



Town of Victoria Park: Higgins Park Needs Analysis

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Executive Summary

The needs assessment has been developed to provide the Town with contemporary information to enable decisions on the future of the park and potential investment to be best informed.

Higgins Park is identified as primarily providing a sporting space function. Sporting space provides a setting for formal structured sporting activities and includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms. The park is referenced by the Town as District Open Space (DOS) which is 8ha in size.

The impact of Higgins Park is far greater and far more important to the wider district catchment as the immediate catchment (of St James, Bentley and East Victoria Park-Kensington) is considered to have limited influence on likely future participation levels on site. As a district level facility the focus needs to be placed on serving a broad participatory catchment and community need which would offset the current deficits in sporting / POS provision in those areas where access to active POS is limited.

There are a number of critical areas from a visual audit perspective which will need to be addressed, including:

- Ageing infrastructure
- Inefficient use of space
- Limited access and passive surveillance
- Building consolidation
- Potentially expanding use by increasing floodlighting capability.

In addition, there are potential opportunities to consider additional development and expanded alternative sporting use with the introduction of hockey and bowls to the reserve. All of which needs to be assessed in the context of maintaining a quality service offering to existing users.

The consultation process, benchmarking and analysis of the site identified a number of development options which were tested and considered. The outcome of the research indicated the following four development options should be considered further and form the basis of the master planning brief:

- The redevelopment of Playford Reserve to incorporate play space, the RSL and potentially additional tenant building redevelopment;
- Investigation of the development of hockey infrastructure and new multi-sport clubroom;
- Investigation of the provision of a hockey turf;
- Secure the full site development with a football focus

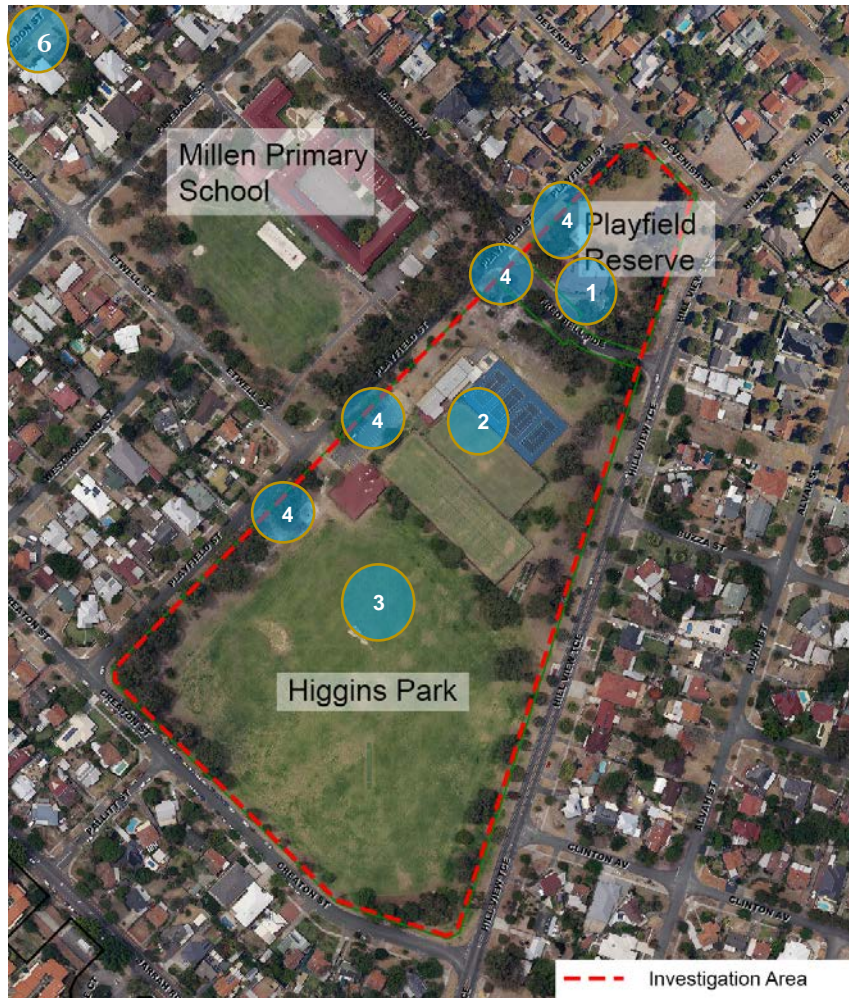
In all options, the consolidation of built infrastructure, multi-functional use and co-location is an underpinning design principle. In addition there were a number of core developments which are to be investigated within all of the development options. These include:

- Enhanced drainage and reticulation of the oval(s).
- Provision of new LED floodlighting around the oval and other sporting infrastructure to be installed to fulfil a recreational/training function
- Re-alignment of cricket/Football Oval (senior)
- Provision of a bound path around the park area creating connections with surrounding residential properties to increase site activation and use.
- Introduction of fitness equipment and personal training areas around the perimeter of Higgins Park linked to the bound footpath / shared pathways.
- Introduction of a dual use cycle / walking path with end of trip facilities.
- Consolidation of play equipment.
- Increase formal car parking bays within and around the fringe of the site.

1. Background

The report considers a recreational needs analysis related to Higgins Park and Playfield Reserve, referenced at Figure 1 below. Together they form an eight hectare parcel of Public Open Space situated within residential East Victoria Park near its southern border with St James. The site lies to the southeast of Millen Primary School and is considered to be one of the Town's main formal sporting facilities as well as a key amenity to the local community.

Figure 1: Location of Higgins Park and Playfield Reserve



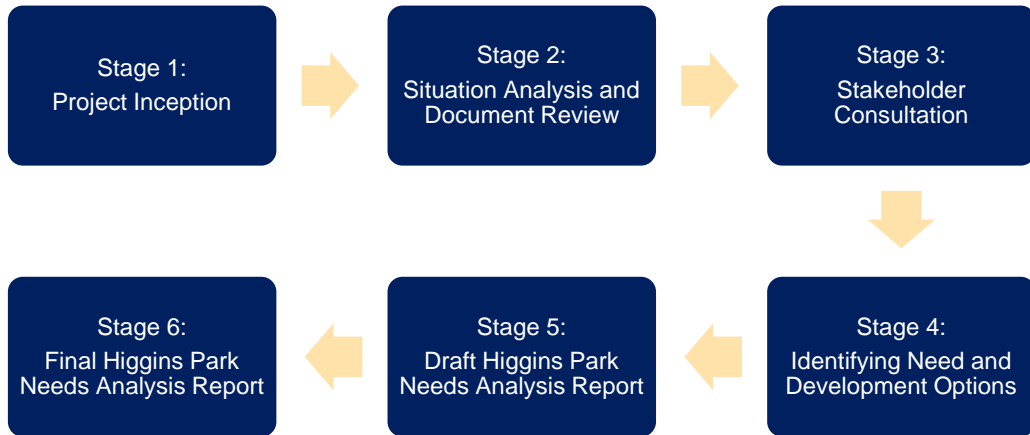
The needs assessment has been developed to provide the Town with contemporary information to enable decisions on the future of the park and potential investment to be best informed. The community facilities on Higgins Park (denoted on Figure 1 above) include:

1. Victoria Park RSL Branch adjacent to Playfield Reserve to the north of Higgins Park (and Fred Bell Parade).
2. Higgins Park Tennis Club and associated clubroom including 12 grass tennis courts and 4 hard courts, all fenced.
3. Football and Cricket Ovals with an associated pavilion, 2 x nets and synthetic wicket.
4. Various sporting and park infrastructure on the site including play equipment and car parks (generally located on the western side of the site adjacent to Playford Street).

The outcome of the needs analysis is to ensure the town wide formal sporting and local community amenity functions of the reserve are maximized to enable future master planning to be best informed and

any future upgrade works required to enable an optimisation of the park's potential community benefit to be well founded. The approach adopted in undertaking this work is identified in Figure 2 below and the report follows a similar approach.

Figure 2: Methodology Approach for The Needs Assessment



2. Document Review: Key Considerations

This section identifies the critical considerations identified through the document review. The detailed precis is provided at Appendix A, whilst key considerations and relevance are provided below.

2.1 Town of Victoria Park Documentation

Table 1 identifies the documentation produced by the Town of Victoria Park which are relevant to the needs assessment process:

Table 1: Town of Victoria Park Key Documents

Document	Relevance
Town of Victoria Park Strategic Community Plan 2017—2032	<p>As the document which sets out the strategic direction for the Town, it is critical that the needs analysis aligns with the stated mission and desired outcomes. The mission includes the promotion of sustainable, connected, safe and diverse places for everyone (social) and to promote sustainable, liveable, healthy and green places for everyone (Environment) Strategic outcomes include:</p> <ul style="list-style-type: none"> • S1: A healthy community • En5: Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed • En6: Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed • En7: Increased vegetation and tree canopy • Cl3: Well thought out and managed projects that are delivered successfully <p>All of these strategic outcomes are of direct relevance for the development of Higgins Park.</p>
Long Term Financial Plan 2019 - 2033	<p>A component of the Town's Integrated Planning Framework it outlines the intent to develop the Higgins Park Master Plan. Council felt it important to determine a scope of works and suitable estimations to deliver the various initiatives before committing any funds.</p>
The Draft Local Planning Strategy (as endorsed by Council 10 July 2018)	<p>The draft strategy identifies under section 3.4, Recreation and Open Space; Strategy 8: Ensure optimisation of environmentally sustainable recreation spaces, enhance parklands and ensure accessibility for all residents, workers and visitors. This included:</p> <ul style="list-style-type: none"> • The preparation of the POS Strategy; • The development of master plans identified within the Sport and Recreation Facilities Strategy and • Incorporate sustainable design and equal access provision in the development of new and upgraded recreation facilities. <p>The strategy references Higgins Park as being within East Victoria Park and St James and performing a district level function. The POS assessment is largely quantitative and there has been no detailed survey of open space quality or community usage and attitudes on which to base a qualitative assessment and plans for improvements and maintenance of open spaces. It is however noted that within East Victoria Park and St. James, there is close to a 10% provision of public open space, with a good range of local, neighbourhood and district open space.</p>

<p>ToVP POS Strategy (draft) 2019 Produced by UDLA</p>	<p>The research identified Higgins Park as one of 8 POS (Sport) Spaces (Incl Raphael, Harold Rossiter, Fraser, Fletcher, Carlisle, J A Lee and Parnham Park). Play equipment at Higgins Park is referenced as being of average quality, off-the-shelf equipment, partly fenced and well shaded.</p> <p>Recommendations included.</p> <ul style="list-style-type: none"> • Higgins Park: Continued formal sporting use and management of water consumption through the implementation of a Smart Irrigation System. Increase tree coverage to oval perimeter. Support Transport connection and event activation opportunities. • Playfield Reserve: Consolidate turf into single useable space and encourage ongoing ownership of park, development of park infrastructure and to improve social and mental health of nearby residents. Upgrade playground to incorporate adventure play facilities aimed at older children. Include supporting infrastructure such as shelter, seating and tables to support parent/carer use of the POS.
<p>Social Infrastructure Plan (Tao Ashford Planning 2017)</p>	<p>The plan has been accepted by the Town but not endorsed:</p> <p>Recommendations included:</p> <ul style="list-style-type: none"> • Investigate and work with the Higgins Park Tennis Club to improve their viability. • Develop a Master plan of Higgins Park to include: <ul style="list-style-type: none"> ○ Potential integration of pitch space with Millen Primary School ○ Realignment 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 ○ collocate Tennis and Football Club's into one multi-purpose clubroom buildings • Liaise with Higgins Park Tennis Club in regard to amalgamating with the South Perth Tennis Club or others.
<p>Healthy Vic Park Plan 2017 – 2022</p>	<p>The plan focuses on 3 key areas:</p> <ul style="list-style-type: none"> • Healthy places and spaces: To provide healthy places and spaces to encourage and support healthy lifestyle opportunities. • Healthy people and community: guide and encourage our community to lead healthier lifestyles through the provision of lifestyle and educational opportunities. • Healthy businesses and events: To educate and empower our local businesses and events in prioritising the health of our community. <p>All three are of relevance to the development of Higgins Park which should be a focal point for physical and mental health and wellbeing through sport and passive recreational opportunities.</p>
<p>Disability Access & Inclusion Plan 2017-2022</p>	<p>Two strategies are particularly relevant to the development of the needs analysis and subsequent master plan:</p> <ul style="list-style-type: none"> • Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Town of Victoria Park. • Strategy 9: Advocate and work in partnership with key stakeholders and local government authorities to improve buildings, facilities and management systems with respect to access and inclusion.

Town of Victoria Park Sport & Recreation Facilities Strategy (Davis Langdon 2013)	<p>The plan has been accepted but not endorsed by the Town. Recommendations are referenced in the Social Infrastructure Plan. Additional considerations in addition to the master plan included:</p> <ul style="list-style-type: none"> • Synthetic Hockey Turf - This potentially could be at Higgins Park (as a replacement of the tennis infrastructure) - 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. • The venue needs some surface improvements and dual use clubrooms with the tennis club should be investigated
Integrated Movement Network Strategy (2013) and Joint Bike Plan for CoSP and ToVP (Aug 2018 – Aurecon)	<p>Key outcomes of the Strategy and Plan include:</p> <ul style="list-style-type: none"> • Improve access to employment, entertainment, medical, education and community facilities, while considering the needs of people with mobility, visual or hearing impairment; • Create a healthier and more accessible community through encouraging active travel such as cycling and walking. <p>A critical area relevant to Higgins Park referenced the need to provide direct connections between primary routes and major trip generators.</p>

The review of Town documents indicated a long term commitment to the development of the reserve, but that this needs to be seen in a broader activation context to deliver the outcomes identified within the strategic community plan. The connections within and to the site are particularly important to ensure effective community use of the POS and active sporting facilities.

