regional Government Strategy and Policy Considerations

The following represents the principal state and sub-regional planning documentation in relation to the development of sports facilities in the Town of Victoria Park

Document	Key Issues	Recommendations Specific to the Town of Victoria Park Sport & Recreation Facilities Strategic Plan
Strategic Directions 5	<p>The document provides a vision for the sport and recreation industry for the next 5 years.</p> <p>Of the key challenges identified is the need to develop models which enable sustainable operation and financial viability of sport and recreation infrastructure.</p> <p>In addition affordable and sustainable provision models must be applied to manage the long term impacts of the strong investment in sport and recreation infrastructure and spaces.</p>	<ul style="list-style-type: none"> - There is a need to elevate business planning and performance of the sport and recreation sector. - The strong momentum for the value of lifecycle maintenance costing and whole of life asset planning will need to be rigorously applied to all sport and recreation facility infrastructure to ensure that the current impost on communities is affordable and sustainable. - There is a need to address the current disparity in open space to counter the profound generational social, health, economic, justice and environmental and lifestyle implications. The flexibility of facility development and its relationship with outdoor recreational pursuits is an important consideration.
SERRAG Regional Sport & Recreation Facilities Strategy	<p>The South East Regional Recreation Advisory Group (SERRAG) identified a need to develop a Regional Sport and Recreation Facilities Strategy for the South East Perth Metropolitan Region and provide recommendations for the planning of sport and recreation facilities over the next 5-10 year period.</p>	<p>The following key findings were reported, many of which have relevance to the Town of Victoria Park</p> <ul style="list-style-type: none"> - Coordinated Cross LGA Boundary Developments - Sports Specific Developments - Enhanced, Regeneration and Redevelopment or Rationalisation of Current Facilities - Active Sporting reserves - Rationalise and regenerate Community Recreation Centres - Equine Provision - Informal / Formal Adventure Sport - Provision of trails - Role of Curtin University - Asset management - Dual use with education - Development of Relationships with Strategic Partners - Cost & Access to facilities - LGA / SSA Relationships and Communication

Document	Key Issues	Recommendations Specific to the Town of Victoria Park Sport & Recreation Facilities Strategic Plan
		<ul style="list-style-type: none"> - Sports Development and Volunteer Development - Policy Intervention / Guidance - Water / Climate / Environmental Considerations - Ongoing Monitoring Evaluation & Review

Local Government Strategy and Policy Considerations

The following represents some of the key Local Government Authority planning documentation in relation to the sport & recreation facilities in the Town of Victoria Park.

Table 12 Town of Victoria Park

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
Town of Victoria Park Strategic Community Plan	<p>The plan forms the basis of the Town's decision making and has been informed by the Plan for the Future. It was endorsed on 26th June 2013 and shall be reviewed at least twice every 4 years with a minor review to occur in 2015. The plan has four key components:</p> <p>Creative</p> <ul style="list-style-type: none"> - We will embrace creativity - Our Town will be unique, quirky and identifiable - We will be creative in all things, in the decisions we make and the solutions we find <p>Attractive</p> <ul style="list-style-type: none"> - We will attract people and businesses into our Town - Our Town will be the destination for lifestyle, work and recreation <p>Friendly</p> <ul style="list-style-type: none"> - We will be welcoming - We will listen - We will make your day <p>Environmentally sustainable</p> <ul style="list-style-type: none"> - We will be aware of the changing environment in which we operate, live, work and recreate - We will make decisions based on environmental, economic and social impact on 	<ul style="list-style-type: none"> - This plan replaces the Plan for the Future which was endorsed by the Council in 2011 and fulfils the Town's obligation to state government in developing an Integrated Planning Framework. - The main considerations are the stated commitments to facilitate community growth and development. Specific details relating to delivery, available funding and human resources are contained in the suite of plans which supports the Strategic Community Plan.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<ul style="list-style-type: none"> - our environment - We will create the best environment in which to live and work <p>The central theme to the six program areas identified in the plan is LIFE. These are:</p> <ul style="list-style-type: none"> - Business Life - Community Life - Corporate Life - Built Life - Future Life - Renew Life <p>Of the key projects identified the following are specifically relevant to this strategy:</p> <ul style="list-style-type: none"> - Healthy Life Plan Including initiatives to improve the health and wellness of the community, as well as initiatives to increase the participation of our diverse population. - Aqualife Plan: Including the provision of aquatic services and programs for all sections of the community. - Sporting Life Plan: Including the provision of sporting and recreational services and programs for all sections of the community. - Club Development: Including strategies to support club growth and sustainability. - Events and Volunteering: Including initiatives that mobilises community participation and contributes to building social capital. - Carlisle-Lathlain Community Centre Including business case development, design, construction and management of a new sports and community facility. - Sport and Recreation Strategy: A strategic and sustainable approach to sport and recreation facility renewal and development. <p>This is merely a selection of projects all of which overlap with this document which is fulfilling the last bullet point referenced.</p>	
<p>Town of Victoria Park Four Year Corporate Business Plan</p>	<p>The plan describes the key services and projects that the Town will deliver in the next four years and incorporates the financial resources and human resources necessary for each project / service. The key products and services of particular relevance to the sport and recreation facilities plan are identified as:</p> <p>The Community Life Program aims to foster a creative, healthy and engaged community that is inclusive, aspirational, inquisitive and resilient to life's challenges.</p>	<ul style="list-style-type: none"> - The four year plan contains a number of measures against which community satisfaction and usage of infrastructure can be measured. - Leisurelife and Aqualife are considered to be essential planks for the Town in meeting the sport, social and recreational needs of the resident population.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<p>This Program Area focuses on Access and Inclusion; Community grants and donations; Community safety; Cultural engagement; Events and programs; Health and wellness; Lifelong learning (library); Preservation of cultural heritage; Provision of recreation facilities and club rooms; Public art and creative arts; E-services; and Digital literacy through the Digital Hub.</p> <p>Of the key measures identified the following are relevant to the Sport and Recreation Strategy:</p> <ul style="list-style-type: none"> - Number of visitors at Leisurelife Centre - Number of visitors at Aqualife Centre - Number of members at Leisurelife and Aqualife Centres - Number of participants at events hosted by the Community Life Program <p>Of the key actions the 4 year plan includes specific detail and financial commitment to the projects referenced in the Strategic Community Plan.</p>	
<p>Town of Victoria Park Long Term Financial Plan (Adopted June 2013)</p>	<p>A Long-Term Financial Plan (the Plan) detailing what the Council proposes to do over the next 15 years, ultimately demonstrating that the Town is financially sustainable.</p> <p>The plan was informed by the Town’s Workforce Plan and several Asset Management Plans, which cover each of the asset classes included in the Council’s financial reporting.</p> <p>Key characteristics of the Plan include -</p> <ul style="list-style-type: none"> - Significant growth in Reserve Funds - Complete reduction in Debt - Fully costed Asset Management Plans - Full accommodated Workforce Plan requirements - Financial sustainability <p>Key projects and services include:</p> <ul style="list-style-type: none"> - Asset Management (Assets) with a total net operational requirement of \$19.6m taking into account asset sales of \$4.1m - Assets Infrastructure: A total net operational requirement of \$91m taking into account capital funding of \$9.4m - Lathlain Precinct Revitalisation: A total net operational requirement of \$7.6m including asset sales of \$3.4m and capital funding of \$14m. - Parking Management: Providing a net income of \$36.5m after taking into account expenditure items. 	<p>The long term financial plan puts into context the relative financial commitments which are required to ensure the Town is operationally viable over the next 15 years. The plan will clearly require reviewing on an ongoing basis particularly with regard to market fluctuations in respect of capital receipt from the sale of land and</p>

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<ul style="list-style-type: none"> - Tamala Park Joint Venture: with partner local governments is likely to generate \$23.8m which will be transferred into reserve funds. - Business Life: Aimed at providing support and infrastructure to deliver economic sustainability of the Town. Total net operational requirements annually of between \$4.3m and \$5.5m. - Community Life: To focus on healthy community and strong neighbourhoods, building on diversity in the Town. Total net operational requirements annually of between \$2.6m and \$3.1m.. - Corporate Life: Responsible for the overall management and strategic direction of the Town of Victoria Park. Total net operational requirements annually of between \$2.8m and \$3.6m. - Future Life and Built Life: To develop and implement policies and procedures to ensure the appropriate development of the Town. Total net operational requirements annually of between \$1.9m and \$2.1m. - Renew Life: To enhance the future infrastructure of the Town: Total net operational requirements annually of between \$15.3m and \$17.7m. 	
Asset Management Plan: Five in total (June 2013)	<p>The asset management plans describe how the Town's assets will be managed over the next 15 years. Assets include buildings, fleet, machinery, roads, footpaths and drainage and plant and equipment. All plans include an assessment of the future demand and risk associated with the infrastructure and identify:</p> <ul style="list-style-type: none"> - An operation and maintenance strategy - Renewal and Replacement Strategy - New, Upgrade and Disposal Strategy <p>The financial projections feed into the four year and fifteen year financial plans. All financial positions are based on a 20 year plan. The renewal value of building work is estimated at \$82.3m. The value of assets in 2011/12 was estimated at \$139m.</p> <p>The Town of Victoria Park have adopted a functional building hierarchy of:</p> <ul style="list-style-type: none"> - Category 1: National / State Significance - Regional Significance (i.e. regional recreation centre). - District Significance (i.e. Local government administration) - Local Area Significance (i.e. toilet block at a local park) - Neighbourhood Significance (i.e. within 400m of a an immediate resident population) 	<ul style="list-style-type: none"> - The asset management planning framework clearly specifies the Town's commitment to put in place an appropriate process for investing in its assets to maintain them to a minimum standard and ensure that appropriate budgets are set aside for renewal purposes.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
<p>Integrated Movement network Strategy (Town of Victoria Park June 2013)</p>	<p>The Town has developed this Integrated Movement Net-work Strategy (IMNS) to provide a high level framework to guide the development of more detailed future action plans for delivering an efficient, safe, well-connected and sustainable transport system in the Town. Of the main objectives and outcomes of the strategy the following are relevant to the sport and recreation strategy:</p> <ul style="list-style-type: none"> - Enhance the urban environment and amenity with greater emphasis on provision for bicycle and pedestrian paths and connections to, and interchange with, public transport; - Improve access to employment, entertainment, medical, education and community facilities, while considering the needs of people with mobility, visual or hearing impairment; - Reduce transport cost for the community by providing better public transport services, improving pedestrian and cycling facilities and enhancing permeability throughout the Town; - Create a healthier and more accessible community through encouraging active travel such as cycling and walking; - Improve environmental conditions through less reliance on private motor vehicle transport. <p>The strategy for Cycling and Walking, which is based around a “maximise priority” approach, is: “Greater priority afforded to pedestrians and cyclists (particularly around Activity Centres); proactive identification of measures to improve universal access; greatly improved facilities and infrastructure through more prescriptive requirements in the Town Planning Scheme (TPS).”</p> <p>There are 13 different strategy elements for Cycling and Walking. These relate to on-road and off-road cycling (within and outside of activity centres, end of trip facilities, cycle parking, operations, wayfinding, pedestrian priority, interaction and universal access. A number of specific routes are referenced which predominantly focus on accessibility across and through the extensive road network. This if planned effectively will ensure greater connectivity between activity centres and neighbouring local governments.</p>	<ul style="list-style-type: none"> - As the Town is primarily responsible for the localised network it must ensure that it caters for a wide range of users of varying abilities, ages and interests, together with various forms of user - In addition to general footpaths, there are a number of recreational based paths in the Town. Burswood Park Walk is referenced (a 1.7km route through the land-scaped parks and gardens). The new stadium is also referenced as being in need of integration with the wider cycle network in the Town. - Reference is made to a series of audits, feasibility studies and plans which are required to be developed in order to deliver the strategy.
<p>Harold Rossiter Reserve Feasibility Study, September 2009</p>	<p>Purpose of the study was to address the feasibility of the establishment of a multi-purpose sporting venue at Harold Rossiter Reserve – with the 2 current clubs (Shamrock Rovers and Victoria Park Cricket Club) potentially being joined by the</p>	<p>The development of Harold Rossiter Reserve for the purposes of facilitating the growth in hockey is not considered to be an acceptable solution. The use of the</p>

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<p>Victoria Park Xavier Hockey Club (with an artificial hockey pitch).</p> <p>Recommendation:</p> <p>That the factors weighing against the proposed multi-purpose sporting complex are so significant that the project should be aborted immediately. The Town should proceed with its prior plans to upgrade the existing amenities for soccer and cricket, and hockey's requirements should be addressed separately in conjunction with Hockey WA.</p>	<p>reserve for cricket and soccer is the prime driver for its future development. This needs to be reflected in any future long term plan</p>
<p>Redevelopment of the Lathlain Park Precinct Including the Perth Football Club (18 April 2013)</p>	<p>The overall purpose of the Business Case was to facilitate the development of the precinct to become an active sustainable community precinct that addresses a diverse range of needs.</p> <p>The Preferred Outcome included:</p> <ul style="list-style-type: none"> - Construct new functions and home team player's facility adjacent existing club buildings. - Refurbishment of existing facilities and stands. (as per scope of work detailed in Appendix B). - Upgrade of oval lighting. - Construction of new scoreboard. - Renovations to club access and parking. - Footpath in front of building. - Community Facilities - Construction of new multipurpose community facility - Reconstruction of overflow parking to double as grassed practise field space. - Construction of new dog exercise area incorporating bush zone / nature play. - Upgrade of two tennis courts and reconversion of two tennis courts to multipurpose courts. - Creation of BBQ facilities within a landscaped environment. - Playground facilities. - Increased on site and verge parking. <p>The delivery of this project is solely reliant on the ability to fund all or part of the project. Whilst this report provides a staged development based on logical progression, the Town of Victoria Park and the key stakeholders will need to structure the roll out (design and delivery) based on the time of receipt and amount of funding.</p>	<p>A fully integrated master plan / business case would need to be developed that takes into account the whole Town's needs and analysis for sport & recreation.</p> <p>The master plan was received by the council in May 2013 and it was resolved to support all developments with the exception of the Multipurpose Community Facility and endorsed the commencement of works to implement the "Key Community Facility Considerations":</p> <ul style="list-style-type: none"> - Construction of new pathways; - Reconstruction of overflow parking to double as grassed practise field space; - Construction of new dog exercise area incorporating bush zone; - Upgrade of two tennis courts and reconversion of two tennis courts to multipurpose courts; - Creation of barbeque facilities within a landscaped environment; - Playground facilities; - Increased on site and verge parking; - Demolition of ancillary buildings on site; and - Sundries including signage, and three entry statements. <p>The replacement of the grandstand was also supported with instruction to engage with the Department of Sport and Recreation and WAFC to progress its replacement. This however has now been overtaken by negotiations</p>