2.2 Strategic State Sporting Documentation and Guidelines

Higgins Park is identified within the Classification Framework for Public Open Space (formerly Department of Sport and Recreation) 2013 as primarily providing a sporting space function. Sporting space under this definition, provides a setting for formal structured sporting activities and includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms. The park is referenced by the Town as District Open Space (DOS) which is usually designed to provide for organised formal sport and inclusion of substantial recreation and nature space of 5ha to 15ha in size and within 2 kilometres or a 5 minute drive.

In support of its sporting function and in addition to the Town documentation there are a range of state government and State / National Sporting Association publications which provide guidance for the future development of the sports currently associated and potentially associated with the site. These are also provided at Appendix A and summarised in Table 2 below:

Table 2: Strategic State Sporting Documentation and Relevant Guidelines related to Higgins Park

Document	Relevance
Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (formerly DSR – now DLGSC)	<p>The document provides vision and direction for Western Australia's Sport and Recreation Industry. The main consideration is the reference to spaces for sport and active recreation which are considered to be an integral component of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space, which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites and provide equitable access to facilities. The ability to adapt and learn from others ad benchmarked facilities is important.</p>
AFL Facility Guidelines (AFL 2019)	<p>The facility guideline specifies a range of facility standards related to the functionality and use of a particular AFL oval and supporting clubhouse facility. Pavilions (and main viewing areas) should be positioned to allow viewing of the entire field of play and to avoid looking into the sun and are therefore</p>

	<p>positioned on the Western side of the playing field. Oval orientation should ideally be north to south. Basic design principles are advocated which in turn will need to be taken into account in the future master planning of the site.</p>
<p>Draft Western Australian Cricket Infrastructure Strategy 2019-2028 (WACA)</p>	<p>The draft strategy identifies Victoria Park as being within the South East Cricket Region and having a club participation (2017/18) of 1,275 – 11th out of the top 20 club and community cricket participating Local Government Authorities (LGA) at the completion of the 2017/18 season. Club facilities and amenities should include: 2 unisex players change rooms per playing field; one unisex official's change room per playing field; kitchen or kiosk; socials/community room (indoors); toilets (m/f or unisex & accessible), scorers viewing area; ground maintenance storage (for turf venues) and equipment storage. A series of facility priorities are identified within the strategy which need to be tested with the incumbent cricket clubs.</p>
<p>Cricket Australia Design Guidelines: Community Cricket Facility Guidelines (CA 2015)</p>	<p>The guideline recognises the need to comply with Standards, Codes, Acts and Regulations during the planning and design of clubrooms and associated buildings. When considering new buildings or redeveloping existing facilities the guide states that it is important to reduce direct environmental impacts through the implementation of practices and design ethos such as:</p> <ul style="list-style-type: none"> • Optimising the size of new buildings and/or the potential of existing structures • Investing in energy-efficient technologies and optimising energy usage through initiatives such as passive solar design and natural ventilation systems • Protecting and preserving water • Using environmentally-friendly and green materials • Enhancing indoor environmental quality • Optimising operational and maintenance practices • Minimising waste through recycling and efficient use of resources • Ensuring the space sporting facilities occupy is designed, occupied and operated with the objective of best practice environmental performance. <p>These general principles of development are relevant to all sports.</p>
<p>Tennis West Strategic Facilities Plan (TW 2018)</p>	<p>The strategy confirms that the large number of grass courts in the metropolitan zones (451) is impacting participation growth. Victoria Park is not identified as a key growth corridor for Metropolitan Perth. Victoria Park lies within the Central Zone where there are 26 affiliated clubs and venues (including the State Centre). Member to court ratio –14:1 which indicates a significant over-provision (unlit court ratio is 20:1 and floodlit 30:1). There is however a deficit of floodlit facilities. The strategy emphasises in Western Australia there is a need for more sustainable and professional operations within existing and new venues and it has been recognised that the development of more venues with a regional focus is critical to the long term health of tennis.</p> <p>Additional separate clubhouse information fact sheets produced by the national body identify basic principles of development and a standard level of clubhouse / pavilion infrastructure provision.</p>
<p>Hockey WA Strategic Facilities Plan (2009)</p>	<p>The plan contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. A population trigger point of 1:75,000 head of population for turf (synthetic) provision is identified. Due to a recent increase in turf provision across metropolitan Perth which has had an</p>

	adverse impact on existing turf viability, particularly at the State Hockey Centre, Curtin, Hockey WA have indicated they are in the process of reviewing the strategy with a view to providing more detailed guidance for the long-term viability and sustainability of turf infrastructure.
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2.3 Summary Conclusions

The document review identified a number of key areas which need to be considered in developing the needs assessment and identifying a potential scope of works against which development options for the site should be considered. These include:

- The site as a district level active reserve is important for the residents of the Town who value the variety of sporting opportunities it provides and POS generally.
- The infrastructure contributes to an active and healthy community, one of the desired outcomes of the Strategic Community Plan and the Healthy Vic Park Plan 2017 which also highlights the value of Higgins Park for events.
- It will be important to consider the ongoing viability of any future investment and the cost in managing the asset. The Strategic Community Plan similarly identifies this as an important consideration in supporting future investment.
- Accessibility for all is important in order to comply with contemporary sporting needs. This includes disability compliance and in addition the need to adapt or develop infrastructure which is not gender specific.
- While within East Victoria Park and St. James, there is close to a 10% provision of public open space, with a good range of local, neighbourhood and district open space, this fails to take into account the quality of provision. The previously developed Sport & Recreation Facilities Strategy, Social Infrastructure Plan and POS Strategy has identified the site as having ageing infrastructure which lacks functionality and fails to meet contemporary sporting needs.
- Connection to and within the site is important and it will be essential to incorporate such provision within any subsequent master plan to ensure Higgins Park provides the greatest opportunity to be fully activated.
- Publications by state government and individual sports identify a number of key principles which are consistent in underpinning any future development of the site. These reference:
 - Their place as an integral component of urban infrastructure and contribution to community health and wellbeing.
 - The need to efficiently use resources and optimising the size of new buildings and/or the potential of existing structure,
 - The importance of good functionality
 - Equitable access to facilities / infrastructure.
 - Incorporating energy-efficient technologies, minimizing waste and optimising energy usage
 - Protecting and preserving water
 - Optimising operational and maintenance practices.
- Oval orientation should ideally be north to south and clubhouse /pavilion infrastructure should ideally view to the east to avoid the setting sun.
- Current provision within the locality of tennis infrastructure indicates there is an over-provision of grass court space and a potential under-provision of floodlit hard courts. The transfer from grass to hard court provision should be encouraged to increase club viability.
- The provision of synthetic turf over the past few years has indicated a need to review current levels of provision and ensure any future investment is financially viable.

3. Demographic Analysis

The following provides an overview of the demographic implications of the current population profile and future growth of the Town of Victoria Park. The detailed data was obtained from Profileid™, Forecastid™ and is contained at Appendix B.

Population & Growth

The 2018 population of Town of Victoria Park estimated at 36,601 (Estimated Resident Population). The latest ABS census data indicates that in 2016 the resident population was 34,986, an increase of 7,029 since 2006 (an annual population change of 2.27%). Key demographic influences include:

- In comparison to Greater Perth the Town has a relatively high number of residents within the ages of 20 to 39 which is indicative of the Town's close proximity to the Perth CBD and the strategic employment area which tends to attract young upwardly mobile individuals / couples. It is this age range which will predominantly take part in senior organised competitive sport. It is also this age range which is often time poor due to work and social commitments outside of a sporting environment.
- The largest changes in age structure in this area between 2006 and 2016 were in the age groups of 25 to 29 (+1,339 persons), 30 to 34 (+1,270 persons), 35 to 39 (+705 persons) and 0 to 4 (+613 persons). This further emphasises the attraction of the Town for young upwardly mobile couples, some of which are starting families. Overall, as young families age, there will be a propensity for the family units to move out into outer lying and more cost effective suburbs. This will impact on children's sports participation which will experience a slight decline in comparison to Greater Perth.
- Higgins Park lies centrally within the suburbs of Bentley, East Victoria Park – Kensington and St James (Town of Victoria Park and City of Canning). For the purpose of this analysis the population data from all four suburbs has been used to draw conclusions in relation to the potential impacts and opportunities for the development of the site. It can be seen for the immediate catchment:
 - The general population profile is a relatively flat structure from 2016 through to 2036 with the most significant population growth being within the ageing demographic (aged 65 and above). This is in direct contrast to the Town metrics which further highlight the strong growth in young working adults.
 - The key issue is the established residential development within the immediate catchment of Higgins Park and the limited infill development contributing to a relatively slow growth in comparison to the rest of the Town. This obviously offers limited opportunity for growth in existing sporting use as a result of population growth and a need to potentially be more innovative in the expansion of clubs and provision of sports developmental opportunities.
 - St James within the City of Canning and within the Town of Victoria Park highlights a relatively low population base which is predominantly occupied by young family units. The components of population change confirm that within the combined suburbs, population will grow slowly over the five year periods to 2036. This growth is largely attributable to births with a negative net-migration.
 - East Victoria Park- Kensington projected population growth is more significant with the birth rate being consistently high and a profile which is consistent with the Town. Generally although the net migration is negative overall. Young single person, couples and families with young children are the predominant household type.
 - Bentley is typified by a student and ageing population with almost no growth attributed to births and a high net inward migration across the suburb. The high levels of an ageing population highlights a focus on seniors and aged care accommodation within the suburb. This indicates that the demand for sport and recreation infrastructure is likely to be low for the suburb within the immediate Bentley catchment.
- As a district level facility it is also important to consider the broader Town of Victoria Park Profiling. The most important aspects to consider are while there is projected growth across all

ages, the net migration across all suburbs is higher than the birth rate throughout every five year interval. This highlights a high transient community which is likely to impact on the volunteer network, stability of clubs and participation rates as residents move on. This however does indicate strong population growth and higher densities within an inner urban area, which tends to result in higher demand for access to POS and sporting infrastructure.

- 2016 individual income levels in the Town of Victoria Park compared to Greater Perth indicates there was a higher proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income people (those earning less than \$500 per week) within the Town. Overall, 15.7% of the population earned a high income, and 33.0% earned a low income, compared with 15.1% and 35.7% respectively for Greater Perth.
- The Index of Relative Socio Economic Disadvantage indicates that all suburbs within the Town rank as reasonably highly advantaged with Bentley being the only suburb indicating a high level of disadvantage. St James is also below the Australian and West Australian average index but relatively comparable. This would generally be indicative of the ability of individuals and family units to pay for sport and recreational pursuits and where attention potentially needs to be paid for families and individuals to be provided with ready access to POS and active reserve space for mental and physical health benefits at a low / no cost.

Overall, the demographic analysis indicates the continued need to facilitate the development of Higgins Park. The impact of Higgins Park is far greater and far more important to the wider district catchment as the immediate catchment will have limited influence on likely future participation levels on site. As a district level facility the focus needs to be placed on serving a broad participatory catchment and community need which would offset the current deficits in sporting / POS provision in those areas where access to active POS is limited.

4. Industry Trends and Current Site Auditing

This section identifies trends in sport and recreation provision on POS and its relevance to the future development of Higgins Park. In addition, a visual audit was undertaken of the Higgins Park site and Associated infrastructure.

4.1 Industry Trends - Community Facility Development

Trends associated with local government sport and recreation infrastructure and general community facility provision have been identified through industry research, current publications and knowledge based on previous project work. The main considerations are:

- There is a proliferation of ageing infrastructure in need of replacement across all local governments within metropolitan Perth. Higgins Park is no exception with the current clubhouse / pavilions serving tennis, football and cricket are ageing and have a number of design deficiencies which are potentially impacting upon club viability and use.
- Ageing infrastructure invariably does not respond to contemporary sports facility design. In the case of the clubhouse / pavilions located on site, none of them provide unisex / gender diverse changing infrastructure. In addition the current buildings and access to infrastructure is not fully disability access compliant. The need for modern facilities that meet statutory building requirements is becoming more important. In particular the need to provide access for users of all abilities.
- Recent Ausplay data (Sport Australia), referenced at appendix A highlights the following participatory trends:
 - Adult men and women participate at similar levels across the life stages.
 - Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
 - Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
 - Men are more motivated by fun/enjoyment and social reasons than women.
 - For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
 - The main barrier to young children's participation in organised out of school hours sport or physical activity is their parents' perception that they are too young to start playing.
 - Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
 - Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.
 - While sport clubs are the main avenue for both girls and boys, throughout childhood boys (50%) are more likely to be active through club sport than girls (33%).
 - The use of technology for sport or physical activity is popular with 39% of the Australian adult 'playing' population. Its popularity is highest amongst younger adults, particularly younger women.
- There are significant additional pressures facing local community groups through a declining volunteer base and increased risk management requirements of operating infrastructure. This is likely to impact on the longer-term viability of clubs and the services they provide if this decline is not addressed.

- There is an ongoing increase in the availability of leisure opportunities and there is a need for traditional community based organisations to constantly review their service offering and focus on effective and efficient management and meeting the needs of the participants.
- There is a general acknowledgement that centralised administration and facilities can benefit clubs and associations whilst meeting modern day community needs. The future evolution of facility infrastructure at Higgins Park will need to consider increasing the level of efficiency which can be achieved due to the avoidance of duplication of servicing and management obligations.
- There is now a more acute focus on financial viability of all sport and community infrastructure which includes consideration in rationalising provision. There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
- The need to develop a shared use/co-location agreement are becoming more prevalent. The potential refinement of current building design which would increase usage of the site will need to be considered.
- The focus of local governments is on maximising the social return on available public open space to provide a full range of community leisure and recreation opportunities that promote physical activity and healthy lifestyles, balanced with complimentary recreational pursuits. While Higgins Park provides an avenue to participate in active recreation this could be enhanced with additional site embellishments.
- The importance of fully costing out asset management plans and future proofing expenditure (including lifecycle costing) is becoming more critical. This will need to be addressed by the Town of Victoria Park within its ongoing asset management program related to active reserves.
- There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Current facilities fail to maximise connectivity. This will need to be addressed to encourage greater activity and use of the site.
- The need to provide flexible sporting infrastructure is becoming increasingly important due to factors such as demographic shifts and changing preferences.
- There is an increase in community expectations of people in relation to the quality of provision.
- The inadequacy of site servicing and in particular floodlighting is a major consideration as this can potentially increase capacity.
- The quality of maintenance of grass surfaces (for tennis, football and cricket) is often raised as a concern due to the limitations of budgets and consequential implications on maintenance regimes.

4.2 Visual Site Audits: Higgins Park Facilities

A visual site audit was undertaken together with images of the current infrastructure which is provided at Appendix C. The key outputs are provided in Table 3 below:

Table 3: Visual Audit Overview of Higgins Park and Associated Infrastructure

Facility	Visual Audit Outcomes
Main Football and Cricket Clubhouse and Oval	<ul style="list-style-type: none"> • Appearance externally of the building is good and structurally sound. • Internally the building, while clean and in reasonable condition lacks storage and sufficient flexibility to meet the modern needs of football and cricket. The lack of unisex changing provision will harm potential women's game development and is not consistent with contemporary pavilion / clubhouse designs.

	<ul style="list-style-type: none"> • Car parking immediately to the north and shared with adjacent tennis club with direct access off Playfield Street • Playground to the southwest adjacent to clubhouse, unfenced with play equipment suitable for young children and toddlers. Adjacent to the play area is a sheltered seating / picnic / social gathering area within BBQ. • Shade provided around the clubhouse for viewing the oval, built into the main structure. • The football oval benefits from 3 high floodlighting towers. (north, west and east). The oval is narrow senior provision with a small junior oval to the southeast • A synthetic cricket wicket is located in the southern part of the oval which is an inhibitor when laying out the oval configuration for winter football (historic records indicate the senior oval to the north is intentionally marked out with a narrow boundary and junior oval adjacent is marked to avoid the synthetic wicket). Length of the senior oval is 165m and width of 101m. Junior oval is 84m x 56m. The senior oval lies in a southwest-northeast orientation and southern oval similar although capacity exists to slightly modify to align closer to a north south orientation. • The playing surface was showing signs of wear and tear when visited with worn patches in the goal area. • Cricket nets (2No.) were in reasonable condition although the synthetic surface was showing signs of wear and tear and fencing was damaged in some areas, although generally sound.
<p>Higgins Park Tennis Club – Clubhouse and Courts</p>	<ul style="list-style-type: none"> • The tennis clubhouse (JJ Higgins Pavilion) is old and has been developed in an ad hoc manner with extensions and infilling of the original structure. The internal space is limited functionally due to its age and does not meet contemporary design standards for sporting pavilions. • There is a good shaded garden area overlooking the courts for social gatherings and an elongated grassed area with defunct netball/basketball board and shade structure with seating located within it. It appears to serve a limited current function although well maintained. • Netting around all of the court areas was showing significant signs of disrepair with areas where post have been damaged and tilting. Some chain link fencing is damaged and in need of replacement. • The grass court provision was reasonable (12No.). Hard court provision (4No.) was in reasonable order with halogen floodlighting. The fencing around the hard courts is in need of replacement due to damage to the gated area on its northeastern side. • There is a small children’s playground to the northeast of the tennis clubhouse for young children and toddlers. It benefits from an old shade sail and limestone wall. There is also a tennis hit up wall adjacent. • Car parking services the facility to its west with direct access off Playford Street and shared with the adjacent cricket / football pavilion. • The land surrounding the tennis courts falls away to the south east and is to provide space for an additional two tennis courts as supported by the Town of Victoria Park to enable croquet to be relocated to the site. This however has yet to commence.

	<ul style="list-style-type: none"> • Four of the existing grass tennis courts are to be developed into four hard courts with floodlighting.
Playfield Reserve Open Space and Play Area	<ul style="list-style-type: none"> • Playfield Reserve consists of a small grassed open space lined by mature trees to its northwest and southeast. The grassed area provides for informal recreation with a small children's playground (for young children and toddlers) and seating area located immediately to the north of the RSL club. • There is no opportunity to create a formalized playing pitch structure on the reserve due to size constraints.
RSL Club	<ul style="list-style-type: none"> • The RSL Club lies on raised ground to the north of the Tennis Club and to the south of Playfield Reserve. It is a large built structure with sizeable function room, kitchen, toilets and offices. • Immediately to the south of the building is a large car park and war memorial. • A large tree lined bank lies between the tennis infrastructure and RSL car park. • The building is surrounded by mature trees • Signage adjacent to the war memorial highlights the current user groups – GTR Torana XU1 Car Club of WA, Combined Torana Car Club of WA, AMMPT Western Region, Holden Car Club of WA, Bentley Weight Watchers, The Gurney Club Inc & Community Centre and National Servicemen's Association of Australia WA Branch.

In summary there are a number of critical areas from a visual audit perspective which will need to be addressed in developing the needs assessment process. This includes:

- Ageing infrastructure
- Lack of investment in the management of the asset or the assets coming to the end of their useful life.
- Inadequacy of site servicing and in particular floodlighting.
- Limited access to good quality changing rooms, meeting spaces and function areas.
- Quality of grass surface (tennis, football and cricket)
- A 16 court tennis facility provides a large footprint, much of which is grass and appears excessive for the catchment (the number of courts would be associated normally with a regional level centre).
- Exploring the significant benefits which may accrue through facility rationalisation:
 - Reducing duplication through shared function, changing room (unisex) and event space across the football/cricket facility, tennis clubhouse and RSL.
 - Developing a stronger volunteer structure by amalgamating facility management responsibilities and sharing those across the individual clubs.
 - Expanded competition and sports developmental programs through a potential increase of playing areas / competition facilities.
 - Expanded use through the potential to introduce other activities / user groups to Higgins Park.
 - Greater ability to manage the asset more effectively.
 - Greater site security by placing all infrastructure within one co-located facility.
 - Increased activation of facilities throughout the year.

4.3 Participation Analysis

It is important to gain an understanding of the current use and accessibility of Higgins Park in order to plan for its future development and identify the potential facility development opportunities which may be required to address current known deficiencies. In this regard the booking / hiring of facilities and known usage was assessed to underpin the subsequent site assessment an options consideration. This is provided below for reference:

Winter Usage (Oval):

Current winter booking information indicates the oval and associated space is occupied by Beverley Football Club and Victoria Park Junior Football Club 7 days per week at 27 hours weekdays and 27 hours at weekends (across the senior and junior ovals). Such a use indicates that the oval space is operating at or above capacity (26 hours typically is the average capacity of a reasonably drained and maintained oval. Figure 3 below refers

Figure 3: Typical Weekly Winter Use of Higgins Park Oval

Time	Mon	Tue	Tue	Wed	Thur	Thu	Fri	Sat	Sun
7:00									
7:30									
8:00									
8:30								Green	Green
9:00								Green	Green
9:30								Green	Green
10:00								Green	Green
10:30								Green	Green
11:00								Green	Green
11:30								Green	Green
12:00								Green	Green
12:30								Green	Green
13:00								Green	Green
13:30								Green	Green
14:00								Green	Green
14:30								Green	Green
15:00								Green	Green
15:30	Green	Green			Green		Green	Green	Green
16:00	Green	Green			Green		Green	Green	Green
16:30	Green	Green		Green	Green		Green	Green	Green
17:00	Green	Green		Green	Green		Green	Green	Green
17:30	Green	Green		Green	Green		Green	Green	Green
18:00	Green	Green		Green	Green		Green	Green	Green
18:30	Green	Green		Green	Green		Green	Green	Green
19:00	Green	Green		Green	Green		Green	Green	Green
19:30		Green	Yellow	Green	Green	Yellow	Green	Green	Green
20:00		Green	Yellow	Green	Green	Yellow	Green	Green	Green
20:30			Yellow	Green		Yellow	Green	Green	
21:00			Yellow	Green		Yellow	Green	Green	
21:30								Green	
22:00								Green	
22:30								Green	
23:00								Green	
		Yellow	Beverley Football Club						
		Green	Victoria Park JFC						

Summer Usage (Oval):

There is a higher level of capacity available during the summer season when Carlisle Cricket Club and South Perth Junior Cricket Club operate on the oval space. The clubs operate on 6 out of the 7 days per

South Perth JCC	500		24		Oct - Mar
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The cricket usage is also consistent with the information contained within the WACA Strategic Facility Plan (draft) which highlights the high level of participation per club within the Town. Future increase in levels of use will however be compromised by the inadequacy of facilities and in particular the lack of unisex players change rooms per playing field; unisex official's change room per playing field, quality of accommodation and lack of storage.

Tennis Usage

Based on the figures contained within the clubs business plan and the court ratio specified by Tennis West of 1:20 player ratio per unlit courts and 1:30 player ratio for floodlit courts, current provision on site is excessive, given that membership in 2015 was 123 and anticipated growth to 2020 will only be 150. However, a commitment has been made to co-locate croquet on site and invest in additional floodlit hard court infrastructure. Time needs to be given to Higgins Park Tennis Club to enable them to maximise the potential use of the new court infrastructure; increase junior membership and put in place a viable business plan for its future co-located use.

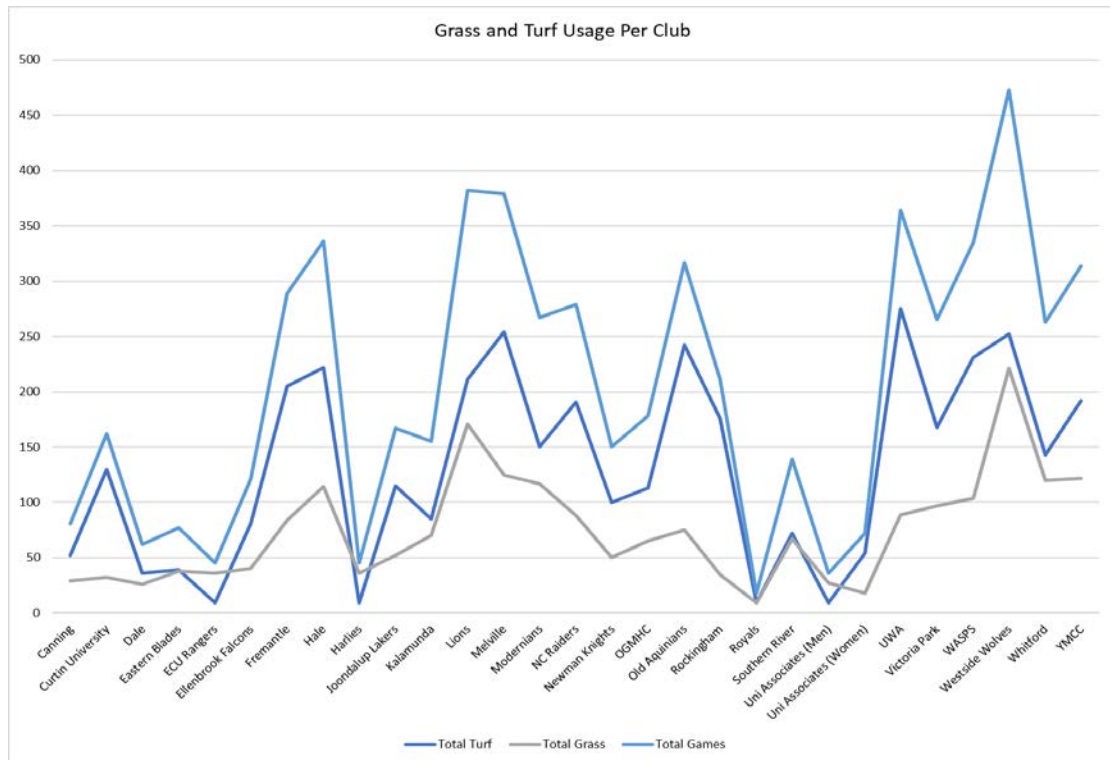
Hockey

The development of hockey facility infrastructure, in particular the development of synthetic turf (turf) has become a key consideration in metropolitan Perth over the past 5 years with facilities having been developed in Warwick, Guildford, Fremantle and Southern River. The intent for the development of a turf in the Town of Victoria Park has been mooted for a number of years. This also needs to be seen in the context of proposed developments in the City of South Perth, Kalamunda and City of Nedlands. The current Hockey WA strategy indicates a population tipping point of 75,000 for a new turf. This however is not considered to be a viable benchmark when reviewing the need for such infrastructure which is reliant on clubs generating significant income to be able to set aside monies in a sinking fund to secure the replacement of a turf, every 10 years. The following are important considerations in determining whether investment in a turf is justified, even where the population growth is in excess of the :

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550. Victoria Park Xavier Hockey Club membership is consistent with this benchmark.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are likely to adjust their future operations commensurate with the need to facilitate the AIS commitments but also turf viability.
- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played (see figure 5 below). However, the amount of turf games being generated by VPXHC is close to that tipping point, which indicates they are likely to be able to sustain a turf.
- Hockey WA have indicated that they are limited in the number of games which can be scheduled due to impact on other turfs and the limited growth in the sport turfs promote (i.e. it results in player transfer rather than increase in participation). Nevertheless, established clubs such as VPXHC have the capability to generate the level of activity necessary and are one of the few clubs operating in the top leagues with the capability to attract elite players and provide a developmental pathway.