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		currently being held with West Coast Eagles to replace the facility and develop an elite training and administration base for the club.
<p>Leisurelife Centre Potential Closure Report, March 2011</p>	<p>Specifically the aims of the report are to;</p> <ul style="list-style-type: none"> - Investigate the feasibility of not replacing the Leisurelife facility in a Town redevelopment plan. - Identify the impact of closing Leisurelife centre <p>The Leisure Life Centre has been operating for over 25 years as a leisure centre under Town direct management and as a contractor managed centre. It has had some upgrades and minor development works over that time essentially reconfiguring the centre to take advantage of industry trends.</p> <p>It is unlikely that many of the current sports court users would be able to be accommodated within the existing catchment region should LLC close. It should be noted that there is a considerable distance to facilities with multiple sports courts (with capacity) outside of the identified 5km catchment area in all directions.</p> <p>If an alternative facility was to be built with LLC closing, it is recommended that the facility should include the following features:</p> <ul style="list-style-type: none"> - Flexible space design for all facilities so that they can accommodate the greatest range of users. - Ideally be collocated with other similar facilities – ie Aqualife Centre or other community centres. - Sports courts (a minimum 3 courts preferred to ensure financial and competition viability) – there is a shortage of indoor facilities with multiple sports courts within the region. - Gym facility. - Ideally a function style space of 180m² bordering another similar space of approximately 120m². This space should have a kitchenette space adjoining to support facility hirers. - Provision of smaller meeting spaces that complement users and provide staff meeting spaces. 	<ul style="list-style-type: none"> - The sports courts are a valuable community asset for the Town of Victoria Park and surrounding community. They are heavily utilised by many people regularly on a weekly basis, year round. - Statistics show a comparatively high level of local residents use the facility. Therefore with a potential closure the loss of facilities and subsequent loss of program offerings for local residents would be considerable. - The loss of the facility, if it were to be contemplated would need to be offset by the provision of equal or enhanced provision to meet the needs of the resident population. This may require an enhancement to Aqualife (i.e. increase in gym size and additional court and meeting room space) or the development of a new facility potentially in partnership with a commercial provider. - The provision of the gym facility is potentially the most critical aspect. A decision will need to be taken on whether the Town is best placed to replace the existing infrastructure or it is left to the commercial market to deliver.
<p>Lathlain Park Precinct Masterplan, September</p>	<p>Potential redevelopment / upgrade of the site, to include upgrade of AFL facilities, public open space and community centre</p>	<p>Endorsed by Council but not pursued to date. The future of Lathlain Park has received greater focus with recent</p>

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2010		committee decisions to allocate resources to furthering the development of the 2013 business case.
Healthy Life Program Strategic Business Plan 2011-2012	<p>The Objectives of the plan are stated as:</p> <ol style="list-style-type: none"> 1) The Town will connect people to services, resources, information, facilities and experiences that enhance their physical and social well-being. 2) The Town will create a vibrant Town that is a place of social interaction, creativity and vitality. 3) The Town will celebrate cultural diversity and promote cultural harmony. 4) The Town will promote access and equity in service provision for all members of the community. 5) The Town will promote and celebrate the rich history and heritage of the Town. 6) The Town will provide opportunities for lifelong learning for all sectors of the community. <p><i>To improve the community's wellbeing by increasing participation in physical activity through the provision of contemporary facilities and programs.</i></p> <p>This document states that future population growth within the Town will largely be determined by the amount of urban infill that is encouraged/permitted to occur. This has the impact of placing pressure on existing sport and recreation facilities particularly if Leisurelife Leisure Centre was to cease or reduce operations. The newly refurbished Aqualife Centre was completed and re-opened to the public on 9 April 2006 and has in residence 4 User groups and a Triathlon Club. Plans for the future include further expansion of the Swim School program, energy & water sustainability and maybe even a Water Play Park.</p> <p>Whilst this was developed under the previous 'Plan for the Future' which was superseded by Town of Victoria Park Strategic Community Plan, the stated intentions are still valid.</p>	<p>The following projects were highlighted within the plan:</p> <ul style="list-style-type: none"> - Develop and Implement a Healthy Life Plan for the Town. - Develop a Leisure Facilities Master Plan focusing on future development and business improvement - Develop a Multi-Purpose Sports Facility - Develop and implement a Community Life Plan - Encourage and promote artistic expression throughout the Town of Victoria Park. - Continue to implement and review the Community Safety Plan Initiatives - Enhanced Access and Inclusion
Carlisle Lathlain Multi-Purpose Community Centre Business Plan (2013)	<ul style="list-style-type: none"> - To produce a Business Case for the development of the Carlisle Lathlain Community Centre. - This development is envisaged to provide a community centre and multi-sport facility in Carlisle. - The development would hinge on the relocation of the Victoria Park Carlisle Bowling Club, Victoria Park Croquet Club, Blind Bowlers' Association, and the 	<ul style="list-style-type: none"> - The conclusions supported by council were that the development of the community facility would be premature in the absence of the Town's Land Optimisation Plan and this strategy confirms the minutes. - It is highly unlikely that such a facility should be

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	<p>WA Table Tennis Association to the site located adjacent to Tom Wright Reserve, corner Roberts Road and Bishopsgate Street, Carlisle.</p> <p>- The business case identified that the facility was not sustainable for the following reasons:</p> <ul style="list-style-type: none"> • Current and potential future membership levels do not support the level of infrastructure identified. • Population growth in the area will result in demand for broad based Local Government infrastructure. A balanced approach to other investment opportunities needs to be considered before investing principally in sports infrastructure which traditionally has low membership and a gradually diminishing member base as a percentage of the population. • The management of the facility must be independent of the clubs. Currently there is a lack of agreement on this aspect. • The cost of the facility, depreciation and ongoing operational costs, estimated at \$37million, mean that the facility will need to be subsidised for its full life (i.e. it is not cost neutral). • The investment is likely to have an ongoing cost which may impact on the scope and scale of the future Town Centre development and other priority projects that the Town would like to progress. • There is little, if any, potential of being supported through State or Federal Government to offset the development costs. The grant income secured against the capital expenditure is likely to be nil. • The Town may not have the resources in future to assist in the management and maintenance of the facility. 	<p>supported given the extensive deficit which is likely to emerge from its development and ongoing management, maintenance and additional operational costs.</p> <p>- Expressed membership levels for all component parts of the facility are relatively low and unlikely to generate significant income to assist in the cost recovery</p>
Strategic Community Plan 2013-2023.	<p>A vibrant Town is created where social interaction, creativity, vitality, cultural diversity and harmony are Celebrated The Town is in the maelstrom of developer interest and activity. This interest is going to continue for many years to come. The Town's location close to the Perth CBD, Perth International and Domestic Airports, the Burswood Entertainment Complex, Belmont Race Course, Curtin University and the Albany Highway main street makes the Town a sought after place for developers and people seeking a place with a vibrant lifestyle.</p>	<ul style="list-style-type: none"> - Facilitate access and equity in service provision for all members of the community - Project manage the development of a multipurpose sporting Facility - Partner with the Department of Planning in development of the Burswood Peninsula Structure Plan - Influence the Master planning for the Major Stadium at Burswood - Develop a Structure Plan for Curtin / Bentley - Belmont Park Racecourse Redevelopment

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Higgins Park Tennis Club Business Plan, June 2011	<p>The Town of Victoria Park undertook a review of the previous Business Plan for the Higgins Park Tennis Club (HPTC) (2005) and then prepared a Business Plan for the 2011 – 2016 period.</p> <ul style="list-style-type: none"> - It is recommended that the HPTC review the early payment discount scheme and significantly reduce the discount per membership. - It is recommended that the HPTC Management Committee be amended to include a Management/Programs Coordinator. - It is recommended that the HPTC in conjunction with the Town of Victoria Park initiate discussions with neighbouring LGA's Canning and South Perth with a view to attracting a Tennis Club to merge with HPTC. - It is recommended that the HPTC and the Town of Victoria Park consider the decommissioning of four (4) grass tennis courts. - It is recommended that the Town of Victoria Park develop a policy framework to guide subsidy afforded to community and sporting clubs, level of support for facility development and guidelines for the design of sporting infrastructure to guide future planning - It is recommended the Town of Victoria Park and the HPTC negotiate and sign the lease agreement as soon as practically possible. - Further to this (recommendation 5), the Town of Victoria Park give consideration to the request for financial support date May 2011 to enable the HPTC to operate into the future. - It is recommended the HPTC consider the adoption of this reports Management Plan in order to meet its vision and objectives. 	<ul style="list-style-type: none"> - Review Town land assets and prepare an Asset Management Plan taking into account strategic project delivery - The review of the financial and current operations of the Higgins Park Tennis Club showed that it was evident that the club could not remain solvent in the short or long term unless significant increases in income generation or significant reduction in operating expenses were achieved. It is understood that current membership levels are still low and that the club has not achieved a significant turnaround in its operating deficit. - An alternative solution needs to be found to secure the long term future of tennis in Victoria Park. Alternative sporting opportunities or colocation of activities at the tennis club need to be considered.
Sport & Recreation Strategic Plan, December 2004	<p>This plan outlines strategies to achieve improvements in resident lifestyle and will require some different approaches to the past. It recognises that communities within the Perth Metropolitan Region, including the Town of Victoria Park, are both dependent on and independent of each other. In addressing community sport and recreation aspirations a number of key themes occur throughout this plan, namely:</p> <ul style="list-style-type: none"> - Sustainability and participation – ensuring improvements in lifestyle - Development of the individual – ensuring access to information, education, 	<p>The Plan was referenced throughout the development of the current strategy as a base for moving forward. A number of recommendations are still valid and required updating. Some other aspects had been completed whilst others are no longer valid. Key generic areas which were carried forward include:</p> <ul style="list-style-type: none"> - Developing capacity in clubs and voluntary

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	<p>opportunity and skills development</p> <ul style="list-style-type: none"> - Availability of facilities – consolidation, maintenance and prolonging of economic life - Coordination, networks and partnerships – to ensure a responsible, coordinated and sustainable sport and recreation sector. <p>Recommendations:</p> <ul style="list-style-type: none"> - That the guiding values and principles underpinning the Town of Victoria park Local Sport & Recreation Strategic Plan be to: <ul style="list-style-type: none"> • Develop stronger and cohesive communities • Improve access and levels of participation • Develop community leadership • Support community partnerships • Facility provision and effective management • Develop stronger voluntary organisations - That the values and principles outlines in the Town of Victoria Park Local Sport and recreation Strategic Plan be the benchmark for decisions made on the provision of sport and recreation facilities and services. This should also be reflected in the development of Council sport and recreation procedures. - That along with cultural initiatives, sport and recreation be utilised by the Town of Victoria Park to create a competitive advantage, a metropolitan identity and a sense of community spirit and pride. - That the actions detailed in Appendix 8 Tables and this document forms the basis of a sport and recreation operational plan which is evaluated and updated annually. - That the important function of communication with community groups be facilitated through new information technology initiatives, use of media and publications, continuance of the sport and recreation committee and increased advisory services. - That the council examine the resource implications resulting from a more focussed sport and recreation service. - That the four tiered classification of open space and facilities for local, district, regional and state level provision be used, as a guide to assist facility planning and the development of additional open space. - That the State Government and State Sporting Associations be recognised as 	<p>organisations</p> <ul style="list-style-type: none"> - Focussing Resource implications - Integrated shared use path system, road, cycle lanes and other recreation opportunities continue to be developed throughout the Town of Victoria Park. - Every opportunity to identify and build partnerships should be explored

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	<p>having responsibility for the provision and management of state level sporting facilities.</p> <ul style="list-style-type: none"> - That the under provision of reserves / open space in Carlisle / Lathlain be addressed - That a Master Plan for the development of a sport and recreation precinct be undertaken for the area principally bounded by McCartney Dr, Goddard St, Bishopsgate St and Roberts Rd. - That an integrated shared use path system, road, cycle lanes and other recreation opportunities continue to be developed throughout the Town of Victoria Park to encourage social and physical activity. - That McCallum Park recreation developments be pursued in accordance with the McCallum Park master Plan. - That council work towards the proposed Appendix 8 relating to facilities including planning, upgrades, partnerships, recycling, collection, fees and charges and leases / licences. - That the building of capacity within and development of community groups, schools and individuals to manage and progress sport and recreation be considered a priority. - That the important role sport and recreation groups play within the local community continue to be supported by council and other agencies through the provision of appropriate resources, programs and services. - That every opportunity to identify and build partnerships be explored. These partnerships may be from within the Town or with external agencies (including schools), organisations or commercial providers. - That Council note proposed actions in Appendix 8 relating to support of the voluntary sector and specific segments in the community such as youth, people with disabilities and the mature aged. 	
Sport & Recreation Strategic Plan Review, 2009	<p>The Town of Victoria Park's Sport and Recreation Strategic Plan was reviewed in 2009 to ensure the actions correlate with progress and changes that have occurred since the Plan was endorsed in 2004.</p> <p>The reviewed Plan has provided a guide to sport and recreation development in the Town of Victoria Park until 2013. This Plan has been aligned with the Town's Strategic Plan 2004-2013 in relation to its Key Result Areas, including Key Result Area 1 "Community Wellbeing" Key Result Area 2 "Quality Physical Environment" and Key Result Area 4 "Regional Recognition".</p>	<p>This was to align with the Town of Victoria Park's Strategic Plan 2004 – 2013 (now superseded by the Town of Victoria Park Strategic Community Plan) which identified that the Town is committed to providing and facilitating sport and recreation opportunities, which are identified in the following Key Result Areas:</p> <ul style="list-style-type: none"> - Key Result Area 1: Community wellbeing objective of which is; "To be a friendly and inclusive Town

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	<p>Key Outcome Areas:</p> <ul style="list-style-type: none"> - Develop Stronger and cohesive communities <ul style="list-style-type: none"> • This outcome area focuses on two specific areas which are identified as being the planning of services by the Town and partnerships formed internally and externally. The intent of the outcome area is to ensure that the majority of the community are able to access a wide range of physical activity opportunities to have a positive impact on individual / community wellbeing. - Improve access and levels of participation <ul style="list-style-type: none"> • This outcome area focuses on participation, information sharing and the promotion of the benefits of physical activity to reduce individual and societal effects associated with obesity and an ageing population - Develop community leadership <ul style="list-style-type: none"> • Community leadership and the methods adopted by the Town to support and enable individuals, groups and clubs in the locality to set up and operate their own activities underpin this outcome area. - Supporting Community Partnerships <ul style="list-style-type: none"> • Partnerships, the sharing of facilities and governance are the areas included in Community Partnerships. It addresses the effective management and use of community facilities, encouragement of partnerships by the Town and management of community resources to facilitate physical activity opportunities. - Facility Provision and Effective Management <ul style="list-style-type: none"> • This section assesses facility provision and the effective management of facilities which form a significant amount of actions. This highlights the importance the Town places on facility provision in relation to increasing participation levels. The impact of facilities on physical activity opportunities has been alluded to in this review with previous actions such as the effective management and upgrade of facilities. - Developing Stronger Voluntary organisations <ul style="list-style-type: none"> • Volunteers are essential resources to sport and recreation groups as they 	<p>which offers a full range of services”.</p> <ul style="list-style-type: none"> - Key Result Area 2: Quality physical environment objective of which is; “To manage the development of a safe and healthy environment that is liveable, attractive and sustainable.” - Key Result Area 4: Regional recognition objective of which is; “To be a destination of choice for lifestyle, leisure, employment and education.” <p>The Town of Victoria Park’s Sport and Recreation Strategic Plan 2004 has been steadily progressed with gains made toward sustainable club development, improved infrastructure and increased communication between the Town and local clubs. There are still some areas pending progression or in early developmental phases as well as actions which would benefit from further advancement arising from changes in state-wide industry trends.</p>

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	<p style="text-align: center;">maintain the structure in the provision of physical activity opportunities within the community and can be fostered through club development.</p>	
<p>Parks Service & Asset management Plan, June 2011</p>	<p>Key Recommendations that are pertinent to sport and recreation include:</p> <ul style="list-style-type: none"> - That the Town of Victoria Park adopt the Functional parks Hierarchy as part of future revisions of the plan. - That the Town of Victoria classify Parks into the adopted Parks Hierarchy as part of future plans. - The Town of Victoria Park classify Parks into areas of responsibility and details those responsible in the operation & maintenance strategy and the renewal and replacement strategy. - That the Town of Victoria Park ensure that Parks condition assessments are carried out every three years. - The Town of Victoria Park develop an Operations and maintenance Strategy. - That the Town of Victoria Park develop a Renewal and Replacement Strategy. - That the Town of Victoria park develop a Capital Investment Strategy (upgrade, new and disposal strategy) - That the Town of Victoria Park develops monitoring criteria against which performance monitoring of the effectiveness of the plan can be measured and reported. 	<p>The Parks Service and Asset management Plan contains the basic tools to enable the Town to make informed decisions on the allocation of resources in order to maintain all Parks and facilities assets under the carte, control and responsibility of the Town to a standard reflective of the community's desires and affordability.</p>
<p>Building Service & Asset Management Plan, May 2010</p>	<p>Key Recommendations that are pertinent to sport and recreation include:</p> <ul style="list-style-type: none"> - That the Town of Victoria Park adopt the functional Building hierarchy contained in the plan. - The Town of Victoria Park classify buildings into areas of responsibility and details those responsible in the operation & maintenance strategy and the renewal and replacement strategy. - That the Asset management working group building sub group develop capacity / performance criteria for building assets. - That the Town of Victoria Park ensures that building condition assessments are carried out every three years. - The Town of Victoria Park develop an Operations and maintenance Strategy. - The Town of Victoria Park develop a Renewal and Replacement Strategy. - That the Town of Victoria Park develop a Capital Evaluation Process - That the Town of Victoria park develop a Capital Investment Strategy (upgrade, 	<p>The Building Service and Asset management Plan contains the basic tools to enable the Town to make informed decisions on the allocation of resources in order to maintain all Parks and facilities assets under the carte, control and responsibility of the Town to a standard reflective of the community's desires and affordability.</p> <p>The Town of Victoria Park has a variety of municipal building types and categories to meet the service needs and functional expectations of the Council, the community and the various facility users.</p>

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	<p>new and disposal strategy)</p> <ul style="list-style-type: none"> - The Town of Victoria Park develop an Asset Management Practices Improvement Strategy. - That the Town of Victoria Park develops monitoring criteria against which performance monitoring of the effectiveness of the plan can be measured and reported. 	