The conclusion of the current assessment process would indicate that while a need for a turf hockey facility could be justified and is likely to be financially viable, the location at Higgins Park will potentially result in the club having to operate on split sites (i.e. by retaining grass pitch provision at Fletcher Reserve). This however will need to be explored further and the potential impact on residential amenity tested by assessing potential opportunities to locate a turf without compromising oval space usage.

Figure 5: Grass and Turf Usage Per Club (Source: Hockey WA)



5. Consultation Outputs

The consultation process involved an approach to the following users or potential users of Higgins Park and Playfield Reserve:

- Higgins Park Tennis Club,
- Victoria Park Raiders Football Club,
- Millen Primary School,
- Victoria Park RSL Branch,
- South Perth Junior Cricket Club,
- Carlisle Cricket Club,
- Victoria Park Bowls Club,
- Perth Football Club,
- Victoria Park Panthers Hockey Club,
- Victoria Park Carlisle Bowls Club, and
- West Coast Eagles Football Club

Additional consultation was undertaken with the State Sporting Associations for tennis (Tennis West) and Football (West Australian Football Commission) to discuss some critical aspects related to the development of each sport on the reserve.

5.1 Consultation Summary

The consultation process focused on the following aspects in seeking to determine the needs of each individual club / organisation:

- Current membership numbers / users.
- The nature of services provided.
- The venue currently operated from, the facilities used and satisfaction with those facilities.
- Future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document.
- Inhibitors each club / organisation faces.
- The financial sustainability of each club / organisation.
- Any additional activities and services they would wish to undertake at the Higgins Park site.
- The importance of the existing location to their club / organisation.

The detailed notes from the consultation process is provided at Appendix D. A summary of the key outputs is presented in Table 5 below:

Table 5: Overview of Consultation outputs

Subject area	Response
Higgins Park Tennis Club	<ul style="list-style-type: none">• The Club has 130 members who are primarily Pennant players. There is also a non-member playing base attributed to coaching totaling approximately 90 persons (30 adults/60 children).• Casual users (social) make use of the 4 hard courts under lights on a Monday night which is fully booked (new online booking system

	<p>has added to the use) and often oversubscribed in the summer months (up to 60 regular users)</p> <ul style="list-style-type: none"> • The first two tennis courts in the current row of 5 grass courts will become an exclusive croquet court. • The other 3 grass courts in this row will be added to by one court at the eastern end and become hard courts under lights (as will the croquet court). • Total hard courts under lights will then be eight, 6 exclusive grass courts and 2 shared grass courts (5 days per week). • The major inhibitor is now the age and quality of the clubhouse. • Convenience, accessibility, safety and security are all issues that need addressing. Visibility of parking versus location of the hard courts causes security issues for cars, Lack of general lighting also causes security issues • Club is currently operating profitably but has not built up cash reserves, • The Club would like to see a community hub/multi-sport facility developed at Higgins Park. Tennis can potentially co-exist with croquet and bowls. Was interested in the Area 5 Football concept until they were directed to Victoria Park Bowling Club.
<p>Victoria Park Croquet Club</p>	<ul style="list-style-type: none"> • Players are in the 60+ age group. Majority are female and ex tennis and/or golf players • Members can play to 90+ as the game is not a strength sport. As such, there is no real advantage re gender. • There are 23 current members of which 15 are regular players. The majority of members are from outside the ToVP. • Club and Tennis Club have been funded to the tune of \$750k to move Croquet to Higgins Park Tennis Club. • Club will occupy 4 grass tennis courts (3 existing and one new for exclusive use) equaling two exclusive use croquet greens plus space in the clubhouse that overlooks the greens. Tennis club will have two new grass tennis courts developed. • Two courts is the absolute minimum requirement (available at Higgins Park plus use of temporary greens in winter) • The Club would like to see a community hub developed at Higgins Park • Tennis is the only real sport Croquet can co-exist with. Bowls does not work. It is easy to reduce two tennis courts to a Croquet green but not so easy to reduce a Croquet green to a Bowling green. Also seems to be a personality conflict between the two sports
<p>Victoria Park RSL</p>	<ul style="list-style-type: none"> • Member numbers approximate 60. These comprise Full Members (majority) and Social, Affiliate and Associate Members. • Almost closed in 2017 but the sub-branch is now going ok, although heavily reliant on a few volunteers. • Facility is leased by RSL and sub-leased by Vic Park sub-branch (peppercorn rates)

	<ul style="list-style-type: none"> • Facility has a large Hall (170 people seated) which can be divided one third/two thirds, audio and projector equipment, commercial kitchen, bar, 2 meeting rooms (20 people/8 people), office space, outside courtyard and barbeque, museum and toilets. It is a very good facility that is in good condition and is 20 years old. • Income from hire of facility goes to RSL Vic Park. This represents the majority of RSL Vic Park's income. • Vision is for a busy community centre but this requires promotion and know how • Facility is adaptable for many activities • At present, it is a very good facility that is under-utilised due to a lack of capacity to promote the use of the facility.
<p>Victoria Park Junior Football Club</p>	<ul style="list-style-type: none"> • Players range from Pre School to Year 10 (boys – 17 teams) and Year 5 to Year 11 (girls – 4 teams) • There are 455 registered male players and 62 registered female players • Female teams comprise Years 5/6 (2 teams – one primarily Indigenous and one primarily Muslim), Years 7/8 (1 team) and Years 9/10/11 (1 team). The numbers are rising steadily. 90%+ of the players are drawn from ToVP • Higgins Park Oval comprises a full size football oval (165m in length) and a smaller space that can be used for Auskick. Junior football is played in the winter and junior and amateur senior cricket is played in the summer on an artificial turf wicket. A clubhouse exists for both sports but is only used by the football club. • The club house is 30 years old and suffers from capacity and aging issues in relation to its canteen, change rooms, storage and toilets. • The change rooms do not cater for female players. Lights exist for training but do not cover entire oval and lux levels have deteriorated over the years. • Security is a challenge with break-ins and smashed windows. There is drug use at night time in areas that are hidden from site with volunteers often cleaning up the mess left behind prior to training or game day. • The Club would like to create a community hub at Higgins Park by creating a facility that caters for both football and tennis along the line of the grass tennis courts. The Club already attracts 500+ participants and could cater for 750+ participants with the right facilities. The oval space is good but the lights and rooms need updating. Many other local Councils have invested in facilities and have gained improved participation levels. football and tennis being the cornerstone tenants. • The relationship with Perth and WCE is not proactive.
<p>South Perth Junior Cricket Club</p>	<ul style="list-style-type: none"> • SPJCC is a large junior cricket club with between 450-500 members at any one time and currently field 52 teams. The Club makes up 60% of the WACA's zone in which it participates. • The age demographic is 5yo through to 16yo with an approximate 90%/10% male/female composition. It is noted that female cricket

	<p>is on the rise and numbers are expected to increase significantly over the next 5-10 years which will put additional strain on oval use.</p> <ul style="list-style-type: none"> • Because of the size of the Club, its training and playing fields are spread over many community ovals and schools primarily in the City of South Perth (CoSP) and ToVP localities. • The use of Higgins Park is solely the nets (two) adjacent to the tennis Club and the cricket pitch (synthetic turf)/oval (grass). All gear is transported in and taken away. The Football clubhouse is not used and there is no relationship with Football, Tennis, the RSL or Millen Primary School. • Higgins Park, as with many community oval, have toilets a significant distance from the cricket training and playing facilities. The oval and clubhouse is a football facility first and primarily caters for males. • Would be interested in a community hub concept with cricket as a core tenant. Could be a possible location for a new clubhouse to be shared with other sports.
<p>Victoria Park Xavier Hockey Club</p>	<ul style="list-style-type: none"> • Players range from Minkey (5+) to Masters (40/50/60+) • 31 Sides (down from 42 in 2011) plus 60 Minkey players) • Has both a male and female side in Hockey WA's Premier One Division • 600+ members (45% drawn from ToVP with balance from Belmont, Canning and South Perth). Peak of 750 members in 2011. Now down to 600 members. Primary reason is lack of Astroturf pitch. • They have a Business Plan and Turf Development Plan. • Astroturf pitch is number one priority. There current four grass pitch facility at Fletcher Park cannot cater for this. • Believe an Astroturf pitch will attract new members with a club operating with up to 1,000 members. With no Astroturf pitch, member numbers will continue to decrease and Club could no longer exist within a decade. • An Astroturf pitch will cost in the range of \$1.2m to \$1.5m and must be fenced off to maintain security. • The Club is in a strong financial position making annual profits of \$20-\$30k and building cash reserves. They are able to contribute several hundreds of thousands of dollars towards a new Astroturf pitch and The club are able to contribute significantly to a sinking fund for maintenance/replacement of the surface (\$350k after 10 years) and the rubber (\$500k after 20 years). • The current Tennis Club clubhouse and the Football clubhouse would be demolished with a new clubhouse built for both tennis and hockey
<p>West Coast Eagles</p>	<ul style="list-style-type: none"> • WCE are based at a new \$62m facility at Lathlain Park, also home of the Perth Football Club • PFC also has a League team, Reserves team, Colts team, WAFW team (does not train at Lathlain Park) and Futures squads (14/15/16 age groups who train in the off-season)

	<ul style="list-style-type: none"> • The venue has 2 full size football ovals and a large indoor training facility • The issue is that with all of the above teams and squads, there is already a need for an overflow oval (now) and it is anticipated that this will move to an exclusive third oval (medium term). • Lathlain Park is fully utilised and there is an urgent need for overflow space. This will grow to a need for an exclusive third oval. • Higgins Park (given football is already played on the ovals) is a potential overflow oval but it would likely need two full size ovals (one for WCE/Perth and one for the juniors) with quality turf, lights and new club houses to cater for a professional club. • Two full size ovals would likely impinge on the tennis club space and some trees which could be problematic.
<p>Victoria Park Carlisle Bowling Club</p>	<ul style="list-style-type: none"> • Membership is 150 persons plus social members • Clubhouse is based next to John MacMillan Reserve and has a 150 person function centre, bar facilities, 4 bowling rinks (one of which has been transformed into 2 artificial turf Area 5 Soccer pitches) and car park. • Preference is to stay at current facility with upgrades. Secondary preferences are new facilities at McCallum Park or Burswood Peninsular with space for a function centre and cafe. Bowls WA could also reside at a new or upgraded space. Higgins Park is not a preference as St James is seen as on the outer boundary of ToVP and the only bowling club in the ToVP should be more central. • Club is financially sustainable year on year but has not built cash reserves and, whilst looking at alternative income streams (barefoot bowls and Area 5 Soccer) it has an opportunity at its current location to do more. • Club is interested in other activities commensurate with the use of its rinks and/or clubhouse. Bowling clubs in WA are decreasing in traditional membership and operating from aging facilities and must reinvent themselves. Attracting younger participants is an imperative, however upgraded facilities would help this endeavour as would the capacity of volunteers.
<p>Perth Football Club</p>	<ul style="list-style-type: none"> • Perth is a WAFL Club with approximately 2,000 members. • The club has approximately 10 staff but has a number of volunteers. • PFC is based in an aging facility at Lathlain Park within the grandstand which faces onto the main training and playing oval. WCE are now also based at a new \$62m facility at Lathlain Park. • PFC is working to attract approximately \$12m in funding to update its facilities at Lathlain Park. It currently has \$5m (\$4m from Federal Government and \$1m from WCE) with further funds expected to come from the State Government and ToVP. • It is expected the need for further oval space will continue to grow over the coming years from both PFC and WCE, particularly with the growth of female football.

	<ul style="list-style-type: none"> • PFC is in a sustainable financial situation on a year by year basis but it has small cash reserves and cannot build a new and needed facility without a significant contribution by the State Government. At present the current facility is dwarfed by the new WCE facility. • Primary use would be the secondary training requirements such as Academies, Futures and possibly female football
<p>Carlisle-Windsor Cricket Club</p>	<ul style="list-style-type: none"> • Currently in regards to utilising Higgins Park we require the cricket ground to service 24 people (12 club/12 opposition) every second (on average) Saturday from Oct through March seasonally from 12pm through 6pm. • The main ground being Carlisle Reserve is serviced from this oval. Players transport chairs, table, scoreboard, drinks, lunch and other general gear from Carlisle Reserve on the Saturdays. • The club have previously requested a form of lean-to/bus shelter type structure at the Creaton Street end of Higgins Park to facilitate as a better shade structure for players not on the ground and scorers. • Planning for improved junior and female participation would hopefully lead to being able to utilise the cricket oval from morning to evening both Saturday and Sunday within the Oct to March season if possible. • Currently Higgins Park is important as the club require a second local ground to host matches with the volume of participants in Seniors.
<p>Area 5 Football</p>	<ul style="list-style-type: none"> • Located at VPCBC, Area 5 Football (or Mini Football) is 5 a side soccer played outdoors, each field being approximately 40m*20m in dimension using artificial turf as the surface and surrounded by fencing/netting • An area of 43m*43m is required for the two fields. • There are currently 64 adult teams and 30-50 youth teams depending on the season. Summer is more popular than winter. • Area 5 has no real association with Football West or FFA but this is expected to occur if the popularity of the sport continues to grow • The 4th green at the Vic Park Bowling Club is seen as an ideal location for the 2 fields -The cost of constructing the 2 fields is approximately \$450k • Area 5 would like to use more of the facilities of the bowling club, particularly the bar but, to date, this has proved problematic because of volunteers to operate the bar after 6.00pm (normal closing time).
<p>Millen Primary School</p>	<ul style="list-style-type: none"> • Millen Primary has 494 students involving 300 families. School has 2 basketball/netball courts in its centre and a small oval, 2 cricket nets and a playground. • The schools is an important overflow facility for the incumbents at Higgins Park, particularly the junior football club (many students play for the team). It also allow various community use of its facility at no charge as long as those activities do not interfere with school activities. Community use includes:

	<ul style="list-style-type: none"> ○ Vic Park Raiders Auskick on Tuesday and Thursday afternoons ○ Grasshopper Soccer (private organisation) on Friday afternoons ○ Step into Life Fitness Group (normally in the mornings at Higgins Park but use school facilities if undercover is required) ○ Tiny Tots Tennis Not associated with Higgins Park)non Friday mornings ○ Overflow parking when Higgins Park in full use. <ul style="list-style-type: none"> ● RSL (based on Higgins Park site) also come to the school to undertake Anzac and Remembrance Day services ● Line markings on Higgins Park can be problematic for the football club and, historically, the school has been pushed to the eastern side of the oval which is furthest from the school ● Parking is a huge issue during the day due to Curtin University students getting free parking around the streets of the school and the oval and then walking to the campus (10-15 minutes). ● The school's facilities seem to be more important for the incumbents on Higgins Park than Higgins Park facilities are to the school
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5.2 Additional Supporting Documentation

During the consultation process a number of the clubs/organisations using Higgins Park provided supplementary information. An overview of the information is provided in Table 6 below:

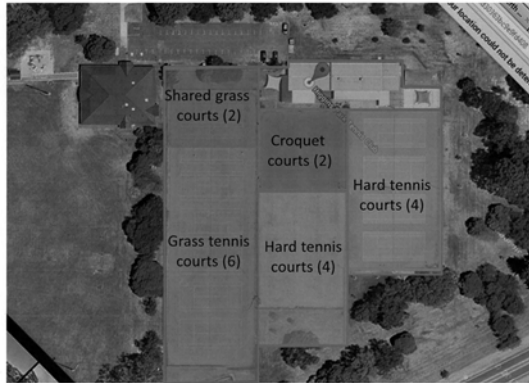
Table 6: Additional Supporting Document Summary

Document	Summary
Victoria Park Junior Football Club: Strategic Business Plan (Jan 2017)	<p>The club is in a solvent, cash flow positive position with cash reserves of approximately \$35,000.</p> <p>The business vision is to continue to operate a strong and stable junior football club by continual renewal of membership at all levels and continuing the strong Australian Football League tradition at a local level.</p> <p>The stated mission is to facilitate the training and competitive games of AFL for kids 18 and under for the Victoria Park and immediately surrounding districts.</p> <p>Of the key strategies for the future, the following are relevant:</p> <ul style="list-style-type: none"> ● Improved quality competition facilitation. ● Continued capital improvement program ● Effective use of existing facilities
Victoria Park Raiders Junior Football Club Grant submission	<p>The grant application was submitted in response to current identified facility deficiencies. It was stated that given the Town's anticipated population growth of 40% by 2036, it is expected that the club will reach 700 registered players by 2036, and a total of 2,422 active participants. Future anticipated growth in female participation in AFL</p>

	<p>has not been taken into account with these figures, however 2018 saw 45 female players registered at the club.</p> <p>The existing Higgins Park facilities are laid out poorly and are inadequate for the current and future needs of the club. The Raiders VPJFC is seeking funding to upgrade the facilities and address the following points:</p> <ul style="list-style-type: none"> • Relocation, upgrade and extension of the canteen and undercover space. • Upgrade to changing facilities to accommodate greater use and female participation. • Inadequate rubbish and recycling bins • The location of the cricket pitch creating a trip hazard. • The floodlighting does not comply to standards. • The need to re-align the oval to create a ¾ size oval in addition to the full size oval. Improve ground playing conditions. <p>A three staged development solution to address these issues has been proposed.</p>
<p>Victoria Park Xavier Hockey Club Business Plan 2016 - 2020</p>	<p>The plan identifies the vision as 'To be recognised as an inclusive family based club, one which provides the best possible opportunities and facilities for all members, while supporting the local community.</p> <p>The mission statement states it is 'Our mission is to provide all members and associates of the Club with pathways and opportunities to fulfil their individual and collective goals in the hockey, through the provision of high quality coaching and facilities, while offering opportunities for players of all levels and abilities to enjoy the sport of Hockey.'</p> <p>A series of strategic objectives were referenced. In referring to drivers and blockers the club indicate the lack of access to a synthetic turf field for training and playing is a performance issue. It also results in other clubs attracting their players. To develop a turf the club need access to funds. The drivers are current good grass facilities and a range of good quality members, volunteers and governance. The synthetic turf issue was to be resolved through the development of a business case for its development, which has not materialised</p>
<p>Higgins Park Tennis Club Business Plan 2016 to 2020</p>	<p>The business plan identifies a number of challenges including:</p> <ul style="list-style-type: none"> • A lack of court capacity at peak times. • Degraded facilities • Security issues • Financial security. <p>The issues are to be addressed through a series of strategies identified within the plan. This includes a renewed focus on junior participation, investment in 4 new hard courts and address areas of low participation. Long term development options include the potential co-location with Victoria Park Carlisle Bowling Club. The targeted for increasing membership is from 123 in 2015 to 150 in 2020.</p>

Since the plan was drafted the partnership with croquet has been developed which is seeking to expand club infrastructure (courts) in accordance with the plan below:

After



5.3 Overview of Current User Group Needs

An overview of the individual needs expressed by users are identified in Table 7 below. The table highlights the relative merits of each key development option:

Table 7: Overview of Key Users / Potential User Groups Facility Considerations

Development Option	Relative Support	Rationale for Inclusion / Exclusion
Co-located multi-functional community facility	All clubs have expressed dissatisfaction with current clubhouse facilities and willingness to consider co-locating.	This is a priority for the site given the inadequacies and lack of flexibility with current clubhouse facilities. Options could be explored in combining the two pavilions and potentially the RSL facility to combine club, function and income generating opportunities within one central location. It provides a more efficient and effective solution than redeveloping each building in situ.
Rationalise RSL Club	RSL have indicated building is under-utilised and has proven difficult to manage	The current facility, while providing a large function space is poorly utilised and duplicates provision within the overall site. It does not relate well to sporting infrastructure and effectively duplicates provision. Rationalisation / redevelopment will assist in resolving the issue to compliment other users. Potential commercial opportunities (sub-lease) should be explored.
Football, Cricket, Tennis and Croquet the priority	All existing sporting users wish to remain at Higgins Park in spite of current deficiencies.	A focus should be on satisfying existing user groups given their commitment and previous use of the site. Alternative site options are limited due to space and locational factors.

Development Option	Relative Support	Rationale for Inclusion / Exclusion
Consideration of WCE and PFC investment in enhancing the oval and training area.	While access to additional oval space is a requirement of the AFL and WAFL clubs, concern has been expressed from current users of the lack of alignment.	While investment in the oval would increase quality and potential capacity, the site is already heavily utilised during the winter season. An increase in use would potentially compromise current activity and adversely impact on junior development and expanded club activity. This option is unlikely to receive support from existing user groups and is not considered to be a high priority.
Increase capacity to 2 x senior ovals	The site configuration has received criticism due to the oval alignment and lack of flexibility. Opportunities exist to address this.	The ability to increase capacity and flexibility is important to all existing oval based sports (particularly for juniors) who wish to expand participation and use of Higgins Park. Creating additional oval space will increase flexibility and maximise activity at any one time.
Rationalise tennis infrastructure.	It would potentially align to the recently adopted Tennis West Facility Strategy but not the business plan of the club.	A commitment to provide four hard courts as an extension over their existing grass courts has been endorsed and funded. In view of the commitment, the option to rationalise further is unlikely to be supported.
Develop hockey turf pitch	Although not a current user group, the club is local and has a substantial membership base. The sport aligns well with cricket as a complimentary summer user.	A turf could provide significant opportunities for enhanced training opportunities for other clubs. It would also resolve an ongoing issue the club is seeking to resolve regarding turf access and the future growth, and long term financial viability of the club. It should only be considered if the cricket and football use is not adversely affected. The issue which will need to be resolved relates to clubhouse access and potentially a split club use combined with Fletcher Reserve.
Floodlighting for recreational / training use	This has been identified as a priority for the oval based sports	Increased capability and capacity of floodlighting is essential to manage an increase in usage and greater flexibility. LED lighting is now more cost effective and energy efficient and should be considered across Higgins Park.
Introduction of bowls to the reserve	The VPCBC have indicated Higgins Park is not a priority.	VPCBC have indicated a preference to remain at John MacMillan reserve and identified alternative venues as a preference to Higgins Park. It is therefore unlikely to be a viable option.
Enhanced Car Parking area	Identified as an issue by the Primary School and recognised by the clubs as a key concern, together with enhanced security.	An essential component irrespective of a site redevelopment due to high levels of use at weekends and for events.

5.4 Overview of Facility Requirements and Options

Based on the above analysis and combined with the site audit, current usage and benchmarking, the following development options have been identified for consideration in any future Higgins Park master plan. These options need to be considered in accordance with the potential future site usage and phased investment scenarios:

- Enhance the drainage and reticulation of the oval(s).
- Provision of new LED floodlighting around the oval and other sporting infrastructure to be installed to fulfil a recreational/training function
- Development of one single multi-functional/multi-sport clubroom centrally located within the site. This needs to be assessed against the replacement of existing infrastructure and development of independent clubrooms for all users of the site.
- Re-alignment of cricket/Football Oval to create two ovals (senior)
- Consideration of the re-development of tennis/croquet infrastructure in western corner to facilitate the development of two senior ovals.
- Development of a synthetic turf hockey pitch and 2 additional grass pitches (incorporating a shared pavilion. This however may require the relocation of football to an alternative reserve).
- Provision of a bound path around the park area creating connections with surrounding residential properties to increase site activation and use.
- Introduction of fitness equipment and personal training areas around the perimeter of Higgins Park linked to the bound footpath / shared pathways.
- Introduction of a dual use cycle / walking path with end of trip facilities.
- Re-locate and consolidate play equipment together with the potential to develop a Nature Play / Adventure Play at Playford Reserve
- Redevelop the RSL facility as a smaller community facility with extended community use.
- Alternatively demolition the RSL Club facility and redevelop Playford Reserve with the potential to incorporate bowls (having regard to the VPCBC not wishing to re-locate to Higgins Park). This would need to be combined with introducing commercial football (small sided soccer boxes) to the site as a means of generating income to offset operational running costs.
- Removal of central planted/tree area adjacent to existing tennis/croquet facility to enable greater flexibility in the use of the park and provide offset planting on the perimeter.
- Explore the potential reduction of grass tennis court infrastructure to accommodate a maximum of 8 hard courts (in accordance with the desired outcomes of Tennis West Strategic Facilities Plan in reducing the number of grass courts within Metropolitan Perth and increasing the number of floodlit hard courts)
- Consideration of the use of the oval space and its upgrade to a higher standard by WCE and PFC.
- Increase formal car parking bays within and around the fringe of the site.

6. Facility Development Options and Criteria Assessment Process

In order to undertake an assessment of the development options available an approach was advocated which identified facility development options referenced in section 5.4 above and a scoring matrix was developed related to those options. Following discussion with officers it was determined that an alternative approach should be undertaken which focused on the major and significant development scenarios. These included:

1. Do nothing
2. Significant play space, no building works
3. Add bowls green to RSL plus bowls building upgrade
4. Introduce new play space, RSL redevelopment plus additional tenant building redevelopment
5. Add a hockey turf only
6. Add hockey turf and multi-sport clubroom
7. Football focus (Add WCE/PFC)
8. Relocate Football and add hockey
9. Tennis reduction

These options included a combination of the long list of development options but was aimed at identifying the core developments and potential impact on the site, in the event of each scenario being developed. This could then be individually assessed by relevant officers to ascertain relative priorities and refine the scope of works for consideration during the development of the Master Plan.

The implication of each of the development scenario's was examined and this is provided in Table 8 below.

The nine scenarios were all then scored against an assessment matrix which works on a three box system and a sliding scale (1 being the lowest score and 10 being the highest score for the assessment prioritization). The box scores can be summarised as:

- Box 1: Score of one to three on a sliding scale of how the scenario does not meet the stated criteria. A score of one means that the criteria will never be met.
- Box 2: Score of four to seven on a sliding scale of how the scenario partly meets the stated criteria.
- Box 3: Score eight to ten on a sliding scale of how the scenario almost or fully meets the stated criteria. If the criteria is fully met, a score of 10 should be awarded.

The assessment matrix is provided at Table 9. During the assessment process an additional variation of option 7 was incorporated, being a focus on football development only (excluding WCE/PFC).

Table 8: Development Options and Impact Scenarios.