Table 13 City of Perth

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
City of Perth Cycle Baseline Study 2011	<p>Reflecting Perth's importance as a capital city, there are several high quality cycling routes leading into the inner city, provided as part of the Perth Bicycle Network (PBN). The PBN was developed in 1996 by the Department of Transport, who have recently reviewed and updated the plan. The Western Australian Bicycle Network Plan 2012 – 2021 is currently available for public comment until 17 June 2012.</p> <p>Cycling counters placed on the outskirts of the City as part of the PBN monitoring show that cycling into Perth's central core has doubled in the last 5 years to approximately 9,000 in 2010. Department of Planning estimate that cycling figures will continue to increase, as shown below in Figure 4. However, this will be at a slower rate in coming years, with average growth of 6% and reaching around 20,000 trips in 2021.</p> <p>According to the ABS Census in 2006, 2.25% of workers in the city used a bike as their main mode of transport to work. Males make up close to 83% of this figure, with females significantly under represented despite close to 50/50 gender split for employment in the city.</p> <p>The average distance cycled to work is 12 kilometres.</p> <p>Alongside this information, surveys undertaken by the City of Perth and BikeWest (Department of Transport) in 2009/2010, we know that the majority of cyclists are aged from 35 - 44 years old, are motivated to cycle for health and fitness reasons, own a car and those that cycle for work, are likely to cycle three or more times a week.</p>	The importance of an integrated cycle network within and external to the City of Perth's boundary is critical to maintain opportunities for cross boundary connectivity. It is also vital to address physical activity and healthy lifestyle opportunities afforded to the local Town of Victoria Park community.
City of Perth Cycle	This implementation program will also indicate projects that will be scheduled to	Cyclists of various abilities will have access to an integrated,

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Implementation Plan 2012-2017	take place between 2014 and 2017. The City of Perth will review the progress made towards achieving the goals set out in the Cycle Plan 2029 by reviewing and updating this implementation program on a biennial basis.	accessible and safe strategic cycle network Create a strategic cycle network to introduce key east-west and north-south routes and implement complementing key infrastructure
City of Perth Cycle Plan 2029	<p>The creation of a strategic cycle network and complementing infrastructure for cycling, alongside initiatives to educate other road users and integrate cycling, are important actions to create a cycle friendly city.</p> <p>The City of Perth hopes to promote a culture of everyday, civilised cycling to reinforce it as a popular and attractive mode choice – for those already cycling, and for those considering it.</p>	<p>The City of Perth recognises the on-going importance of taking the viability of cycling as an alternative transport mode into account when planning new transport orientated projects for the city. For this reason the City of Perth will seek to undertake cycle audits on all major projects that have transport implications.</p> <p>A number of initiatives already underway in the city such as the increase in secure and on-street bicycle parking, two way streets implementation and reduced speed limits will ensure that the city becomes a permeable space that lends itself to being more cycle-friendly.</p>
City of Perth Physical Activity Plan 2011-2014	<p>The plan recognizes that over 106,000 people visited the city every week day to work. With most adults spending more than 50% of their waking life at work, the City recognised that the workplace provides an important setting to influence the health of workers and the community as a whole. This PAP has therefore been developed with 2 primary components:</p> <ul style="list-style-type: none"> - Community based physical activity opportunities and partnerships - Workplace based physical activity opportunities and partnerships <p>In this PAP, it is recognised that the City of Perth is not in a position to offer a comprehensive range of physical activity opportunities, but can potentially look to partnerships to facilitate selected physical activity initiatives within the community. It has been identified that the City of Perth is well placed to advocate for workplace health and wellbeing programs that involve the use of health promotion principles to develop a set of planned strategies to address identified health and wellbeing needs within an organisation.</p> <p>It was further considered that some programs that target individual employees</p>	<p>The objectives of the City of Perth PAP include:</p> <ol style="list-style-type: none"> 1) To increase physical activity levels among sedentary or insufficiently active people and sustain it over the long term. 2) To provide information and settings to support inner city workers to be active during their day. 3) To provide low cost or free, locally accessible community based activities that are fun to participate in, targeting all members of the community including culturally diverse and Indigenous communities. 4) To activate the City of Perth's network of parks, outdoor areas and facilities as spaces for social and family based physical activity. 5) To better facilitate joined up physical activity services, events and information within the City of Perth directorates.

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	<p>(e.g. personal training, yoga, etc.) and organisations (e.g. environmental, policies and cultural) that address issues such as physical activity and to some extent nutrition, could be planned in conjunction with service providers and tailored to meet the needs of inner city workers.</p> <p>Overall, this Physical Activity Plan addresses not only how to improve participation and access to physical activity infrastructure and services for residents, but also addresses how inner city workers can benefit from the City's commitment to increasing the level of physical activity integrated into our everyday lives.</p>	<p>6) To provide improved information to residents and inner city workers about local physical activity opportunities and settings.</p> <p>7) Continue to provide and evaluate the City of Perth employee health and wellbeing program.</p> <p>8) Reinforce the Strategic Plan message that the City of Perth aims to:</p> <ul style="list-style-type: none"> - Enhance the health and wellbeing of city residents and visitors through the active use of public spaces that support a range of physical activities including walking, cycling and playing sport. - Plan the integration of movement options for the city incorporating all modes of transport, including walking and cycling. - Develop and maintain city parks to a high standard so people can relax and enjoy the parks, encouraging greater use and providing for a range of physical activities, both passive and active. Development of the city parks will be based on a thorough understanding of functional requirements and environmental considerations. <p>9) To build on partnerships and support service providers to deliver new and also expand existing physical activity programs.</p>
<p>Planning for Social and Community Infrastructure in a changing Perth Landscape, updated May 2008</p>	<p>The study was the result of a partnership with the West Australian Government Department for Planning and Infrastructure (DPI), the East Perth Redevelopment Authority (EPRA) and the City of Perth, to look at social and community needs at a broad strategic level. The report was compiled prior to the local government boundary ruling of 1 July 2007 which ceded the areas north of the Graham Farmer Freeway in East Perth and a small area of West Perth to the Town of Vincent.</p> <p>It reviewed existing inner city social and community infrastructure as at November 2006. It incorporates amendments made in light of the Australian</p>	<p>Perth's current residential population of 12,459 in 2006¹ is expected to increase to 20,900 by 2021. In addition to its normal residential population the City has a visitor and working population of approximately 100,000 per day.</p> <p>The combined populations of residents, workers and visitors represent a broad range of interests and needs. However, the projected residential population is small relative to developing areas such as Rockingham and Mandurah which will be high priority areas for social infrastructure development and</p>

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	<p>Bureau of Statistics (ABS) Census of 2006 as data became available and the updated report was completed in May 2008</p> <p>Recommendations:</p> <ul style="list-style-type: none"> - It is recommended that, as the residential communities of the city grow a mix of flexible, multipurpose buildings and community spaces are developed in and adjacent to the study areas as neighbourhood centres and meeting places. Where appropriate existing facilities can be identified for the purpose, otherwise new facilities may be considered. - is recommended that the City's current flexible planning provisions are maintained in order to accommodate the dynamic range of social and community services and that planning for social infrastructure becomes an integral part of the planning process. - It is recommended that availability, accessibility, integration and legibility be key drivers in the planning and delivery of public transport services in the study area. - It is recommended that green and other open spaces, including performance spaces of varied size, be recognised as social infrastructure of high value in the rapidly growing and - urbanising city. - It is recommended that an implementation plan and timetable be developed as a matter of urgency by the City of Perth to ensure that decisions regarding future use of publicly owned properties, including the Rod Evans Centre, Perth and Tattersall's Bowls Club and the development of the City of Perth Library, take account of the future social infrastructure needs of a growing and changing population. 	<p>Government funding.</p> <p>Because the provision of services is generally market driven, planning requirements need to be flexible and responsive to changing needs.</p> <p>Maintenance of facilities located on publicly owned land is critical to the provision of services which are not market driven and to ensure the availability of essential services such as day care for children and frail aged people where property costs limit service provision.</p>
City of Perth Vision 2029 (July 2013)	<p>The city is known for its vibrant waterfront which consists of a series of high-quality active parks, punctuated by nodes of urban activity connecting the city to the river at key locations along the foreshore, maximising the benefit of the city's river setting. Activities on the foreshore will be dominated by public recreational and cultural activities with supporting commercial uses. The river itself is highly activated by recreational maritime activities. There will be full public access to the river along the entire city foreshore from Crawley to East Perth which is fully integrated into the city's pedestrian, cycle, public transport and vehicle transport network.</p>	<ul style="list-style-type: none"> - People will be given precedence in the city's public spaces and roads. - The design and use of public spaces must facilitate and balance the need to provide spaces for interaction by people, aesthetic quality and impact on the natural environment. - Promote a culture of tolerance around potential conflicts between various uses and activities; in particular, develop strategies to manage residential uses as an integral part of mixed development within the city.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<p>The city is known for its diverse range of quality public spaces that attract people to work, live and play. Vibrant public spaces ensure that Perth is a safe and enticing destination offering a “point of difference” from suburban experiences. Public places are accessible and welcoming to all people and provide a range of opportunities to meet and contribute to the cultural heart of Western Australia. The health and well-being of city residents and visitors is enhanced through the active use of public spaces that support a range of physical activities including walking, cycling and playing sport.</p> <p>The City of Perth provides amenities, facilities and programmes which invest in the health and well-being of residents, workers and visitors of all ages. These include a safe and healthy environment, an abundance of recreation and leisure opportunities and an emphasis on active living, lifelong learning and social connection.</p> <p>People in the city have a clear sense of their own identity and an ability to celebrate its cultural heritage. Building on its clean, green image and warm temperate climate, Perth is a hub of year round activities in its parks and spaces, encouraging people of all ages, cultural backgrounds and abilities to participate in city life.</p>	<ul style="list-style-type: none"> - The City will encourage active and healthy lifestyles and active citizenship. - Diversity and social inclusion are components of community development and well-being and people of diverse ages, backgrounds, lifestyles and abilities should be able to participate in city life with equity and dignity. - Physical design, social infrastructure and community development initiatives which contribute to communities having a strong sense of ownership and place. • Cultural activity and the heritage of the city have intrinsic value and active involvement is an important aspect of expressing individual and community creativity and uniqueness.
<p>City of Perth Strategic Community Plan 2029</p>	<p>The City of Perth is currently in a period of extraordinary growth and development. It is recognised that with this comes significant opportunity to engage with the community and stakeholders to create a remarkable and visionary Capital City. In response to this, the Strategic Community Plan highlights particular areas the City of Perth will focus on. Amongst these are:</p> <ul style="list-style-type: none"> - Proactive planning for a world class integrated transport system - Promoting housing diversity so that a diverse range of people chose to live in the city - Improving safety and security and creating a strong and active night time economy <p>At the core of this plan is the unique role of Perth as a Capital City and balancing all of the aspects and activities that come together to achieve this. The City of Perth is committed to the development of a successful and liveable Capital City, now and for generations to come.</p>	<ul style="list-style-type: none"> - An effective pedestrian friendly movement system integrating transport modes to maintain a high level of accessibility to and within the city. - The City is recognised internationally as a city on the move and for its liveability talented people, centres of excellence and business opportunities. - The City is a place where a diverse range of people choose to live for a unique sustainable urban lifestyle and access to government and private services. - A City that has a vibrant night time economy that attracts new innovative businesses and events and where people and families feel safe. - A city with a well-integrated built and green natural environment in which people and families choose a lifestyle that enhances their physical and mental health and take part in arts, cultural and local community

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
		events.
City of Perth 2029 Four Year Strategic Plan (Beginning 2009)	The City of Perth’s long-term vision and the outcomes on which it will focus are described in its visioning document City of Perth 2029. This four-year strategic plan identifies the strategies that will be undertaken to achieve the outcomes and, ultimately, its vision for the city in 2029. The primary actions in the strategies are outlined in the Annual Plan.	<ul style="list-style-type: none"> - Provide or facilitate the provision of all of the services required by an ageing population, in addition to those currently available. - Continue to develop and provide top-quality pedestrian and cycle networks - Create central city bicycle depots with end-of-trip facilities to promote inner-city cycling

Table 14 City of South Perth

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
City of South Perth – Our Vision Ahead	<p>Our Vision Ahead is a City of South Perth initiative designed to explore and articulate the aspirations of our local community. The aim of Our Vision Ahead was to create a shared vision for the future that both Council and community could work towards together.</p> <p>Key Themes</p> <p>Community:</p> <ul style="list-style-type: none"> - Regardless of age, ethnicity, religion, income level, gender and ability we all feel that we belong together in communities that are vibrant, cohesive, safe and supportive. - Our communities are enlivened by neighbourly connections and interaction along with a range of cultural and community events where our local talents are on show for all to appreciate. We have easy, local access to a range of high quality community, government and business services that enrich our lives. - We have a genuine sense of citizenship and ‘self-determination’ with an excellent relationship between community and Council. <p>Environment</p> <ul style="list-style-type: none"> - We are living in a natural environment that nourishes us physically, emotionally and spiritually. In turn, we are living in ways both individually and collectively that cultivate, rather than damage, our local area and our planet. Our beautiful and peaceful open spaces, wildlife and the Swan and 	<p>Provide recreation and community services to reduce appeal of identified risk taking in youth culture.</p> <p>Actively foster a spirit of participation and volunteering in the local area, and provide support for local community and sporting groups.</p> <p>Develop strategies to better utilise, and develop new venues to promote the arts such as bars, cafes, galleries and outdoor spaces as needed.</p> <p>Develop better, and ideally self-sufficient strategies, to be implemented at the community and individual level, that dramatically reduce our carbon emissions, and increase water and waste management efficiencies.</p> <p>Enhance the river foreshore through sensitive management of the rivers and surrounding areas, ensuring the right balance is achieved between green open spaces for leisure and events, Natural River and vegetation, and opportunities for social/cultural activity and development.</p> <p>Develop a Safe Spaces Strategy to ensure that all our shared spaces and streetscapes are designed to be as safe and interactive as possible.</p> <p>Develop strategies to ensure that all open spaces are</p>

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<p>Canning Rivers, are even healthier and more accessible.</p> <p>Place</p> <ul style="list-style-type: none"> - Our City is a vibrant place for visitors, tourists, businesses and residents. We have shared spaces for interaction and recreation within our suburbs that showcase and celebrate our unique heritage, culture, creativity and diversity, and give us a shared sense of enjoyment, belonging and connecting to the place in which we live. <p>Transport</p> <ul style="list-style-type: none"> - The ways we move within, between and beyond our neighbourhoods are accessible, enjoyable and do little damage to our environment. 	<p>attractive and encourage a wide range of uses.</p> <p>Create an attractive and safe environment for movement by bike and foot.</p>
<p>City of South Perth Strategic Community Plan 2013-2023</p>	<p>The Strategic Community Plan 2013–2023 is the overarching plan to guide the Council over the next 10 years. The Plan is broad with a long-term focus and strong emphasis on the community’s aspirations, priorities and vision for the future. The Integrated Planning and Reporting Framework require a part review of the Strategic Community Plan every two years and a full review of the Strategic Community Plan every four years.</p> <p>Given its prominent desirable inner city location, the City of South Perth is preparing for significant and sustained growth over the next 20 years with a target of 6000 additional dwellings, representing a 30 per cent increase in the existing number of dwellings within the City. Our expected population growth will have an impact on increasing community expectations regarding resourcing, lifestyle, wellbeing and prosperity.</p>	<p>Sustainability, in all its forms, is at the core of the community’s expectations and underpins the City’s Integrated Planning and Reporting Framework.</p> <ul style="list-style-type: none"> - Develop and facilitate services and programs in order to meet changing community needs and priorities. - Facilitate and foster a safe environment for our community. - Create opportunities for social, cultural and physical activity in the City. - Encourage the community to embrace sustainable and healthy lifestyles. - Foster and promote sustainable water and energy management practices. - Identify, develop and promote a range of sustainable uses for the Swan and Canning River foreshore. - Develop and promote contemporary sustainable buildings, land use and best practice environmental design standards. - Develop integrated local land use planning strategies to inform precinct plans, infrastructure, transport and service delivery. - Develop and facilitate activity centres and community hubs that offer a safe, diverse and vibrant mix of uses. - Review and manage the impact of the proposed

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
		<p>development and transport planning for the Curtin University Precinct and Bentley Technology Park Precinct.</p> <ul style="list-style-type: none"> - Engage the community to develop a plan for vibrant activities and uses on and near foreshore areas and reserves around the City. - Develop and implement a Land Management Strategy for City land. - Facilitate a pedestrian and cycle friendly environment. - Advocate for and facilitate effective management of Swan and Canning River foreshore infrastructure.

Table 15 City of Belmont

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
City of Belmont Youth Services Strategic Plan 2009-2014	<p>“Taking Pride in Belmont’s Young People” – A Plan for the City’s work with young people 2009 to 2014 sets out how the City of Belmont will help improve the quality of life and well-being of young people, encourage their participation in the life of the community and ensure their access to support services, activities and programs.</p> <p>The City of Belmont has a strong stake in the interests of young people. Young people between the ages of 12 to 24 make up a significant number of Belmont residents. In 2006 there were 1,916 young people ages between 12 and 17 (6.3%) and 3,100 people aged between 18 and 24 (10.2%).</p> <p>The City of Belmont claims that in order to be successful overall, outcomes must be achieved for:</p> <ul style="list-style-type: none"> - The residents of the community (Social Belmont) - The City’s business community (Business Belmont) - The natural environment (Natural Belmont) - The physical structure and layout of the City (Built Belmont) <p>These four areas make up the Key Result Areas of the Strategic Plan. Each of the Key Result Areas interacts with each other.</p>	<ul style="list-style-type: none"> - The City of Belmont will celebrate, showcase, encourage and strengthen young people, seeing them as future and already realized citizens with assets that can be utilized by others in the City. - In this way the City of Belmont will demonstrate the same respect for young people as it does other citizens, recognizing the importance of building substantive relationships, encouraging productive contact and creating a range of means whereby young people can participate in a full range of activities and Council processes. - The City of Belmont will act as leaders and role models for young people, providing them with both the promise to care for the long-term interests of future generations in Belmont and clarity in relation to young people’s obligations as citizens. - The City of Belmont will provide young people access to high quality support services, in particular to those who experience family problems, are in need of additional income support, housing, health and other welfare

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
		<p>provision and who come from culturally, linguistically and religiously diverse backgrounds.</p> <ul style="list-style-type: none"> - The City of Belmont will adopt a 'whole of community' approach, stressing the intrinsic value of committing time and resources to relationship building between young people, Council and others from the Belmont community.
City of Belmont Community Development Plan – July 2011	<p>The Community Development Department is committed to ensuring the needs and aspirations of the community are well met. Central to this, the Department relies on community engagement strategies, which employ a variety of interactive research techniques, focussed on building an understanding of the community's current requirements and articulating their future needs. The Community Development Department facilitates the dissemination of this information to Council, other stakeholder organisations and back into the community. Council established a Standing Committee (Community Capacity) in mid-2010. This has high-level strategic capability, oversees the direction proposed by the Community Development Department and maintains an 'all-of-Council' focus on community engagement and development.</p> <p>The purpose of the Community Development Plan ('the Plan') is to articulate at a high level, current knowledge about community needs and aspirations, actions to deliver these, and measurement of key performance indicators. The Plan also identifies knowledge gaps and determines actions for these to be addressed. All actions are consistent with the existing Council's Strategic Plan 2010-2015 and the City's Corporate Plan 2010 and are identified as either pre-existing or newly presented in this document.</p>	<ul style="list-style-type: none"> - Provide leisure and recreation programs suited to existing and future community needs. - Assist clubs and community groups to be viable and active. - Develop a Volunteer Policy to manage the City's team of volunteers. Community development and services are sourced, developed, prioritised and implemented to ensure maximum benefit for community groups and individuals. This will include promoting volunteering opportunities to attract more volunteers of all ages, forming stronger partnerships with organisations that utilise volunteers, and providing training and education programs for volunteers.
City of Belmont Community Services and Events Guide 2013	<p>The City of Belmont is committed to enhancing the health and well-being of residents in a vibrant community.</p> <p>The Community Wellbeing Team provides a range of different programs, events and facilities to increase the opportunities available for Belmont residents of all ages and abilities to lead a healthy and enjoyable lifestyle.</p> <p>Key Community Events</p> <ul style="list-style-type: none"> - Kidz Fest and Junior Sports Expo - Junior Sports Expo - Extreme Sports Competition 	<ul style="list-style-type: none"> - Allocation of sporting facilities and public open space for seasonal use. - The City is responsible for developing and maintaining a variety of public open spaces as parks, ovals, playing fields, gardens, reserves, streetscapes as well as developing and implementing environmental initiatives.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
<p>City of Belmont Corporate Business Plan 2013-2017</p>	<p>The Corporate Business Plan is an internal business planning tool that translates the Council's priorities from the Strategic Community Plan 2012 -2032 into operations within the resources available.</p> <p>In excess of one third of the City's total border length is river frontage making the Swan River a significant asset to the City's amenity. Access to riverside parklands, natural bush land and wetlands as well as water based activities such as kayaking, boating, water-skiing and fishing significantly enhances the quality of life for residents of the City of Belmont.</p> <ul style="list-style-type: none"> - Produce Vision for the Town Centre incorporating the design outcomes for the Faulkner Civic Precinct. Explore parking and traffic options for co-ordinated approach. - Maintain public infrastructure in accordance with sound asset management practices. - Maintain public infrastructure in accordance with sound asset management practices - Implement comprehensive Bike Plan that complements the City's existing path network and considers future requirements. - Enhance the City's environmental sustainability through the efficient use of natural resources. - Manage water use with a view to minimising consumption. - Conduct a parks functionality review and develop a revised Public Open Space Strategy that recognizes the diminishing availability of natural resources, considers the changing expectations of the community and the need to innovate to produce inventive methods of delivery. - Engage the State and Federal Governments to enable effective management of the Swan River Foreshore and water quality through adequate funding and support. - Create a City that evokes feelings of wellbeing, security and safety. - Assist clubs and community groups to be viable and active. - Develop a Leisure, Art and Lifestyle Plan 2014-2018 to ensure the City continues to deliver programs and services in the areas of healthy lifestyle, leisure and arts. - Assist new and existing local sporting clubs to be sustainable. - Partner with internal and external stakeholders to maintain and further 	<p>There are a number of consistent corporate objectives with the Town of Victoria Park, namely:</p> <ul style="list-style-type: none"> - Develop sound asset management practices. - Promote cycling and the development of a comprehensive cycle path network. - Enhance the City's environmental sustainability and effective management of water consumption. - Consider the changing expectations of the community and the need to innovate to produce inventive methods of delivery. - Develop a Public Open Space Strategy recognising the different functions of each open space area. - Assist clubs and community groups to be sustainable, viable and active. - Further develop new and existing multi-purpose community facilities that are easily accessible to all community members.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	develop new and existing multi-purpose community facilities that are easily accessible to all community members.	
City of Belmont Physical Activity & Healthy Eating Plan 2010-2014	<p>This Physical Activity and Nutrition Strategic Plan aims to provide a framework and a set of objectives to assist the City of Belmont to plan, develop, implement, evaluate and sustain physical activity and healthy eating programs, opportunities and services into the future.</p> <p>This Plan focuses on encouraging members of the community to be active and healthy no matter what their age or physical capability. The Plan recommends action to be taken by both the City of Belmont and external agencies and organisations to promote physical activity and healthy eating. This Strategic Plan has a strong commitment to linking many of the City of Belmont business units including recreation, community development, health, environment, planning and community safety in positive ways to promote health and wellbeing.</p> <p>The primary objectives of this Plan include:</p> <ul style="list-style-type: none"> - To increase the number and range of physical activity and healthy eating opportunities for everyone, but with a specific focus on the least active and disadvantaged, through program delivery and policy development. - To raise the profile of the benefits of physical activity and healthy eating for health and increase knowledge, awareness and understanding of physical activity and healthy eating while ensuring consistency of messages. - To create local environments that support physical activity and healthy eating initiatives. - To adopt a multi-agency approach to the planning and delivery of physical activity and healthy eating programs across Belmont by developing and nurturing physical activity partnerships such as the Food Security Coalition. - To advocate for physical activity and healthy eating both within and external to the City of Belmont. 	The Physical Activity Strategy highlights the importance of providing infrastructure which is accessible to all and seeks to encourage the community to be active and healthy no matter what their age or physical capability. The importance of providing local environments that support physical activity is an essential component in meeting this requirement.
City of Belmont Strategic Community Plan 2012-2031	<p>This Strategic Community Plan sets the direction that Council will take and Management will follow in the City of Belmont over the next twenty years.</p> <p>The Social Belmont Key Result Area is about achieving outcomes for the residential community.</p> <p>Belmont is a progressive, modernising City that has:</p> <ul style="list-style-type: none"> - Well-developed parks and play areas 	<p>Ensure access to services and facilities for a changing community</p> <ul style="list-style-type: none"> - Provide leisure and recreation programs suited to existing and future community needs. - Assist clubs and community groups to be viable and active.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<ul style="list-style-type: none"> - Employment opportunities - Proximity to the Perth Central Business District - River foreshore - A modern shopping centre. 	<p>Protect and enhance our natural environment</p> <ul style="list-style-type: none"> - Develop quality public open space in accordance with community needs. - Manage water use with a view to minimising consumption. <p>Maintain public infrastructure in accordance with sound asset management practices.</p> <p>Manage the City's infrastructure and other assets to ensure that an appropriate level of service is provided to the community.</p>

Table 16 Additional Victoria Park Sporting Club Documents

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
Perth Football Club Strategic Plan 2012-2014	<p>The PFC Strategic Plan identifies that:</p> <p>“Our facility development initiatives support our Vision to be regarded as a champion WAFL club.</p> <ul style="list-style-type: none"> - We have a complemented redevelopment strategy that sets out how the facility will increase our relevance to the community beyond football and improve the match day experience. - We have an ongoing prioritised maintenance plan that we are communicating to the Town of Victoria Park. - Develop a plan to leverage the current facility to deliver the best possible match day experience. 	The plan highlights the importance of the redevelopment of Lathlain Park in conjunction with the Town and for the benefit of the broader local community.
Victoria Park Junior Football Club Business Plan May 2012	<p>The Raiders have enjoyed a strong membership base, stable base of supporters and volunteers, and a strong committee, for more than 10 years now.</p> <p>Identified Weakness in the SWOT Analysis: Ageing Facilities – which hamper operations</p>	The current facilities are identified as being substandard and in need of modernisation / replacement.
Victoria Park Xavier Hockey Club Business Plan 2012-2016	<p>In 2012 the Club will field thirteen men’s teams, ten ladies teams and twenty one junior teams plus involve a further 200 children in our Minkey & Grads programmes (approx 750 playing members).</p> <p>Identified Blocker to club development:</p> <ul style="list-style-type: none"> - Lack of access to turf fields for training and playing (performance issue) - Lack of a home turf field leads to fragmentation and disconnection between turf teams and the rest of the club <p>Identified Strategic Development Objectives</p> <ul style="list-style-type: none"> - Development of a detailed turf field proposal suitable for presentation to funding bodies by December 2012 with implementation by 2014 - Preliminary consultations and concept plan and financial modelling completed by September 2011 for a move of the whole club to Harold Rossiter Reserve within Town of Victoria Park. - In principle approval to proceed provided by Club Executive and AGM October 2011. - Concept plan to demonstrate meeting requirements of Town of Victoria Park and Hockey WA new turf policy by February 2012. - Secure Town of Victoria Park support to conduct an initial feasibility study March 	The growth of the club and long term sustainability has been secured by effective club management in accordance with sound sports development and business practices. In order to sustain activities and grow further the need for enhanced facility provision and potentially a synthetic turf pitch will need to be considered.

Document	Key Issues / Recommendations	Relevance to the Sport & Recreation Strategy
	<p>2012 (e.g. Power, parking, water. Estimated turf costs, environmental considerations including trees, etc.).</p> <ul style="list-style-type: none">- Submit funding proposal to Hockey WA and other funding bodies by December 2012.	

Appendix B

Appendix B: Relevant Industry Trends

Appendix B Relevant Industry Trends

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

Participation Trends: Sport and Recreation: Adults

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

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

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

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

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

Table 17 below identifies the general trends in sports participation across Western Australia during the past 5 years. Swimming, aerobic/fitness, swimming, cycling, running and golf activities have consistently remained high. This emphasises the importance of non-club based activities as being a key driver in sustaining high levels of participation in sport and recreation. It also highlights the fact that team sports, individually are not necessarily the main participatory drivers. However this assumption tends to undermine the value of team sports, which collectively demonstrates a high participation rate. If sports were not competing for the same users and opportunities were more constrained it is likely that participation rates would be higher.