	1	2	3	4	5	6	7	8	9
	Do Nothing	Significant play space	Add Bowls	Add Hockey	Add Hockey, Multi-Sport Clubroom	Football focus (Add WCE/PFC)	Relocate Football and add hockey	RSL Redevelopment and Playground	Tennis reduction
Users	Raiders SPJCC, CCC Tennis Croquet RSL	Raiders SPJCC, CCC Tennis Croquet RSL	Raiders SPJCC, CCC Tennis Croquet RSL VPCBC	Raiders SPJCC, CCC Tennis Croquet RSL VPXHC	Raiders SPJCC, CCC Tennis Croquet RSL VPXHC	Raiders SPJCC, CCC Tennis Croquet RSL WCE / PFC	VPXHC SPJCC, CCC Tennis Croquet RSL	Raiders SPJCC, CCC Tennis Croquet RSL Community Group	Raiders SPJCC, CCC Tennis Croquet RSL VPXHC
Spaces: Impact									
Playfield Reserve	as existing	Significant playground addition	Add 1 bowls green	As existing	As existing	As existing	as existing	Significant playground addition	as existing
RSL building	as existing	as existing	Rebuild / renovate to accommodate bowls and RSL	as existing	as existing	as existing	as existing	Redeveloped to include additional usage e.g. daycare, play group.	as existing
Tennis Court Site	as planned	as planned	as planned	as planned	as planned	as planned	as planned	as planned	Reduced to 8 Courts
Tennis clubhouse	as existing	as existing	as existing	as existing	New combined facility	New combined facility	as existing	as existing	New combined facility

Football clubhouse	as existing	as existing	as existing	Renovated and significant improvements	New combined facility	New combined facility	Light renovation (female change)	as existing	New combined facility
Oval space	as existing	as existing	as existing	Reconfigure to 1 full size AFL (with cricket pitch and lighting upgrade) and 1 Hockey Turf	Reconfigure to 1 full size AFL (with cricket pitch and lighting upgrade) and 1 Hockey Turf	Reconfigure to 2 full size AFL (with cricket pitch between and lighting upgrade)	Reconfigure to 1 Hockey Turf, 2 grass hockey (with cricket)	as existing	Reconfiguration to allow 1 grass hockey field (shared with junior football), 1 senior size football, 1 hockey turf
							Football relocation is an unlikely. Option at Harold Rossiter (issue with CVPCC turf cricket wicket) or Carlisle Reserve (existing senior team)		

Acronym Legend: SPJCC: South Perth Junior Cricket Club, CCC: Carlisle Cricket Club; RSL: Returned and Services League of Australia; VPXHC: Victoria Park Xavier Hockey Club; WCE: West Coast Eagles; PFC: Perth Football Club; CVPCC: Curtin Victoria Park Cricket Club, VPCBC: Victoria Park Carlisle Bowls Club.

Table 9: Assessment Criteria and Descriptors

Assessment Criteria	(1-3)	(4-7)	(8-10)
The proposal will increase active recreation opportunities for the ToVP community	The proposal will not increase active recreation opportunities for the ToVP community	The proposal will deliver a moderate increase active recreation opportunities for the ToVP community	The proposal will deliver a significant increase active recreation opportunities for the ToVP community
Current user support (VPRFC, HTC, SPCC, RSL)	The proposal will be poorly supported by current formal user groups	The proposal will receive neutral or mixed support from current formal user groups	The proposal will receive strong support from current formal user groups
Potential user support (VPCBC, VPXHC)	The proposal will be poorly supported by potential formal user groups	The proposal will receive neutral or mixed support from potential formal user groups	The proposal will receive strong support from potential formal user groups
Capital Expenditure	The proposal involves significant capital expenditure	The proposal involves moderate capital expenditure	The proposal involves low capital expenditure
Maintenance / refurb costs	Operational cost are likely to be higher than the status quo	Operational cost are likely to be similar to the status quo	Operational cost are likely to be lower than the status quo

The scored assessment process is contained at Appendix E which has identified a traffic light system of:

- Green: Recommended Option
- Amber: Potential option
- Red: Not to be pursued

A summary of the scoring and outcome of the assessment process is provided below.

Table 10: Development Options and Assessment

Options	Average Score	Rank	Recommendation
1. Do Nothing	21.8	8	Status – Not Recommended: While a business will require a 'do nothing' option to be tested, the option to do nothing is unrealistic given the current ageing infrastructure and poor functionality of Higgins Park.
2. Significant play space, no building works	22.0	7	Status – Not Recommended For the same reason as the 'do nothing' option this is unrealistic given the current ageing infrastructure and poor functionality of Higgins Park.
3. Add bowls green, RSL plus bowls building upgrade	16.8	10	Status - Not recommended This will not be presented as a potential option due to its reduction in recreational opportunities and very low user group support
4. Play space, RSL plus additional tenant building redevelopment	23.3	5	Status - Recommended option The option will be presented as a recommended option as the highest scoring option for Playfield Reserve.
5. Add Hockey Turf	24.8	3	Status - Potential option The option will be presented as a potential option given its relatively high scoring in the assessment matrix.
6. Add Hockey and New Multi-Sport Clubroom	29.8	1	Status - Recommended option This will be presented as the recommended option given it achieved the highest score in the assessment matrix.
7. A) Football focus (Add WCE/PFC)	22.7	6	Status - Not recommended This will not be presented as a potential option due to its reduction in recreational opportunities and very low user group support
7. B) Football focus	24.8	4	Status - Potential option

			The option will be presented as a potential option given its relatively high scoring in the assessment matrix.
8. Relocate Football and add hockey	20.3	9	Status - Not recommended The option will not be presented as it achieves a low score in the assessment matrix. Furthermore no practical location exists for the relocation of the football club
9. Tennis reduction	27.0	2	Status – Not Recommended Despite its high score and ranking, given recent investment decisions this is a potential long term option. The option should only be considered if the Tennis Club fail to capitalise on their new facility expansion and are having difficulty managing and maintaining the extent of infrastructure.

Based on the assessment process it is recommended therefore that the following development options be considered for the Master Plan component of the development process:

- Play space, RSL plus additional tenant building redevelopment
- Add hockey and new multi-sport clubroom.
- The provision of a hockey turf
- Football focus

These will form the basis of the master planning brief having regard to the need identified having regard to the requirements of stakeholders. In all options, the consolidation of built infrastructure, multi-functional use and co-location is an underpinning design principle.

The following options will not be explored further:

- Do Nothing: To act as a benchmark against which future investment outcomes can be measured.
- Significant play space, no building works
- Add bowls green, RSL plus bowls building upgrade.
- Football focus (add WCE/PFC)
- Relocate football and add hockey.
- Tennis reduction.

7. Management Approach Benchmarking

In order to provide guidance in respect of future co-location opportunities and how these may be managed a series of management approaches have been identified which are pertinent to the co-location of cricket, football, hockey and tennis (or a combination of those sports).

There are a variety of management models which may be considered and with the approach to sharing and co-locating clubs within multi-functional clubhouse / pavilion infrastructure, a range of approaches are being adopted. The common management approaches are:

- Management by an Alliance of User Groups / Trust with a management board.
- Nominated Club / Organisation / Association plus Paid Staff
- User Groups – Managing their own dedicated sports spaces only (areas to be agreed)
- Sport owned and managed facilities (with Government support).
- Owned and managed by the Town of Victoria Park.
- Other Professional Management Body / Group under contract

Variations of these could be considered and the strengths of weaknesses of each are dependent on what is being developed, the ability to generate income, capability, capacity, knowledge and the governance structure which is required to be put in place. The case studies below merely identify a number of instances where local governments / state government has taken alternative approaches to the management and delivery of assets within their control.

Case Study	Outcomes
<p>Centennial Park Sporting Precinct Management Framework: City of Albany (Source: City of Albany)</p>	<p>The City of Albany have taken a strategic approach to the development and management of their sporting assets. This has arisen from years of poor asset management and recent significant investment in substantial sporting infrastructure at Centennial Park.</p> <p>The Centennial Park Sporting Precinct Management Framework establishes the approach for future development of sport and recreation infrastructure within the City. The key elements of the framework are:</p> <ul style="list-style-type: none"> • The City encourages the co-location and multi-use of sporting and community facilities and will give preference to those groups that form an incorporated association of user groups influencing the development, use and maintenance of facilities. • Organisations are strongly encouraged to make their facilities available for public and community use. • Organisations should contribute to an asset maintenance fund administered by the City, including setting aside funds for the refurbishment of Lessee fixtures, fittings and chattels and meeting maintenance obligations in line with the type of agreement. • Main consideration – Lease Agreement for a maximum period of 10 years. A higher obligation in respect of management and maintenance is required. <p>It is supported by a Property Management Leases and Licences Policy</p>

<p>Success Sub-Regional Facility (Source: City of Cockburn)</p>	<p>Known as the Hammond Road Reserve project it involved the construction of clubroom facilities, two full size and one junior rugby pitch, six touch fields with adjacent clubroom facilities and 20 netball courts. Training standard floodlighting available for large ball sports. The multi-purpose facility accommodates netball, rugby and indoor recreational community activities. The size and design of the facility has the capacity to support tennis, football, soccer and cricket . This has been developed to enable capacity to increase as community demand increases. Rugby WA supported the relocation of the Southern Lions Rugby Club to Hammond Road Reserve. Netball WA through the Coastal Netball Association have established the site as the regional centre servicing the south coastal region. The facility has seen a year on year increase in membership numbers. Currently the facility is managed through City of Cockburn Recreation Services.</p>
<p>West Lakes Sports & Community Club (City of Charles Sturt, SA. Source: LGA SA Guidelines for the Sustainable Management of Community Recreation Facilities) -</p>	<p>West Lakes Sports and Community Club land and facilities are owned by the local Council; the City of Charles Sturt. Council have one license agreement with the “West Lakes Sports and Community Club” offered for up to 5 years at any one time.</p> <p>It is an example of an external management agreement with a community based group. The facility comprise two function rooms, kitchen, licensed bar and sport facilities including:</p> <ul style="list-style-type: none"> • 12 hard court tennis courts. • 3 lawn bowls bowling greens. • 2 croquet greens <p>Additional amenities include change rooms, showers, toilets and outdoor viewing/bar area. the facilities underwent significant redevelopment costing just under \$1.4m. The upgrade works were funded by the clubs through their own funds and successful grant funding. The facility is managed on behalf of West Lakes Bowling Club, Tennis Club, Croquet Club, Senior Citizens and Bridge Club.</p> <p>Charges are imposed by the City on land rent, building rent and grounds maintenance. The respective clubs have a mixture of paid staff and volunteers and due to the income generated through functions and club activities are financially sustainable.</p>
<p>Naracoorte Sports Complex (Naracoorte Lucindale Council Source: LGA SA Guidelines for the Sustainable Management of Community Recreation Facilities)</p>	<p>Naracoorte Sports Complex comprises nine sporting clubs and their associated facilities. All facilities are owned by the respective clubs which include: Football Club, Netball and Tennis Club, Soccer Club, Hockey Club, Angling Club, Basketball and Squash Club. A clubhouse is shared between football, tennis and netball. It is leased to the sport complex’s incorporated body and comprises nine separate organisation. The complex appoints a president to reside over the incorporated body which represents all clubs. The clubs are volunteer based. The users, through volunteers and community fund raising are responsible for the development and upkeep of the facilities</p>
<p>Circular Head Community Recreation Centre and Smithton Football Clubrooms and Scotchtown Football Clubrooms – shared use</p>	<p>A case study sourced through the Tasmanian state government who have sought to demonstrate the value of sharing sport and recreation facilities. Smithton Football Club and Scotchtown Football Club operated individually and the initial suggestion of a shared facility was not supported. However, other user groups</p>

**management arrangement
(Source: Sharing sport and
recreation facilities, DPAC,
Tasmania)**

expressed an interest in a multi-use proposal and it was therefore agreed to explore the potential benefits of a community centre/venue

The Circular Head Community Recreation Centre (CHCRC) steering committee was formed to consider the proposal and ascertain the feasibility of a shared facility at the Smithton Recreation Ground. The CHCRC steering committee met on a regular basis to develop the feasibility, project management and business plan and develop a set fee structure for the complex.

Once the facilities construction commenced an incorporated board, the Circular Head Community and Recreation Centre Board (CHCRCB) was established with representatives from all user groups and interested community members and a management plan was developed. The CHCRCB meet on a monthly basis to undertake day-to-day operations of the centre and currently holds the liquor licence and pays all the expenses for the facility. The current user groups of the CHCRC facilities, including the outdoor grounds are: Little Athletics, Circular Head Netball Association, □ Smithton Tennis Club, Scotchtown Football Club and Combine Cricket Club. One of the key outcomes and lessons learnt was the importance of providing user groups with a designated 'home' area to help maintain their individual club identities. Another aspect is the need to well research the design of the building through to ensure space is utilised efficiently. Roles and responsibilities / position descriptions are crucial and when properly defined and recorded can save time and money.

8. Recommendations

It is recommended that the Higgins Park Recreational Needs Analysis is endorsed to enable the Town of Victoria Park to progress the master plan. It is further recommended that the Town of Victoria Park:

- Brief the respective stakeholders on the outcome of the Recreational Needs Analysis with a view to incorporate further engagement with relevant stakeholders when the Master Plan contract is let and to advise their active participation in the next stage is fundamental in achieving a successful outcome.
- Utilise the output of the needs analysis to explore the four development options further, which include:
 - The redevelopment of Playford Reserve to incorporate play space, the RSL and potentially additional tenant building redevelopment
 - Investigation of the development of Hockey infrastructure and New Multi-Sport Clubroom.
 - Investigation of the provision of a hockey turf
 - Secure the full site development with a football focus
- Incorporate within all of the development options, a suite of site embellishments which potentially include:
 - Enhanced drainage and reticulation of the oval(s).
 - Provision of new LED floodlighting around the oval and other sporting infrastructure to be installed to fulfil a recreational/training function
 - Re-alignment of cricket/Football Oval to create two ovals (senior)
 - Provision of a bound path around the park area creating connections with surrounding residential properties to increase site activation and use.
 - Introduction of fitness equipment and personal training areas around the perimeter of Higgins Park linked to the bound footpath / shared pathways.
 - Introduction of a dual use cycle / walking path with end of trip facilities.
 - Consolidation of play equipment.
 - Increase formal car parking bays within and around the fringe of the site.