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

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

Rank	Activity/Participation 2006	Activity/Participation 2007	Activity/Participation 2008	Activity/Participation 2009	Activity/Participation 2010					
1	Walking (other)	37.8%	Walking (other)	33.1%	Walking (other)	40.1%	Walking (other)	37.2%	Walking (other)	38.40%
2	Aerobics/fitness	22.0%	Aerobics/fitness	20.4%	Aerobics/fitness	23.3%	Aerobics/fitness	26.2%	Aerobics/fitness	25.40%
3	Swimming	16.0%	Swimming	14.0%	Swimming	16.9%	Swimming	17.6%	Swimming	15.50%
4	Cycling	12.3%	Cycling	10.7%	Cycling	13.6%	Cycling	14.5%	Cycling	14.20%
5	Running	9.4%	Running	8.4%	Running	9.3%	Running	11.3%	Running	10.40%
6	Golf	7.0%	Golf	5.7%	Golf	6.7%	Golf	6.3%	Golf	5.60%
7	Tennis	6.0%	Walking (bush)	5.2%	Basketball	5.6%	Tennis	5.4%	Australian Rules	5.40%
8	Netball	5.3%	Tennis	4.5%	Tennis	5.5%	Basketball	4.2%	Tennis	4.90%
9	Australian rules football	5.0%	Basketball	4.1%	Australian rules football	5.2%	Netball	4.2%	Basketball	4.80%
10	Walking (bush)	3.9%	Netball	3.5%	Walking (bush)	4.6%	Football (outdoor)	4.1%	Football - outdoor	4.60%
11	Football (outdoor)	3.6%	Yoga	3.1%	Football (outdoor)	4.4%	Walking (bush)	4.0%	Netball	4.10%
12	Surf sports	3.4%	Australian rules football	3.0%	Netball	4.2%	Australian rules football	3.9%	Yoga	4.00%
13	Weight training	3.2%	Football (outdoor)	3.0%	Cricket (outdoor)	3.5%	Surf sports	2.9%	Dancing	3.80%
14	Cricket (outdoor)	3.1%	Dancing	2.7%	Yoga	3.4%	Cricket (outdoor)	2.8%	Walking (bush)	3.60%
15	Basketball	3.0%	Surf sports	2.5%	Weight training	3.4%	Weight training	2.8%	Weight Lifting	3.10%
16	Yoga	2.9%	Weight training	2.3%	Surf sports	3.1%	Fishing	2.5%	Surf Sports	2.90%
17	Dancing	2.5%	Cricket (outdoor)	2.2%	Squash/racquetball	2.8%	Hockey (outdoor)	2.4%	Lawn Bowls	2.30%
18	Volley ball	2.5%	Lawn bowls	2.1%	Dancing	2.6%	Yoga	2.3%	Fishing	2.30%
19	Squash/racquetball	2.2%	Fishing	1.9%	Football (indoor)	2.4%	Lawn bowls	2.3%	Cricket (outdoor)	2.20%
20	Fishing	2.1%	Football (indoor)	1.9%	Hockey (outdoor)	2.3%	Canoeing/kayaking	2.3%	Martial Arts	1.90%

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

Figure 20 identifies the trends associated with club based sports in WA. The data highlight that within a 10 year period the most significant growth in Western Australia is in football (soccer) with a significant decline associated with martial arts. Tennis has seen a decline although from 2006 to 2009 it had started to gradually increase participation levels until a drop in 2010.

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

Figure 25 WA Sports Participation (Source ERASS 2011)

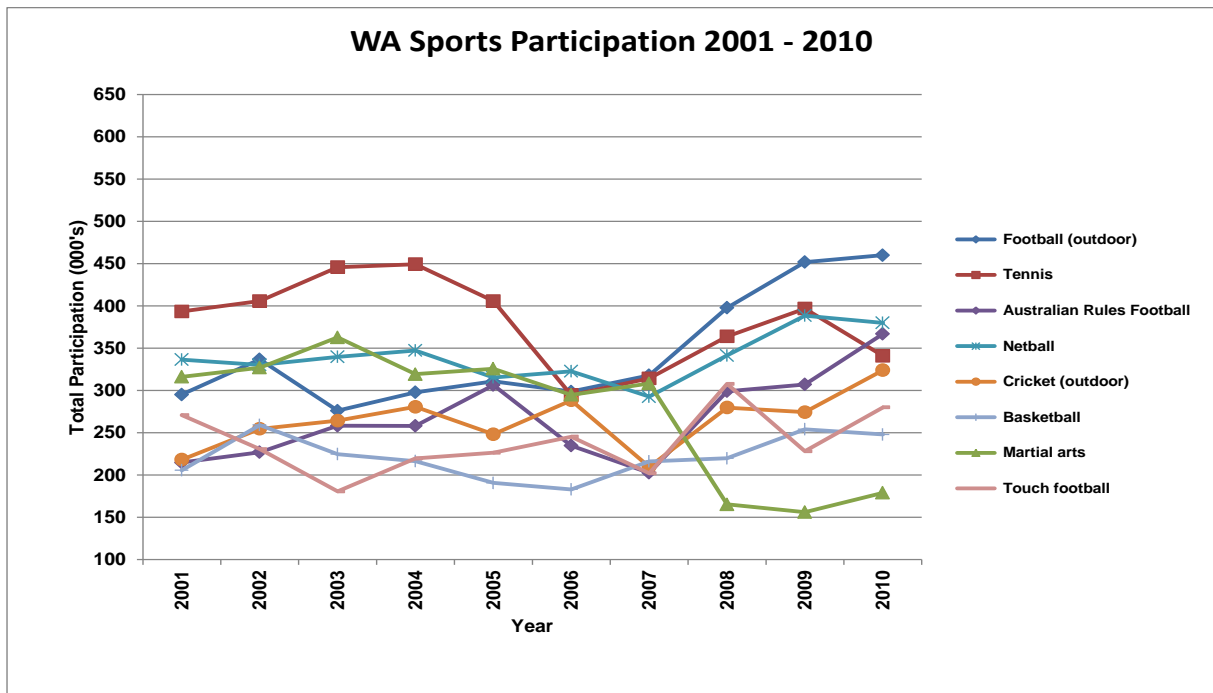


Table 19 WA Sports Participation 2007 to 2010 (Source ERASS 2010 ASC)

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

Sport and Recreation Participation Trends: Children

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

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

For boys:-

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

For girls:

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

Of particular note is:

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

Figure 26 Male Children's Participation in Selected Organised Sports for Western Australia 2006 – 2012 (Source: ABS)

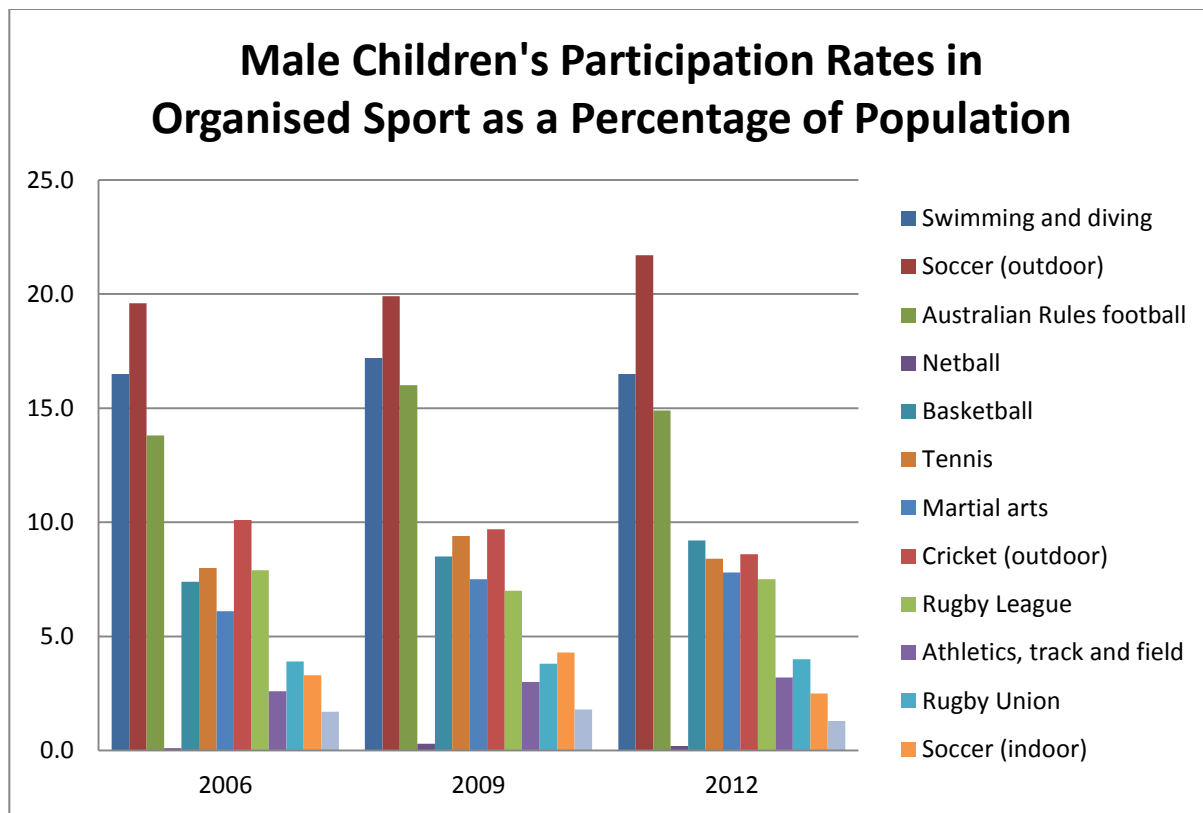
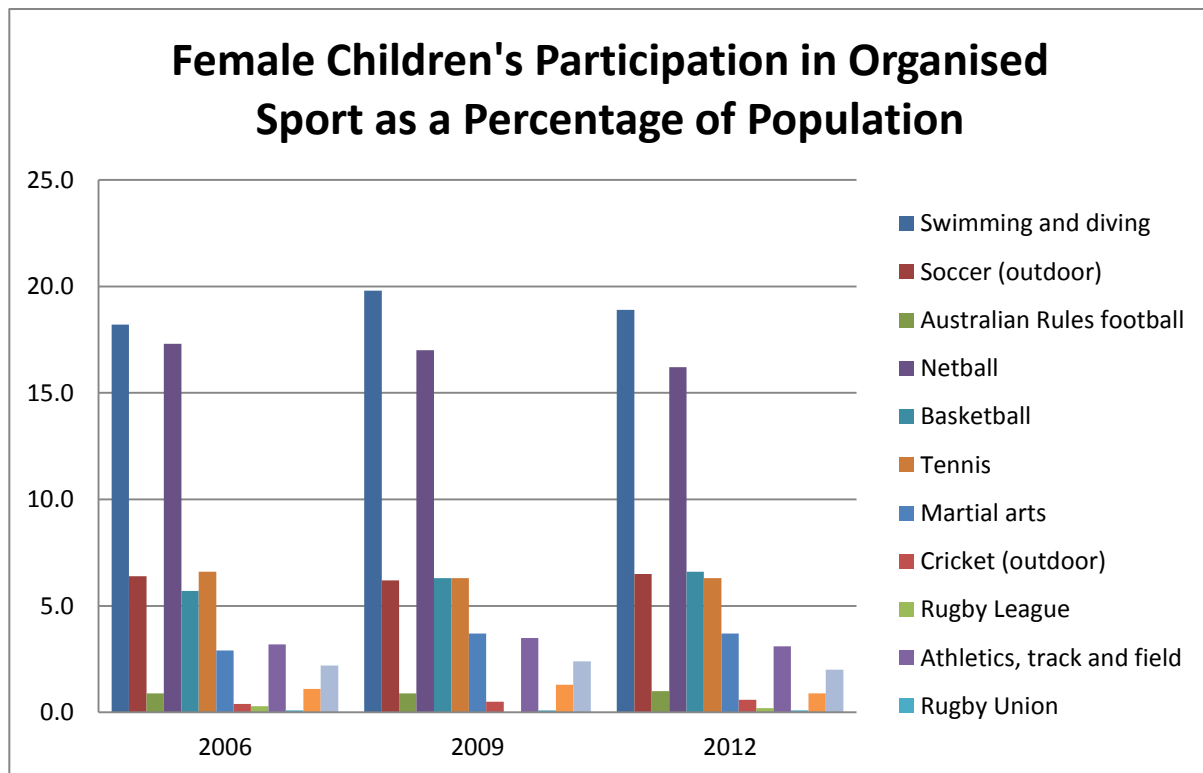


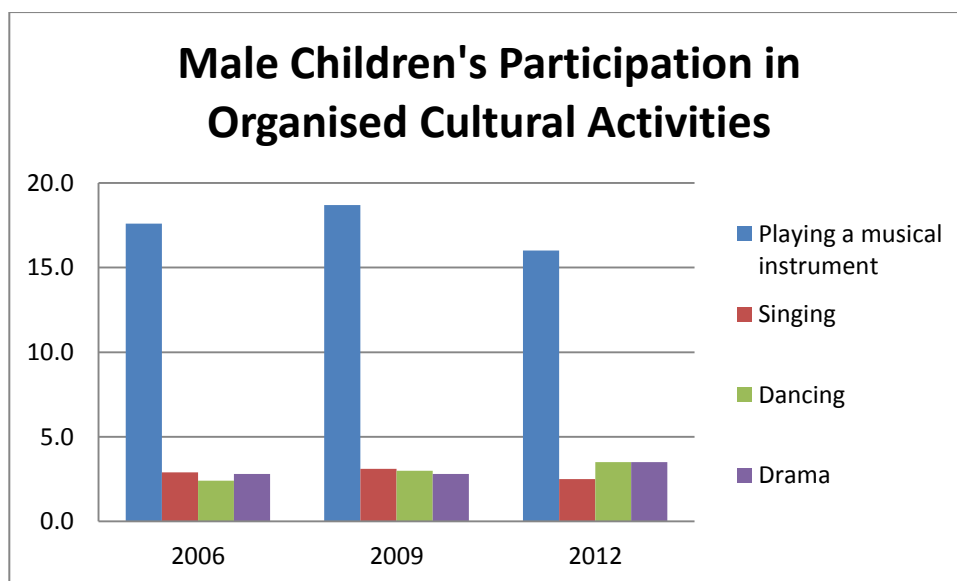
Figure 27 Male Children's Participation in Selected Sports for Western Australia 2006 – 2012 (Source: ABS)



Other statistical information confirmed that:

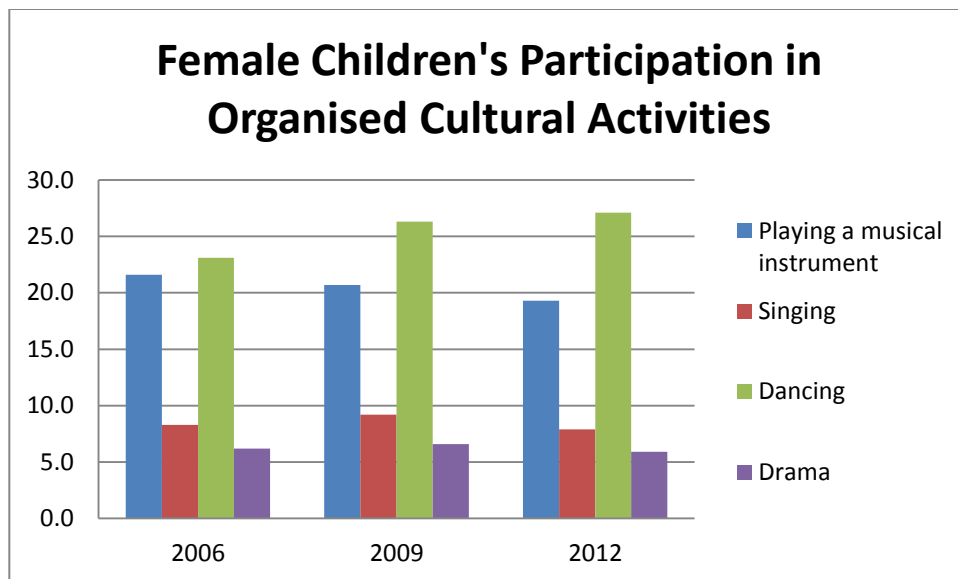
- A comparison of the data from 2003 to 2012 shows that the participation rate in organised sport shows a slight decline (62% in 2003 to 60% in 2009).
- Approximately two thirds (66%) of all children aged between 9 and 11 years participated in organised sport, higher than the participation rates of those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

Figure 28 Male children's participation in organised cultural activities (as a percentage of population – Source ABS)



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

Figure 29 Female children's participation in organised cultural activities (as a percentage of population – Source ABS)



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

Figure 30 Male children's participation in selected recreational activities (as a percentage of population – Source ABS)

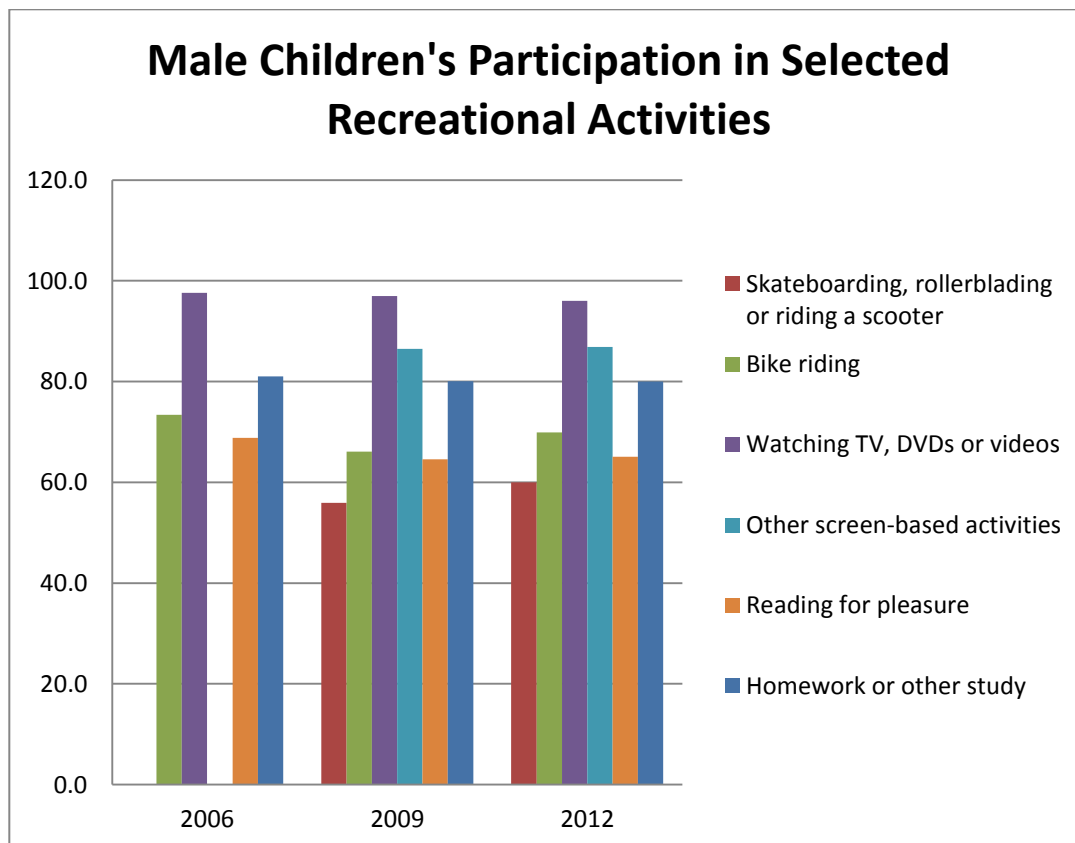
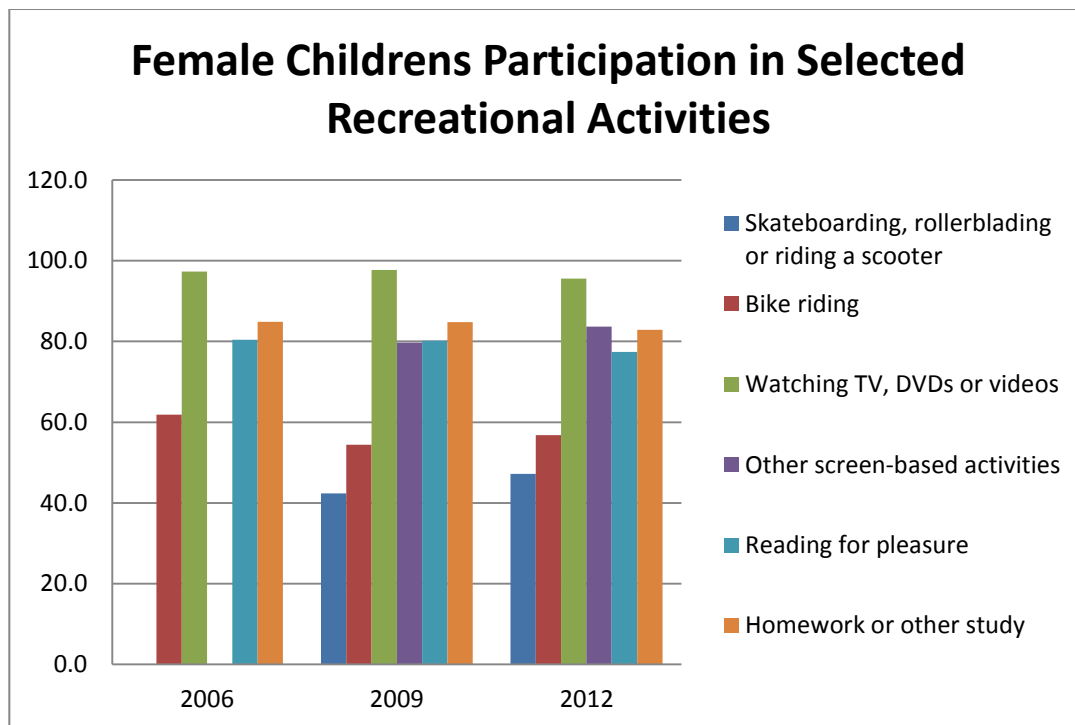


Figure 31 Female children’s participation in selected recreational activities (as a percentage of population – Source ABS)



Summary of Arts and Cultural Activity Trends:

Participation by adults in cultural activities

Table 19 identifies general attendance patterns of 15 years and over to selected cultural venues and events. The data is summarised from the ABS publication, Attendance at Selected Cultural Venues and Events, Australia, 2005-06 (2007). The table highlights the significance of library provision which ranks consistently high as a popular cultural venue.

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

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

- For most venues and events surveyed, people born overseas in English-speaking countries had significantly higher attendance rates than those born in Australia or in other countries.
- Employed people (and particularly those employed part-time) had significantly higher attendance rates at most venues and events than people who were unemployed or not in the labour force. However, for libraries, unemployed people had the highest attendance rate, with 48% having visited a national, state or local library in the previous 12 months, compared with 31% for employed people.
- People with higher qualifications were more likely to attend cultural venues and events.
- There was a strong relationship between the level of gross household income (adjusted to allow for the number of people in the household) and attendance at cultural venues and events. For each of the 12

venues and events surveyed, residents with household income in the highest quintile reported the highest attendance rates. Generally, as gross household income decreased, so too did attendance rates.

Participation by children in cultural activities

A national survey of children's participation in Cultural and Leisure Activities (ABS April 2009) presents data on a range of cultural and recreational activities, including participation in organised sports and use of the Internet. The study includes children aged from 5 to 14 years inclusive and both state and national data is presented² found in respect of cultural activities that:

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

Design Trends

The following relates to specific design trends which are applicable to the development of buildings and service infrastructure.

- Astute facility design is required by the majority of facility operators to minimise staffing requirements.
- Flexible facility designs are required to attract a more diverse demographic mix and cater for alternative users with the potential to generate additional income.
- There is a trend of co-locating health and fitness facilities with other leisure based activities to create multi-purpose leisure venues that facilitate improved financial performance.
- The co-location of other community services with sport and recreation infrastructure to minimise administration, maintenance and running costs is becoming more commonplace. Current examples include education institution and community sport and recreation facilities (sharing of ovals, lighting and supporting clubhouse / changing room infrastructure). The design of facilities has improved in relation to minimising public risk and possible litigation.
- There is now greater pressure on reducing the environmental impact of facilities (i.e. by incorporating Environmentally Sustainable Design - ESD – initiatives in built infrastructure and using water sensitive solutions in the maintenance of open space and playing pitches).
- Environmental and Water Management is seen as a fundamental consideration in developing new community facilities which also seek to minimise cost through energy loss and maximise re-use of materials.
- The need to establish profitable secondary spend areas (i.e. café, crèche, vending machines etc.) is generally considered to assist in securing the financial viability of facilities.
- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.
- There is a need to build core infrastructure, such as vertical circulation, natural lighting, and HVAC (automotive environmental comfort) to support future development and ensure a smoother transition as new needs surface.

² Children's Participation in Cultural and Leisure Activities, Australia, Apr 2009, ABS.

- Utilise just-in-time equipment delivery, especially for key pieces of technology such as computers, projectors, and AV systems.
- Flexibility in the design of open space to move away from traditional play equipment and incorporate alternative approaches to cater for all ages as both social meeting and activity spaces).

Financial and Operational Trends

- Increased competition (from other sports and leisure activities) which impact on programming and potentially undermine financial viability.
- Increased costs of energy, staffing and superannuation. Energy costs alone have increased by approximately 20% a year recently.
- Council financial pressures (increased competition for both revenue and capital investment).
- Pressures on local government discretionary spend limiting the flexibility to underpin non-statutory provision.
- Aging stock of facilities and allocation of additional funding to address legacy maintenance and refurbishment (including allocation of sinking funds).
- Increased customer expectations – which may result in the loss of current users and lack of ability to attract new participants.
- State/Federal drivers (funding requirements – monitoring - and the need to plan strategically).
- Increase in planning for the early determination of issues affecting service, (service review, benchmarking, and performance measurement).
- A greater focus on establishing sensible and realistic aspirations/targets (i.e. a realistic acceptance of the costs of operating sports facilities and the recognition of non-direct expenditure in overall income/expenditure financial accounts).
- The need to develop economic, effectiveness and efficiency of the service.
- Greater levels of partnership working (with other agencies, operators learning from best practice and not afraid to innovate). This includes the devolution of control from local government to alternative management arrangements which are held accountable for delivering on agreed objectives.
- Pressure on income generation requiring a greater focus on
 - Market analysis and demographics
 - Targeted marketing and promotion
 - Member/user attrition, customer loyalty
 - Attracting new customers
 - Competitors' tactics and market intelligence
 - Innovative programming
 - Consistent and recognisable branding
- Reducing Staff Costs. Invariably these are between 50% and 90% of Income typically associated with community infrastructure. This requires ongoing assessment of:
 - Staffing levels (and potential alternative solutions to a staff presence).
 - Shift patterns and adopting innovative solutions
 - Quality training and personal development to ensure staff retention

Trends in Facility Provision

General

- The majority of community facilities are operated and managed by the relevant local government. In certain circumstances local government have brought in an experienced not-for-profit or commercial management body to bring in specialist expertise and offset asset management costs.
- Integration of family and youth services as is the integration of senior services is now common place.
- Due to busier lifestyles there has been a move away from competitive and equipped sport to simpler, fitness orientated activities (including use of local reserves for private fitness enterprises).
- Home based fitness and non-centre based activities such as cycling, walking and running are gradually increasing.
- Government drives against poor public health and obesity to have accessible facilities to allow a wide range of people to take more exercise.
- Specific programming is required for baby boomers: Baby boomers want to age well, and they are exercising for more energy and the ability to work and play longer. There is a need now to consider beyond the baby boom generation and anticipate what their needs will be in order to future proof investment in community infrastructure.
- Within WA recent developments, highlight the capability of providing combined leisure and library services with a common entrance and services.
- Recent community planning initiatives across local governments highlight the rationalisation and co-location of facilities as being the preferred option. This is an emerging trend across Australia and overseas.
- More training programs and equipment will continue to be designed around children's unique fitness needs.
- The need to allocate land in advance of development to meet emerging community needs.

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

Community Hubs:

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

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

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

Multi-functional facilities

Generally refers to the design and adaptability of single buildings and/or playing field space. The design incorporates highly flexible, innovative and adaptable approaches to meet the needs of a variety of users and use

requirements. It is important within these facilities to incorporate a management approach which is independent of the user groups is fair, equitable and transparent in its decision making process.

Shared Use Facilities

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

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

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

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

- Meet an identified need in the local community.
- Offer benefits to both the school and the community.
- Make the most of school and community resources.
- Strengthen Relationships and social networks between schools and communities.

Appendix C

Appendix C: Consultation Outputs

Appendix C: Consultation Outputs

Table 21 Consultation Outputs

Contacts	Comments	Implications
Town of Victoria Park Project Manager Lathlain Park	<ul style="list-style-type: none"> - The Town of Victoria Park has undertaken a Master Planning exercise for the Lathlain Park site, as well as a building upgrade report for the redevelopment of the Lathlain Park Precinct Including the Perth Football Club. - The Council has agreed to the master Plan, but it is essential that the Football Club's sustainability and success is factored into this development. - The Council has passed a resolution that by 2017 all the works (except football) need to be completed. - Structural engineers are currently investigating the integrity of the football club's facilities. 	<p>With the planning that has also been undertaken at the old Carlisle Lathlain bowls club; this precinct holds important active open space opportunities for the Town.</p> <p>An integrated Master Plan should be undertaken, factoring in the lack of provision for certain sports within the Town.</p>
Shamrock Rovers Soccer Club	<ul style="list-style-type: none"> - Currently the club has a membership of approximately 400, including: <ul style="list-style-type: none"> • 5 senior squads • 1 junior squad - They play in the Football West Premier competition - The club has ambitions to have <ul style="list-style-type: none"> • 6 senior squads • 2 junior squads - They would like to 'affiliate' with 2 or 3 local junior clubs within the area, and act as the high performance pathway for them. - It is difficult to attract players to their club, when facilities are substandard. - Harold Rossiter does not meet their or Football Wests requirements: <ul style="list-style-type: none"> • They need better lighting to hold training and potentially night fixtures • They would ideally like 3 pitches • The amount of space at Harold Rossiter is fine, just the current quality and provision • Football West requires fencing around competition for the Premier competition. • The Town of Victoria Park charges a premium and the soccer club would expect a premium product • Covered spectator area for at least 100 people - The club has ambitions to push into the national Premier competition - They are not averse to exploring artificial surface solutions, if that is a more economic and sustainable option. 	<p>In order to remain sustainable as well as competitive the club requires appropriate facilities.</p> <p>Their facilities need to be well planned, and meet Football West (and potentially Football Australia's) facility standards for competition.</p> <p>Their facilities must be appropriately developed, with both a club player development and a sustainability mindset in place.</p> <p>The club should be seen as the pinnacle of the Town / regions high performance soccer pathway.</p>
Somerset Sea	<ul style="list-style-type: none"> - This group is a winter swimming group that trains from April-October utilising the pool. 	No implications, they are happy with current

Contacts	Comments	Implications
Snakes	<ul style="list-style-type: none"> - The groups meets up to 4 times per week - They have been based at the Somerset pool since 1976 - Currently they have 30 members aged from 18-80 years - They have no issues with the facility; they integrate with the general public swimming lanes during the week, and then have 4 lanes exclusive use on a Sunday for competitions. - They also have a clubroom facility at the pool. 	provision, and would need this to be maintained.
Victoria Park Xavier Hockey club	<ul style="list-style-type: none"> - They have previously had to cap their membership at 750 members, to remain at a manageable size <ul style="list-style-type: none"> • Currently have 730 members – they lost 1 men’s team this season as they wanted more turf opportunities. • This season they have 9 women’s teams, 11 men’s teams and 18 junior teams, plus 200 minkey players. - They have a strong ethos of a family based club - They are a well-run and structured club, with a detailed business / strategic plan - They currently have limited access to artificial surfaces for trainings and to host matches - Held a breast cancer awareness family day at their venue this season 	A feasibility study / business plan should be undertaken into finding a suitable location (if there is one) within the Town of Victoria Park for a synthetic hockey surface facility, with associated clubrooms and amenities as well as potentially 2 or 3 grass fields at the same location or within close proximity.
Over 55 Cycle Club	<ul style="list-style-type: none"> - Have a committee policy to increase membership - Conduct group rides of between 30-80kms 3-4 times per week - Membership is for over 55s - They currently use Paterson Park near Burswood 4 times per month as a meeting place - They use Raphael Park for committee meetings and for a meeting place for their Wednesday afternoon ride. 	<ul style="list-style-type: none"> - Essentially ensuring better connectivity around the metropolitan area. - Finding ways to better integrate cycling and motor vehicles, potentially cycling lanes on all major roads, to improve safety. - End of trip facilities.
Somerset Masters Swimming Club	<ul style="list-style-type: none"> - Currently has a membership of 80-90 - They are aware that they need to balance club growth with the availability and cost of extra lane hire costs. - They do not have funds for too much advertising - New members need to be able to swim, they are not a learn to swim school - Maintenance of the facility is an issue, the lane ropes, kitchen areas and cleanliness of the facility - The outdoor pool is an attraction to many of the members – they like swimming outdoors 	<ul style="list-style-type: none"> - Asset management and upkeep of the Aqualife pool needs to happen, to ensure it is of an appropriate level. - Assistance in club development (governance, marketing, roles and responsibilities and sports development) could help this club.
South Perth Junior Cricket Club	<ul style="list-style-type: none"> - Membership is from 5 years – 17 years, with a focus on participation - 400-450 members with 5 years of steady membership - Season runs from October – March 	<ul style="list-style-type: none"> - Development of dual use facilities for junior cricket, oval size and wickets must be up to standard, as does the

Contacts	Comments	Implications
	<ul style="list-style-type: none"> - 8 year olds and below play on grass at Raphael park - 9 year + play on Artificial wickets in the South East Metro competition - Currently not enough 'hard deck / artificial pitches' for the kids matches, which inhibits growth - Use of school pitches (if the ovals are large enough) could help alleviate this 	<ul style="list-style-type: none"> - maintenance. - Master plan of the Raphael Park site, to include cricket nets, and lights for training or night matches - Potential investigation of indoor training facility that the club could gain access to - South Perth Council is looking to develop Ernst Johnston Reserve and what would this potentially mean for the utilisation of the Town of Victoria Park facilities.
Carlisle Soccer Club	<ul style="list-style-type: none"> - Membership of approximately 100, with 1 men's and 1 women's team - Only one pitch at their venue (Parnham reserve), so growth is difficult, in 2014 they will be looking to have an over 35 masters team - Training in 2013 at Carlisle Park, as the lets are out of order at Parnham - Would like the facility for themselves, or to be charged appropriate fees and charges, as they are charged the same rental as others – but the Carlisle Soccer club supplies the goals and does the line markings. - They have no relationship with any junior soccer clubs in the area, historically have had a relationship with Baywater – they are happy to discuss / develop relationships. 	<ul style="list-style-type: none"> - Club development assistance would benefit this club. - Cost and access to facilities is also an issue raised. What should the Town of Victoria Park contribute / organise – mowing, line markings, provide goals? And what should the club be expected to contribute. - Security at the facility is also an issue, they have had 2 break ins this year already. - Better controls on the requirements from external hirers of the clubroom facilities, cleanliness and use of club equipment.
South Perth Cycling Club	<ul style="list-style-type: none"> - At least 25% of their membership are from the South Perth / Victoria Park area - Currently 341 members (279 male, 62 female) – grown from zero in 2009 - Would like to assist in the development of skilled cyclists by having safe training and competition venue at McCallum park - Potentially have a shared clubhouse and café and playground at the venue as well - Potential links and association with Cycling WA - Cater for recreational / social to elite cyclists 	<ul style="list-style-type: none"> - Master Plan / Feasibility Plan into a cycling criterion track at McCallum Park, with supporting amenities.
Perth Football Club	<ul style="list-style-type: none"> - Looking to grow Auskick and Junior football every year for the next 7 years - The delay in the development of Lathlain Park is an inhibitor for the football clubs success and growth 	<p>The successful development of the Lathlain Park precinct needs to assist the success and</p>

Contacts	Comments	Implications
	<ul style="list-style-type: none"> - Currently have a membership of: <ul style="list-style-type: none"> • 60 League players • 35 colts players • 35 under 16s • 60 under 15s • 60 under 14s • 1000 social members 	<p>sustainability of the Perth Football Club.</p> <p>The precinct could be developed with an elite focus for the Town and potentially house other elite sports from the community.</p>
Victoria Park Raiders Junior Football Club	<ul style="list-style-type: none"> - The only junior AFL club within the Town of Victoria Park, they are based at Higgins Park - They also utilise the Millen St Primary School oval across the road, as they continue to grow this would ideally be utilised further. - They host an annual AusKick carnival from 8.30am – 4.30pm that attracts over 350 participants plus families. - Security is still an issue, as there are break ins or attempted break in regularly 	<p>Master Plan of Higgins Park, with potential:</p> <ul style="list-style-type: none"> - Dual use and realigning of connectivity with Millen Primary School oval (also maintenance issues with their oval) - Increased lighting of the ovals for junior matches - Potential realignment of clubroom facility and oval to allow dual use with tennis and football <p>Town of Victoria Park v Club responsibilities who should mow the grass, mark the lines?</p>
Perth Royals Soccer Club	<ul style="list-style-type: none"> - The club is a very transient one - They currently have 4 teams in the Football West competitions - They have concerns over the over use of their pitches by other user groups who do not contribute to the maintenance. 	<ul style="list-style-type: none"> - Cost and access to facilities is also an issue raised. What should the Town of Victoria Park contribute / organise – mowing, line markings, provide goals? And what should the club be expected to contribute.
Victoria Park Rovers Junior Soccer Club	<ul style="list-style-type: none"> - Are based at Raphael Park and have a current membership for 240 - They have links with the Curtin Soccer Club to help provide a senior pathway for their members - They chose to link with Curtin, as they have facilities that could benefit their members - They see themselves growing into the future, especially with increased female participation - Offer free membership to children of new migrants in the area, to get them involved in sport and the community - No formal relationships with schools currently, but it is something that they are looking to explore 	<ul style="list-style-type: none"> - Would benefit with help with volunteer recognition and development - Support with the 'extras' – line marking, first aid services - Require lights at Raphael Park - Clubrooms need to be developed so that they are welcoming, BBQs, potentially bigger as the club develops – undercover viewing areas

Contacts	Comments	Implications
		<ul style="list-style-type: none"> - Cost and access to facilities is also an issues raised what should the Town of Victoria Park contribute / organise – mowing, line markings, provide goals? And what should the club be expected to contribute.
Higgins Park Tennis Club	<ul style="list-style-type: none"> - Membership of approximately 100, which has grown over the past 18 months - No further work has been developed since the ABV business plan, they have been improving the club since a few years ago having a coach that did not have the clubs interests at heart. - They have struggled from the general decline in tennis's interest - Currently have 12 grass courts and 4 hard courts with a club house - In the future they would like 8 grass and 8 hard courts - Club room are old and have asbestos – need replacing / modernisation - New development programs with juniors are working and establishing larger club base, looking to form stronger ties with Kent St high school 	<ul style="list-style-type: none"> - Cost and access to facilities is also an issues raised what should the Town of Victoria Park contribute / organise – mowing, line markings, provide goals? And what should the club be expected to contribute. - A master plan of the Higgins Park site should be developed, with potentially a dual use facility with the Jnr Football Club
Somerset Water Polo Club	<ul style="list-style-type: none"> - Currently have a membership of 75, and looking to expand to approximately 115 by 2018. - They currently utilise the Somerset pool but also are using the Wesley College Pool on a Sunday morning for their 'Flippa Ball' program as they cannot obtain pool space at Aqualife. - The maintenance and up keep of the facility needs to improve to ensure it is always safe and inviting. - The functionality of the 50m outdoor pool could be increased with the introduction of a boom or swim wall, this would at times allow 25m of swimming to take place whilst water polo are utilising the deeper end of the pool, therefore increasing utilisation of the water space. 	<ul style="list-style-type: none"> - A feasibility study into the introduction of a 'boom' or swimming wall, to enable 25m of swimming to co-exist with water polo in the 'deep end', would aid in the functionality and utilisation of the pool. - This club could also be assisted with volunteer support and club development opportunities within the Town of Victoria Park.
Perth Redbacks Basketball	<ul style="list-style-type: none"> - The Perth Redbacks provide both competitive and social / recreational opportunities. - Due to lack of court space they are having to rotate competition regularly and are spread across a number of sports centres. - The aim of the club is to grow competition basketball and as a consequence increase revenue to assist in guaranteeing the clubs viability and commitment to the development of players in conjunction with BWA initiatives. - The club currently participates heavily in the BWA indigenous program, midnight basketball etc and has shown a commitment to Vic Park for 50 years. - The club has had difficulty due to a loss in membership numbers until recently – this is now being addressed. 	<ul style="list-style-type: none"> - Access to court space is a critical issue for the club and ideally they would wish to own or lease a facility on a long term basis. - The need for additional court space requires careful consideration and should only be pursued where multi-sport outcomes are delivered and the viability of a centre can be secured (from a staffing, revenue and ongoing maintenance

Contacts	Comments	Implications
	<ul style="list-style-type: none"> - Main limitations inhibiting growth relates to competing for use of court space with other groups – training is an issue as sufficient court time is not available to provide the level of training opportunities desired. - Current activity includes <ul style="list-style-type: none"> • Aussiehoops at Belmont (can't get enough court hire at Leisurelife) • Recreational / Social – mainly at Leisurelife • 15 WABL teams • SBL – located at Belmont - Current competition venues include Leederville (30 teams play on Saturdays – aim is for 45 teams) and Belmont (40 players – six teams play on Saturdays). - Preferred model is ownership / long term lease by the club (ref: Lakeside, Perry Lakes, Willetton as other examples where it is working well). They currently pay \$30k approx. each year in court hire fees which could be re-invested and are not able to maximise income. - Club has capability to manage a centre and has strong strategic thinkers on the board. - The board are currently seeking to address the club structure to ensure roles and accountabilities are clear. - Partnerships with other sports have yet to be fully explored. - Potential usage includes: <ul style="list-style-type: none"> • Weeknights for training from 5:00pm to 9:00pm • Saturday Competition all day to 11:00pm • Sunday competition from 9:00am to 5:00pm - Facilities required – courts, kiosk, changing, seating for 2,000, administrative offices and storage. - Ultimately are seeking a common goal with the Town – increase participation and viability of the leisure centre / sports facilities. 	<p>perspective).</p>
Swan River Rowing Club (Currently located in City of Melville)	<ul style="list-style-type: none"> - Land is currently leased for current clubhouse off the City of Melville. - They currently have no racing facilities but operate 500m picnic regattas (currently work in partnership with Penrhos College. - The boat shed includes 4 boat bays but would consider an amalgamation with Penrhos (requiring expansion to 6 boat bays). A small administration and function area would be required. - Currently have 250 members and all income is through subscriptions. It is the leading club in WA. Current activity includes: <ul style="list-style-type: none"> • Schoolboy rowing from Nov – April (summer) • Girls rowing from April to October (winter) 	<ul style="list-style-type: none"> - The opportunity to locate a rowing club at McCallum Park is attractive as it offers the opportunity to provide an enhanced social / recreational pursuit which is not otherwise available and provides a potential commercial opportunity for compatible café / retail development. - The option to develop a rowing facility would however be subject to detailed planning and will require significant pre-

Contacts	Comments	Implications
	<ul style="list-style-type: none"> • Club Rowing from April to September (winter). • Elite activities • Corporate Cup operated in October each year <ul style="list-style-type: none"> - Operates as a morning sport - They have developed plans for a building which may also provide a commercial opportunity – The City of Melville do not appear to be receptive of their current plight and may have to relinquish the lease to enable structure planning to occur at Canning Bridge. They would ideally wish to remain in their current location but the option may not be available. - History of Club is that they were originally located at the foot of Barrack Street and were asked to move to accommodate development which didn't materialise. The 25 year lease on the current boatshed expired in 2012 (Dec). Due to the precinct development at Canning Bridge they feel paralysed as the City will not take any action until recommendations have been endorsed by the WAPC. - An alternative option therefore needs to be considered if Canning Bridge can no longer provide for the club. The opportunity to relocate at McCallum Park has been considered. Timescale for transition would be five years. 	<ul style="list-style-type: none"> - planning studies to be undertaken with regard to the impact on the Swan River and in respect of indigenous heritage. - The potential for such a development to occur will largely be governed by a decision being taken within another jurisdiction over which the Town has no control. An option should therefore be included within the plan to consider rowing as a 5-10 year development option on the McCallum Park Foreshore subject to detailed planning studies being undertaken.
<p>WA Water Sports Association</p>	<ul style="list-style-type: none"> - Conceptual drawings have been developed for a replacement facility on Taylor Street (McAllum Park). - Current lease expires for WAWSA in early 2014 (21 years) and they have been offered a 4 year extension through the Dept. of Lands and Regional Development. This is considered to be unacceptable for long term planning purposes. There is however considerable pressure from the Crown group to move from the current site due to noise / disturbance compatibility issues with the proposed new hotel. - The Association is comfortable with the Town maintaining control over the facility. - Association supports 5 groups including the Marathon Club, WA Water Skiing Association, WA Speedboat Club, Power Dingy Racing Club and the Boating Industry Group. - It has been officially recognised as the best water sports building in the world due to the facilities and access to gazetted water. There is also no debt associated with the property. - The government will have to pay \$10-12m to relocate (recent investment by the club includes \$135k for a 12m wide ramp; \$35k for on-site security; \$23k for a night jump tower and \$43k on foreshore restoration. - A draft strategy is currently being prepared for the long term relocation of the Association to Ellam / Taylor Street on 2.8ha of land (2 storey building with function on first floor. - Potentially could re-locate in partnership with a rowing club. Only issue would be securing 	<ul style="list-style-type: none"> - The future for WAWSA is not certain and with the offer of a 4 year lease, the commitment to the site does not permit a long term strategy to be developed. - The Association should consider alternative options now and secure land for a potential relocation. A minimum 4 year planning and build period would be require to secure land, undertake relevant studies (indigenous, traffic, amenity and environmental), secure funding commission the design and construct. - The alternative location at Taylor Reserve should be explored in the first instance but may not be feasible due to potential impact on residential amenity. Alternatively Heirisson Island could be considered (being adjacent to the current

Contacts	Comments	Implications
	<p>additional water space for use as a rowing course. It would also require increased storage capacity (they currently have 5 25m x 6m sheds).</p> <ul style="list-style-type: none"> - Additionally car parking space would be required (not bitumen). - Current membership is increasing at a rate of 10% annually. 2,000 people attend marathon day and 150 on a normal training night. - Beach entry would need to be developed which would require re-engineering of river wall. The only contribution which would be sought from the Town would be for road infrastructure to maintain access. 	gazetted water space.
Western Australian Football Commission	<p>The WAFC were consulted in view of their potential interest of the future of Carlisle Lathlain Park and Perth Football Club. They confirmed that West Coast Eagles would require relatively closed and exclusive use of space for the majority of their functional areas. The WAFC would not dismiss the opportunity of potentially entering into partnership to relocate on the site should sufficient space exist due to the natural alignment with potential shared facilities.</p> <p>Existing office requirements of the WAFC include a facility for 50-60 staff. In addition they would require an area for the training of their high performance umpires (120 who currently use South Perth at present). Talent development mainly occurs from May to August (16-18 age ranges). Access to an oval would be required to meet high performance umpire program and talent development squads. This may not be achievable at Lathlain Park. In addition access to training and lecture space would be required as would a separate boardroom, meeting, storage, lockers and lunchroom. Car parking would be required which when combined with West Coast Eagles needs and those of Perth Football Club may necessitate space for a minimum of 250 bays (each member of staff would need a car bay as the site is not located sufficiently close to a public transport node)</p>	There is potential to incorporate the requirements of the WAFC in the development of Lathlain Park subject to a full assessment of the space capability and functionality of the site. This would add value to the Lathlain site being developed as an elite sporting precinct with managed access to community facilities.
City of South Perth	<p>The City of South of South Perth has the following development priorities in relation to Sport & recreation:</p> <ul style="list-style-type: none"> - Manning Hub redevelopment <ul style="list-style-type: none"> • Old Manning Hall • Tennis Courts • James Miller Oval • Consolidation into a Community Centre (Library and Sports – 2014 commencement) - Ernst Johnson Reserve – Masterplan <ul style="list-style-type: none"> • Consolidation of facilities into 1 or 2 • Realignment of sports ovals - George Burnett Leisure Centre 	Potential for the development of a synthetic hockey turf to be a joint Town of Victoria Park and City of South Perth facility.

Contacts	Comments	Implications
	<ul style="list-style-type: none"> • Any development is 5 years away • More sports courts • Increase the size of the gym <p>- Sir James Mitchell Park</p> <ul style="list-style-type: none"> • Visioning and Master Planning happening at the moment • Some sport and recreation will be on the site • Junior sport with toilet facilities • Development could start in 12-24 months <p>- WASPS Hockey Club</p> <ul style="list-style-type: none"> • Are looking to develop an artificial hockey turf, ensure of location it could be • Currently not a priority for council 	
City of Canning	<p>- No planned facility developments that would impact upon the Town of Victoria Park</p>	No impact
City of Belmont	<p>- No current strategic sporting documents</p> <p>- Asset renewal will occur</p> <p>- Currently large demand for soccer</p> <p>- Demand for social cricket space over the winter months</p> <p>- Opportunities for more sports are:</p> <ul style="list-style-type: none"> • Centennial Park (was used by WA Rugby League, but they are no longer using) • Redcliffe Park (used by softball, but opportunities for others to use) 	The demand expressed for cricket and soccer
Future Life and Built Life Town of Victoria Park	<p>Specific Projects:</p> <p>- Lathlain Park – Supportive of adding West Coast Eagles administration and training base as a mechanism to provide a level of infrastructure that could not otherwise be developed by the Town. The main considerations are to ensure there are no associated traffic and parking issues; the interface of buildings is addressed and any sound issues associated with increased activity are mitigated. Access to the community facilities to be retained and passive recreation needs are required to be addressed in the development. There is no requirement to provide a scouts / guides / Toy library on site as this can now be accommodated at Lathlain Place. The State Table Tennis Centre will not now be accommodated as part of any future development.</p> <p>- Burswood Peninsula – Active recreation is the main concern for the Peninsula. The Belmont Park redevelopment will provide for its own residents (racecourse will provide infield for organised / recreational equine use. The foreshore rehabilitation will provide for passive open space. General community provision of active open space will not be so well provided for due to the lack of space. There is a need to see more activation beyond future stadium game day</p>	<p>- Lathlain Park: There is strong support for aligning West Coast Eagles with Perth Football Club and delivering strong community outcomes.</p> <p>- The activation of Burswood Peninsula is critical in order to provide sustainable community outcomes. Activation of the area (sports precinct) around the new stadium beyond future game day activity will necessitate a mixture of commercial activities (including commercial sport and recreation) and community infrastructure to serve the sport and recreational needs of an emerging population.</p>

Contacts	Comments	Implications
	<p>activity. 1,200 dwellings will occupy the Peninsula whilst an additional 4,500 will occupy Belmont Park. The Structure Plan requires that community facilities be provided for the residents. This includes a recreation/ sports club, multi-purpose community facilities such as meeting rooms for community groups and sporting groups, and office accommodation for community groups. Within the structure plan the residential component to the east of the stadium at a reasonably high density will be a focus – mixed use development similar to what is occurring at Olympic Park Sydney would be a good benchmark. Accessibility of the Burswood Peninsula is quite problematic already and will only get worse over the coming years. No view expressed on the development of a criterium circuit.</p> <ul style="list-style-type: none"> - Town Centre Redevelopment – Will result in a smaller more activated park (50% potentially of current open space). Development will need to face into the park area supported by a tram sop and road running parallel. There is potentially a need to develop court space and a gymnasium which potentially could be accommodated within the new civic buildings. Discussions have previously taken place with commercial developers to provide 2 to 3 courts at the top of a retail centre but these have not been progressed. The project is likely to be developed irrespective of any amalgamation. However the court space could be re-located at either George Barnett Leisure Centre or within a Community Hub at Manning. The library will need to be based in the new Town Centre and developed as a matter of urgency. - Water Sports – No issue with rowing / water sports activities on the foreshore of Swan River. There is a need for an activation node but care needs to be taken to ensure it is compatible with plans being developed within South Perth. Noise is the greatest issue with motorised water sports. They may not be able to satisfy residential amenity requirement noise levels / Environmental Protection act. Introducing speed boats to the west of the causeway would be problematical. - Synthetic Turf Provision for hockey – no strong views but considered the potential to use Higgins Park has merit as a mechanism to assist in consolidating tennis activities elsewhere and more effectively using the space. - GO Edwards Park has been identified as a potential site for a new active playing field as part of the Town of Victoria Park Causeway Precinct Review Final Report March 2009. Due to its size GO Edwards Park can accommodate both passive and active recreation uses as part of the redevelopment of the Causeway Precinct. A concept plan has also been prepared for GO Edwards Park which does not include an active sports field. However, nothing in the concept plan precludes development of an active sports field in the future should the need arise as part of the adjacent development of the Causeway Precinct and general population increase within the Town. It is important that the option of a future active playing field is maintained. 	<ul style="list-style-type: none"> - The issue relating to water sports requires careful management and ensure that the impact on residential amenity is not unduly affected. - The provision of connected paths and dog walking areas will need to be accommodated as part of the broader recreational requirements of residents. - GO Edwards Park may provide additional active sports space for the development at the Peninsula (sports precinct and adjacent residential areas). - The potential to re-invest money associated with the disposal of the croquet club site must be recognised as a potential catalyst for the clubs relocation.

Contacts	Comments	Implications
	<ul style="list-style-type: none"> - The croquet club land has been investigated as part of the Land Asset Optimisation Strategy and any investment of proceeds should be made in accordance with Council's overall strategic community plan and associated strategic planning documents. <p>Other issues: There is a need to consider space for dog walkers. This is currently identified at Lathlain Park, but there is a need to expand opportunities as it is one of the highest level of social activities within the Town.</p>	
<p>Built Life: Town of Victoria Park</p>	<p>Specific Projects:</p> <ul style="list-style-type: none"> - Lathlain Park – as an MRS reserve an application will be required for its approval for the West Coast Eagles administration and training base. This ultimately rests with the WAPC for determination. Main issue will be car parking and impact on residential amenity (current density code of R20). A good presentation is required, particularly in how the buildings interface with the street. Public access will need to be managed. - Leisurelife Centre: Accepts that the facility is aging and doesn't offer modern day facility options. Potential future of the facility and appropriate upgrade, relocation and / or redevelopment will need to be considered. - Current reserve use – Victoria Park is yet to see the complete fruition of development (residential and commercial). There is a move towards young families moving to the area (20-30's age range). Pressure may exist on the reserves due to this growth and the need to provide alternative community infrastructure. Increases in density are likely to occur on greenfield sites (including Burswood Peninsula). Elsewhere the Town is seeking to preserve the character of existing residential areas. The objective is to retain housing stock but increase density on available land. There is currently no developer contribution plan in place although one will be developed for the Causeway Peninsula. - Water Sports – This has been a consideration for a number of years which could be combined with an approved restaurant use. There is no issue with increasing activation but noise is an issue as it will move activity closer to residential properties. In addition the Department of Parks and Wildlife/ Heritage approvals will need to be sought. The council have a freehold title on the land stretching across the foreshore area and whilst not the determining authority will provide a recommendation to the Department of Parks and Wildlife. - Criterium cycling circuit – should integrate with the Cycling Plan and Integrated Movement Network Strategy. 	<ul style="list-style-type: none"> - The Strategy will need to specify the approval requirements for all new or emerging developments. - Car parking and accessibility is a common thread in all new developments. - The retention of existing reserves is critical to meet the ongoing needs of the Towns anticipated population growth and future demographic profile. - The integration of the sport and recreation strategies recommendations with the Integrated Movement Network Strategy is critical to ensure that the plans are consistent and deliver the desired outcomes for residents.
<p>Community Life: Town of Victoria Park</p>	<p>Current responsibilities include passive and active open space, creative arts, events, safer communities, volunteering, seniors and disability. Also includes an overseeing role for the library and digital hub. Key issues which need to be resolved are:</p>	<p>A number of important considerations will need to be developed through the recommendation process. These include:</p>

Contacts	Comments	Implications
	<ul style="list-style-type: none"> - What should happen to tennis at Higgins Park? – The Dept of Sport and Recreation wanted tennis to collocate but this was met with resistance. A subsidy plan is in place for the next ten years - Hockey appears to need space to build a pitch – there is a need to clarify the position. - Shamrock rovers Soccer Club – occupy prime real estate and have no opportunity for expansion. Harold Rossiter Reserve may be expanded through shared use with the school but additional space is not an option. - A couple of reserves have previously been closed due to excessive wear and tear. Fletcher Park is the only reserve currently on a formal lease. - A sports development officer is not currently funded, therefore any work would need to be integrated within the community development program or resources allocated to deliver this aspect separately. - Facilities should comply with Australian Standards. Any change of use would need to ensure compliance with these standards. - There is currently no club development officer in the town. - There is potential to diversify events and enhance volunteering opportunities to maximise opportunities (i.e. using volunteer resources across cultural, sport and recreational programs). - Current Kidsport program has highlighted the number of activities which attract users outside of the town boundary. Of particular note is the number of young people 6-18 years of age who are migrating out of the town for Netball (Belmont Netball Association - 15; Jetz Netball Club – 2; Kewdale Netball Club – 1 and Crusaders Netball Club – 2); Football (Belmont Junior Football Club – 32; South Perth Football Club and Lakes Junior Football Club - 1); Soccer (Queens Park Soccer Club – 4; Gosnells City Football Club – 1; Teeball (Canning Cougars Tee Ball Club – 7) and Basketball (Manning Magic Basketball Club – 5 and Redbacks Basketball Club – 2). - Consideration should also be given to the WA Disabled Water Ski Club which is run at Taylor Street, McCullum Park in respect of potential future development. 	<ul style="list-style-type: none"> - The future of tennis in the Town. - The future for hockey and potential timescale for club development. - The prioritised use of reserves and protection from over-play. - Resourcing changes with limited personnel and finances. - The extent of provision beyond the boundary of Victoria Park which is currently serving the needs of residents and whether this is an indication of a lack of provision; lack of diversity in provision or personal convenience.
Renew Life: Town of Victoria Park	<ul style="list-style-type: none"> - Lathlain Park: Infrastructure developed should principally be to re-establish Perth Football Club as a viable club with a strong asset management regime to ensure appropriate investment in the facility is managed. There are opportunities to ensure community programs operated by both PFC and WCEFC are integrated with the Town's current services and that they are aligned with any identified gaps. In addition there is potential for WAFC to relocate to the site although there may be a perceived conflict of interest. The main objective is to develop a shelf-ready project which can apply and secure funding streams in due course. - Active Open Space: this is a particular concern at Burswood and Belmont Park. The Town is 	<p>The key considerations which emerge include:</p> <ul style="list-style-type: none"> - The opportunities the Lathlain Park development can offer in securing the future of Perth Football Club and the potential opportunity to incorporate a number of other sporting bodies within the site to enhance the service offer and long term viability.

Contacts	Comments	Implications
	<p>supportive of a report which has been presented to the Department of Planning which seeks to establish appropriate levels in the area to serve the new Burswood development and Belmont Park (which has no active recreation proposed). There is a need to determine what is the logical location for any additional open space. The Town is currently restricted by its access to water. It is hoped that with the merger with potential South Perth that the Town will be able to use part of their allocation for irrigation purposes.</p> <ul style="list-style-type: none"> - Tennis: The Town have recently become aware of an issue with a tennis club in Canning which is not a viable entity and the potential to merge clubs to ensure the longer term interests of the sport are preserved. - Hockey: Currently use Fraser Park for training. They are a successful club and will require additional space in due course. - Aqualife / Leisurelife: The amalgamation of the two facilities at Aqualife may cause problems relating to car parking – current issues associated with TAFE and its location close to a major transport node. Space will be constrained as there is likely to be greater intensity of development in the area and it may not therefore be viable to extend Aqualife significantly. Alternative options should also be considered for the replacement of infrastructure at Leisurelife if it were to close. - Current Club Use: Historically the Town divested responsibilities to clubs and there has been issues relating to this as some clubs mistakenly believe they own the facilities. This has resulted in facilities being unavailable to hire; a lack of ongoing investment in maintenance and a lack of adherence to minimum standards of provision (i.e. lighting, extension and other infrastructure have been installed which are substandard). The Town is now starting to address this. - Integrated Strategic Planning Framework: This has been completed and includes an asset management plan, the financial commitments from which are contained in the long term financial plan. Whilst all assets have been upgraded in the last 18 years they have not been subject to a maintenance plan. All assets have been valued and renewal cost have been incorporated and aligned to a maintenance plan. The initial projects include improvements to the Lee, Parnham and Carlisle Reserves. Money will need to be reviewed and allocated to the asset management and renewal program on an ongoing basis. - It is important to consider clubs wish list and then take on board what is absolutely required, achievable and affordable. - The Integrated Network Plan is underpinned by a bike plan; parking plan and a traffic management plan which is in the process of development. - The Council has current plans to undertake restoration work to the river foreshore. Whilst a 	<ul style="list-style-type: none"> - The need to ensure active open space is developed to serve the community at Burswood and to rationalise / reconsider use of current reserves and their function. - The future of tennis may not be at Higgins Park and may provide an alternative and viable venue for another sport. - Aqualife does not have the capacity to cater for a significant amount of dry side activity which may emerge from the closure of Leisurelife. - The asset management plan and long term investment strategy has now been completed and is in the process of being implemented. This will require ongoing review and financial commitment. - The process of enhancing and improving club infrastructure is likely to be a phased process to replace all non-Australian Standard compliant infrastructure elements. - Whilst the demands of clubs are recognised the investment by the Town will be targeted at priorities; what is financially viable and in the best interests of the community rate payers. - A number of existing master plans will be required to be reviewed and revised in order that current priorities may be reflected in the long term financial plan.

Contacts	Comments	Implications
	<p>master plan was undertaken in 2001 it is now in need of review and updating.</p> <ul style="list-style-type: none">- A draft environment plan is now complete which references energy audits, ESD and other sustainability outcomes.- A master plan was undertaken for Raphael Park in 2002/03. There is now a need to review and revise the plan.	