APPENDIX A: Document Review

Document	Precis of Main Considerations
Town of Victoria Park	
Town of Victoria Park Strategic Community Plan 2017—2032	<p>The Strategic Community Plan is the fundamental component of the Town’s Integrated Planning Framework. It sets out the strategic direction for the Town in meeting the requirements of the resident community. Within the plan there are key areas which are directly relevant to the development of Higgins Park. The stated vision includes a statement that the Town of Victoria Park will be a dynamic place for everyone. Being an inclusive and connected with a thriving community. The mission includes the promotion of sustainable, connected, safe and diverse places for everyone (social) and to promote sustainable, liveable, healthy and green places for everyone (Environment) Strategic outcomes include:</p> <ul style="list-style-type: none"> • S1: A healthy community • En5: Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed • En6: Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed • En7: Increased vegetation and tree canopy • Cl3: Well thought out and managed projects that are delivered successfully • All of these strategic outcomes are of direct relevance for the development of Higgins Park.
Long Term Financial Plan 2019 - 2033	<p>The plan references a priority selection process which was undertaken by Elected Members to determine the future focus of significant initiatives. However, insufficient scoping and engagement has meant that no additional major initiatives have been included in the Long Term Financial Plan. This includes initiatives such as the Higgins Park master planning and redevelopment. The potential development was also identified during the recent public participation program (Evolve) and resulted in it, amongst other projects, being brought forward for consideration by elected members. Council felt it important to determine a scope of works and suitable estimations to deliver the various initiatives before committing any funds.</p>
Social Infrastructure Plan	<ul style="list-style-type: none"> • Higgins Park Tennis Club: Local provision – Hierarchy. R55. Investigate and work with the Higgins Park Tennis Club to improve their viability. • Higgins Park – Sports Space – Hierarchy. R63. Develop a Master plan of Higgins Park to include: <ul style="list-style-type: none"> ○ Potential integration of pitch space with Millen Primary School ○ Realignment 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

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> ○ collocate Tennis and Football Club's into one multi-purpose clubroom buildings ○ Liaise with Higgins Park Tennis Club in regard to amalgamating with the South Perth Tennis Club or others.
Healthy Vic Park Plan 2017 – 2022	<p>The plan states that the Town of Victoria Park recognises that good health is the cornerstone of a happy and connected community and is committed to creating a healthier and more active community. The vision is for a happy and healthy community and mission is to provide a local environment for all residents and visitors to achieve and maintain good health and wellbeing.</p> <p>The plan focuses on 3 key areas:</p> <ul style="list-style-type: none"> ● Healthy places and spaces: To provide healthy places and spaces to encourage and support healthy lifestyle opportunities. ● Healthy people and community: guide and encourage our community to lead healthier lifestyles through the provision of lifestyle and educational opportunities. ● Healthy businesses and events: To educate and empower our local businesses and events in prioritising the health of our community. <p>The action plan includes reference to a variety of actions, some of which are generic in nature and provide limited direct measurement capability. Those that have relevance to the development of Higgins Park include:</p> <ul style="list-style-type: none"> ● There's a green space for me: <ul style="list-style-type: none"> ○ Maintain active and passive parks, playground and additional public open space. ○ Enhance existing public open space by utilising best practice methods such as the Healthy, Active by Design Framework. ● There are exercise programs for me. <ul style="list-style-type: none"> ○ Deliver and support programs and initiatives that encourage a physically active lifestyle. ○ Support organised sport and recreational clubs. ● I am connected and supported by my community. <ul style="list-style-type: none"> ○ Engage and partner with community to implement local capacity building initiatives. ● There are social events for me. <ul style="list-style-type: none"> ○ Deliver events that create community connectedness and cohesion. ○ Promote and encourage premier public events in the local community.
Town of Victoria Park Sport & Recreation Facilities Strategy (Davis Langdon 2013)	<ul style="list-style-type: none"> ● Rec 3: Synthetic Hockey Turf - This potentially could be at Higgins Park (as a replacement of the tennis infrastructure) - 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. ● Rec 4: Develop Higgins Park Master Plan. The Town need to determine whether ongoing investment will ultimately achieve a viable

Document	Precis of Main Considerations
<p>and subsequently updated in 2015 by the Town.</p>	<p>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.</p> <ul style="list-style-type: none"> • During the summer 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. • AFL – Jnr - The Higgins Park Venue needs some surface improvements and dual use clubrooms with the tennis club should be investigated. <p>Updated priorities identified in 2015 included:</p> <ul style="list-style-type: none"> • Development of master plans for various Town reserves. • Incorporation of sustainable design in the development of new and upgraded recreation facilities. • Improving connectivity to recreation facilities through upgrades to the pedestrian and cycling network. • Provision of land and facilities for recreation and other community use on the Burswood Peninsula.
<p>Disability Access & Inclusion Plan 2017-2022</p>	<p>The following outcomes are relevant to the development of a masterplan and identification of facility needs:</p> <ul style="list-style-type: none"> • Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Town of Victoria Park. • Strategy 9: Advocate and work in partnership with key stakeholders and local government authorities to improve buildings, facilities and management systems with respect to access and inclusion.
<p>Joint Bike Plan for CoSP and ToVP (Aug 2018 – Aurecon)</p>	<p>The critical area relevant to Higgins Park referenced the need to provide direct connections between primary routes and major trip generators such as shopping centres, industrial areas, major health and educational institutions, sporting and civic facilities.</p>
<p>Integrated Movement Network Strategy (2013)</p>	<p>Key outcomes of the Strategy included:</p> <ul style="list-style-type: none"> • Improve access to employment, entertainment, medical, education and community facilities, while considering the needs of people with mobility, visual or hearing impairment; • Create a healthier and more accessible community through encouraging active travel such as cycling and walking
<p>The Draft Local Planning Strategy (as endorsed by Council 10 July 2018)</p>	<p>The draft strategy identifies under section 3.4, Recreation and Open Space; Strategy 8: Ensure optimisation of environmentally sustainable recreation spaces, enhance parklands and ensure accessibility for all residents, workers and visitors. This included:</p> <ul style="list-style-type: none"> • The preparation of the POS Strategy; • The development of master plans identified within the Sport and Recreation Facilities Strategy and • Incorporate sustainable design and equal access provision in the development of new and upgraded recreation facilities.

Document	Precis of Main Considerations
	<p>The strategy references Higgins Park as being within East Victoria Park and St James and performing a district level function having an area of 72,330m². The POS assessment is largely quantitative and there has been no detailed survey of open space quality or community usage and attitudes on which to base a qualitative assessment and plans for improvements and maintenance of open spaces. It is however noted that within East Victoria Park and St. James, there is close to a 10% provision of public open space, with a good range of local, neighbourhood and district open space. This assessment was undertaken in advance of the completion of the POS Strategy.</p>
<p>ToVP POS Strategy (draft) 2019 Produced by UDIA</p>	<p>The research identified the following key considerations</p> <ul style="list-style-type: none"> • Higgins Park is one of 8 POS (Sport) Spaces (Incl Raphael, Harold Rossiter, Fraser, Fletcher, Carlisle, J A Lee and Parnham Park). <ul style="list-style-type: none"> ○ Victoria Park Raiders AFL 1080 and Beverley FC AFL – 50 (Winter) – No Availability. ○ SPJCC Cricket – 160 and Carlisle CC Cricket – 22 - (Summer) – 50-75% - Some Availability • Play equipment – Equipment at Higgins Park: Average quality, off-the-shelf equipment, partly fenced and well shaded. <p>Recommendations included.</p> <ul style="list-style-type: none"> • Higgins Park: Ensure ongoing use of this facility for formal sporting use. Manage water consumption through the implementation of Smart Irrigation System. Increase tree coverage to oval perimeter. Support Transport connection – end of trip facilities. Considered for event activation opportunities. • Playfield Reserve: Consolidate turf into single useable space and remove turf from under trees and in non-active areas, replace with native vegetation. Implement community engagement program to encourage ongoing ownership of park, development of park infrastructure and to improve social and mental health of nearby residents. Upgrade playground to incorporate adventure play facilities aimed at older children. Include supporting infrastructure such as shelter, seating and tables to support parent/carer use of the POS
Relevant Sport Specific Plans and Strategies	
<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)</p>	<p>The document provides vision and direction for Western Australia’s Sport and Recreation Industry. The following key challenges, relevant to the development of sporting infrastructure, are:</p> <ul style="list-style-type: none"> • PUBLIC OPEN SPACE AND URBAN FORM: Spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space, which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces. • COMMERCIALISATION: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are

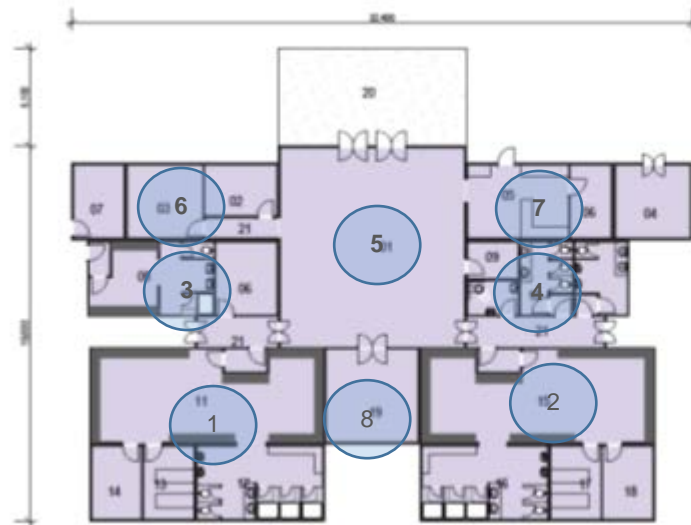
Document	Precis of Main Considerations
	<p>increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.</p> <ul style="list-style-type: none"> • FINANCIAL [UN]CERTAINTY: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment. • LIFE COURSE AND LIFE STAGE PARTICIPATION: The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially-beneficial outcomes for our community.
<p>Classification framework for public open space (Department of Sport and Recreation) 2013</p>	<p>Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space.</p> <p>Descriptions of primary function comprise:</p> <p>Recreation space</p> <ul style="list-style-type: none"> • Provides a setting for informal play and physical activity, relaxation and social interaction. • Includes open parkland and gardens, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares. <p>Sport space</p> <ul style="list-style-type: none"> • Provides a setting for formal structured sporting activities. • Includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms. <p>Nature space</p> <ul style="list-style-type: none"> • Provides a setting where people can enjoy nearby nature. • Includes sites managed to encourage recreational access while protecting local ecological and biodiversity values. <p>Catchment category descriptions are based on expected purpose, typical size and how far a user might travel from their home to visit parkland, and include:</p> <p>Local Open Space</p> <ul style="list-style-type: none"> • Usually small parklands that service the recreation needs of nearby residents. • 0.4ha to 1ha in size and within 400 metres or a 5 minute walk. <p>Neighbourhood Open Space</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Usually provide a variety of features and facilities with opportunities to socialise. • 1ha to 5ha in size and within 800 metres or a 10 minute walk. <p>District Open Space</p> <ul style="list-style-type: none"> • Usually designed to provide for organised formal sport and inclusion of substantial recreation and nature space • 5ha to 15ha in size and within 2 kilometres or a 5 minute drive. <p>Larger areas of Regional Open Space are expected to serve one or more geographical or social regions and attract visitors from outside any one local government (LG) area. Size will be variable and dependent on function. When sport space is identified as a necessary regional function, land allocations for playing fields and sports facilities are expected to be upwards of 20 hectares in area.</p>
AFL Facility Guidelines (2019)	<p>The following is a summary of the recommendations contained within the facility guidelines for local level infrastructure. Local facilities are designed to cater for local level competition including junior competitions within individual suburbs/townships/municipalities and are usually the 'home' of one seasonal club. Facilities and playing surfaces are provided to home and away competition standard only.</p> <p>Orientation and Design - Local (Essential components):</p> <ul style="list-style-type: none"> • Pavilions (and main viewing areas) should be positioned to allow viewing of the entire field of play and to avoid looking into the sun and are therefore positioned on the Western side of the playing field. • Amenities (Player toilet/showers) - 25m² x 2 • Change Rooms - 45m²-55m² x 2 • External covered viewing area - 50m² • Kitchen and Kiosk - 20m² • First Aid/Medical Room (Public Access) - 15m² • Office/Administration/Meeting - 15m² • Public Toilets - Male 10m², Female 10m², Disabled 5m² • Storage (internal and external) - 20m² • Social/Community Room - 100m² • Timekeeping/Scorers Box - 10m² • Umpires' Rooms (including toilet and showers) - 20m²-25m² • Utility/Cleaners Room - 5m²+ <p>The basic design principles identified above detail the following key areas:</p>

Document

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- 1- Home Changing
- 2- Away Changing
- 3- Umpires and Storage
- 4- Public Toilets and Utility
- 5- Social Room
- 6- Ancillary Administration
- 7- Kitchen and First Aid
- 8- Gymnasium



Local Facility Area Summary

Number	Name	Area
01	Social Room	100
02	Changing	10
03	Office	10
04	First Aid	10
05	Kitchen	10
06	Storage	10
07	Test Umpire (Optional)	10
08	Umpire Room	10
09	Public Toilet	10
10	Public Toilet	10
11	Change Room 1	10
12	Ancillary Room 1	10
13	Storage Room 1 (Optional)	10
14	Change Room 2 (Optional)	10
15	Change Room 2	10
16	Ancillary Room 2	10
17	Storage Room 2 (Optional)	10
18	Change Room 3 (Optional)	10
19	Gymnasium (Optional)	10
20	External Covered Area	10
21	Cricketfield	10
Total		100

Draft Western Australian Cricket

The WACIS is to provide the Western Australian cricket community and its stakeholders with a detailed assessment and analysis of the state's cricket facility landscape across metropolitan and country Western Australia. The strategy identifies:

Document	Precis of Main Considerations
Infrastructure Strategy 2019-2028 (WACA)	<ul style="list-style-type: none"> • Victoria Park as being within the South East Cricket Region and having a club participation (2017/18) of 1,275 – 11th out of the top 20 club and community cricket participating Local Government Authorities (LGA) at the completion of the 2017/18 season. • A broad assessment of future team numbers to 2028 suggested a need for 108 teams (based on a bland assessment of 11 players per team with no floating / substitution players). • Key facility issues across the state included the quality and provision of practice facilities, synthetic pitch condition and dimensions (below standard). Ageing infrastructure, lack of indoor training facilities, a shortage of field and practice facility lighting, non-inclusive player amenities, lack of ground availability; lack of access to school facilities; poor spectator facilities; perceptions impacting on participation; limited access to funding and seasonal creep. • Club based facilities are identified under premier (for a premier club); home (community club), satellite (additional club) and school. • For a home based facility the following facilities are required: playing field, 5/6 turf pitches per playing field, or 1 synthetic pitch per playing field, pitch covers for turf pitches, temporary or permanent scoreboard, 3-6 synthetic practice nets spectator viewing (natural shade) and 40 car parks per playing field. • Club facilities and amenities should include: 2 unisex players change rooms per playing field; one unisex official's change room per playing field; kitchen or kiosk; socials/community room (indoors); toilets (m/f or unisex & accessible), scorers viewing area; ground maintenance storage (for turf venues) and equipment storage. • Priorities for the South East zone include: <ul style="list-style-type: none"> ○ Identify opportunities within schools, new developments or on underutilized or unoccupied green spaces where new playing fields and supporting infrastructure can be developed to address current capacity issues and forecast population growth. ○ Identify future facility development opportunities where new synthetic and turf pitches can be provided to meet current and future demand. ○ Develop a list of regional priorities for the renewal and upgrade of practice facilities. ○ Develop prioritised pavilion upgrade and renewal plans utilising current facility and participation data. ○ Prioritise projects that increase the number of all gender player amenities and inclusive social spaces. ○ Identify suitable venues and practice facilities where the introduction of compliant floodlighting will increase cricket scheduling and participation opportunities.
Cricket Australia Design Guidelines: Community Cricket Facility Guidelines (2015)	<p>The guideline states that it is important the following Standards, Codes, Acts and Regulations are complied with and fully-considered during the planning and design of clubrooms and associated buildings:</p> <ul style="list-style-type: none"> • Australian Standards (using the version applicable) • The Human Rights and Equal Opportunity Commission (HREOC) advisory notes

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • The Building Code of Australia: National Construction Code (NCC, formerly the BCA) (applicable at the time a Construction Certificate is applied for) • The National Code of Practice for the Construction Industry and the Australian Government Implementation Guidelines for the Code • The requirements of State Departments and Authorities responsible for planning and environmental matters • The National Standard for Construction Work document, National Occupational Health and Safety Commission - NOHSC:1016 • The Protective Security Policy Framework (PSPF) document promulgated by the Australian Government Security Construction and Equipment Committee (SCEC) • Work Health and Safety Acts (2011) (WHS) • Disability Discrimination Act (1992) • Disability (Access to Premises – Buildings) Standards 2010 • AS 1428.1 – Parts 1, 2, & 4 - Design for access and mobility <p>Universal design principles should be incorporated within all facility developments to enable all people to feel included without the need for differentiated or specialised/adapted features.</p> <p>The following spatial guidelines refer to a local level facility:</p> <ul style="list-style-type: none"> • Changing rooms /area: 2 change rooms per playing field - 40 – 60m² x 2 • Amenities (player toilet/showers): 2 amenities per playing field – 40 – 50m² x 2 • Accessible toilets: male 15m² female 15m² accessible 5.5m² • Umpires room (including shower & toilet): 15m² (optional) • Medical/first aid room: 10m² (optional) • Kitchen and Kiosk: 15 – 25m² provision dependent on level of venue capacity, use and activity • Kitchen storeroom: 8m² (built into overall kitchen/kiosk area) (desirable) • Social/ BBQ area (outdoors) as needed • Internal building storage: 30m² • Cleaner’s store: 5m² • External storage: 30m² • Utilities/ plant room – as required • Curator’s store/shed – 60m²

Document	Precis of Main Considerations
	<p>When considering a new building or redeveloping existing facilities the guide states that it is important to reduce direct environmental impacts through the implementation of practices and design ethos such as:</p> <ul style="list-style-type: none"> • Optimising the size of new buildings and/or the potential of existing structures • Investing in energy-efficient technologies and optimising energy usage through initiatives such as passive solar design and natural ventilation systems • Protecting and preserving water • Using environmentally-friendly and green materials • Enhancing indoor environmental quality • Optimising operational and maintenance practices • Minimising waste through recycling and efficient use of resources • Ensuring the space sporting facilities occupy is designed, occupied and operated with the objective of best practice environmental performance
<p>Tennis West Strategic Facilities Plan (Final Draft 29/03/2018)</p>	<p>The strategy was formally adopted by Tennis West in 2018. The following represents a summary of the key outputs and recommendations relating to the sport of tennis generally across the state:</p> <ul style="list-style-type: none"> • Four strategic priorities form the basis of the Tennis West facility planning and development framework and for metropolitan Perth these include: <ul style="list-style-type: none"> ○ Increasing venue access and use. Including, where appropriate, investigate the consolidation or rationalisation of underutilised courts to provide a more sustainable club network. ○ Enhancing facility capacity. Including working with and encourage clubs who wish to convert their natural grass courts to hard courts as a result of high maintenance costs. Ensure any new hard courts developed provide floodlighting. ○ Developing stakeholder partnerships: Which includes providing adequate support and resources to existing and potential future club coaches to ensure tennis programming and activities are being driven at a local level. ○ Prioritising infrastructure investment: Which includes the mapping of registered players and establishing a metropolitan benchmark for venue catchments to identify overlaps, duplication and any potential rationalisation opportunities. • Limited community or non-member access to single use tennis facilities, ongoing maintenance of grass courts and a lack of floodlighting are key issues being experienced by clubs and LGAs in the metropolitan zones. • The large number of grass courts in the metropolitan zones (451) is impacting participation growth. Despite grass courts being conducive to the local climate and preferred by many senior players, they do not provide an ideal surface for coaching, junior development, winter or evening use.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Victoria Park is not identified as a key growth corridor for Metropolitan Perth. Victoria Park lies within the Central Zone where there are 26 affiliated clubs and venues (including the State Centre). There are 351 courts(182 grass, 119 acrylic, 17 cushioned acrylic, 13 synthetic clay, 12 synthetic grass, 8 clay). Member to court ratio –14:1 which indicates a significant over-provision (unlit court ratio is 20:1 and floodlit 30:1). There is however a deficit of floodlit facilities. • The strategy emphasises in Western Australia there is a need for more sustainable and professional operations within existing and new venues and it has been recognised that the development of more venues with a regional focus is critical to the long term health of tennis. • Any future development of a Large Community (12+ courts) or a Regional tennis facility (16+ courts) should provide a consistent court surface (preferably acrylic) to attract tournaments.
Clubhouse Information Sheet (Tennis Australia14/10/2011)	<p>The fact sheet identifies facility development elements which need to be considered as part of any new development. The core internal facilities include:</p> <ul style="list-style-type: none"> • Internal layout, consider an open plan • Sufficient kitchen facilities for functions • Office come Tournament room • A secure safe • Sufficient tables and chairs for visitors and functions • Sufficient toilets for number of attendees • First aid kit or a first aid room • Storage locker / facilities for players gear • Shower and changing facilities • Childcare facilities for pre-school children of visitors • Sufficient space for maximum number of attendees at events (during inclement weather) and functions (allow for tables and chairs). <p>Additional Facilities are identified as:</p> <ul style="list-style-type: none"> • Pro Shop • Drinks and sweets sales • Café • Bar and Liquor licence • Racquet restringing

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> • Storage for excess chairs and tables • Secure storage for equipment and tools (e.g. nets)
Hockey WA Strategic Facilities Plan (2009)	<p>Contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. In consideration of State Sporting Strategic Facilities Plan, the Hockey WA Board is to review its existing policy titled “Additional Synthetic Turf” to determine the level of and the conditions under which funding may be available for turf provision. Twelve (12) specific sites are identified for synthetic turf pitch provision with associated grass pitch provision. The document is principally focused on metropolitan Perth and identifies a population trigger point of 1:75,000 head of population for turf provision. Due to a recent increase in turf provision which has had an adverse impact on existing turf viability, particularly at the State Hockey Centre, Curtin, Hockey WA have indicated they are in the process of reviewing the strategy with a view to providing more detailed guidance for the long-term viability and sustainability of turf infrastructure.</p>
AusPlay: Participation data for the sport sector: Summary of key national findings October 2015 to September 2016 data (Australian Sports Commission)	<p>AusPlay is divided into two overarching age categories: Children (age 0-14) and Adults (15 and over). The data provides participation estimates across a range of 135 different sport and non-sport related activities. Sport-related activities are those related to National Sporting Organisations (NSOs), including participation that occurs without direct affiliation to the NSO. Non-sport-related activities are not related to NSOs and include gym/fitness activities, bushwalking and many more. AusPlay also provides data about activities that take place through an organisation or at a venue, (although for children, all activities are defined as ‘organised’ and take place outside of school hours). School participation programs are not captured by Ausplay. The data is used by government at all levels to inform future sport policy, facility planning and provision, and program design to address barriers to participation.</p> <p>The national data output identified:</p> <ul style="list-style-type: none"> - Over 17 million Australians aged 15 or over (87%) participated in a sport or physical activity in the last 12 months. - Nearly 3.2 million children (69%) participated in some form of organised sport or physical activity outside of school hours. - Adult men and women participate at similar levels across the life stages. - However, girls 9-11 years old are slightly more likely to participate in sport or physical activity (at least once a year) compared to boys of the same age. - 11.6 million Australians (59%) aged 15 or over are participating in sport or non-sport related physical activity three or more times per week. - 2.5 million Australian children (54%) aged 0 to 14 are active at least once a week through organised sport/physical activity outside of school hours. Only 19% or 0.9 million children are active at least three times per week. - Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> - Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men. - Men are more motivated by fun/enjoyment and social reasons than women. - For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor. - The main barrier to young children's participation in organised out of school hours sport or physical activity is their parents' perception that they are too young to start playing. - Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations). - Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over. - While sport clubs are the main avenue for both girls and boys, throughout childhood boys (50%) are more likely to be active through club sport than girls (33%). - The use of technology for sport or physical activity is popular with 39% of the Australian adult 'playing' population. Its popularity is highest amongst younger adults, particularly younger women. - Recreational walking is the most popular physical activity for Australians overall, followed by fitness/gym activities. <p>The data has been updated since the initial report, but the general participation rates and trends have remained similar since the initial report.</p>

APPENDIX B: Demographic Analysis

The following information identifies the Town of Victoria Park Demographic influences. The information has been obtained from Forecastid™; Profileid™ and the ABS Census.

Population & Growth

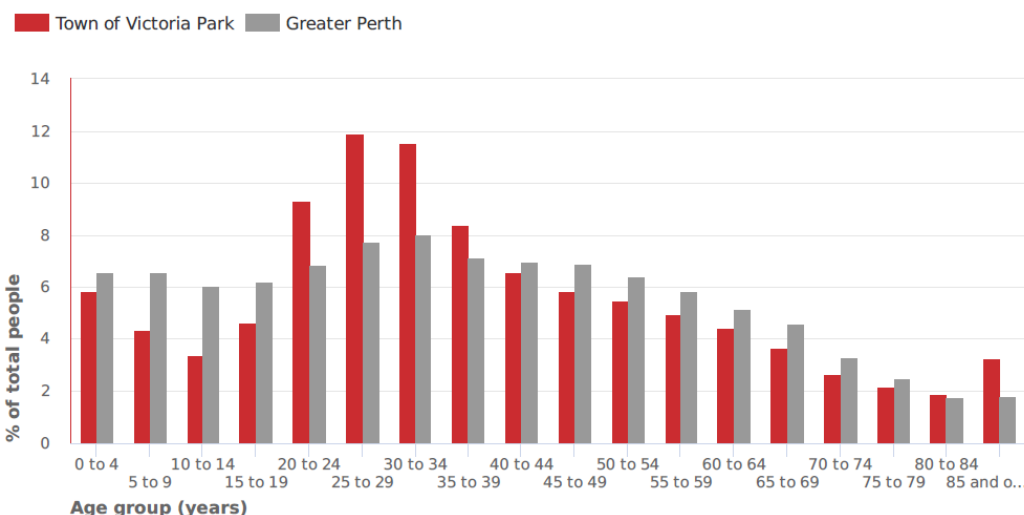
The 2018 population of Town of Victoria Park estimated at 36,601 (Estimated Resident Population). The latest ABS census data indicates that in 2016 the resident population was 34,986, an increase of 7,029 since 2006 (an annual population change of 2.27%).

Figure 6 illustrates the current percentage of population in five year age groups compared to Greater Perth. It can be seen that in comparison to Greater Perth the Town has a relatively high number of residents within the ages of 20 to 39 which is indicative of the Towns close proximity to the Perth CBD and the strategic employment area which tends to attract young upwardly mobile individuals / couples. It is this age range which will predominantly take part in senior organised competitive sport. It is also this age range which is often time poor due to work and social commitments outside of a sporting environment.

Figure 6: Population of the Town of Victoria Park 2016 (Source: Profile ID)

Age structure - five year age groups, 2016

Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.



The most significant differences overall between the age structure of the Town of Victoria Park and Greater Perth were:

- A larger percentage of persons aged 25 to 29 (11.9% compared to 7.7%)
- A larger percentage of persons aged 30 to 34 (11.5% compared to 8.0%)
- A larger percentage of persons aged 20 to 24 (9.3% compared to 6.9%)
- A smaller percentage of persons aged 10 to 14 (3.4% compared to 6.0%)

The largest changes in age structure in this area between 2006 and 2016 were in the age groups:

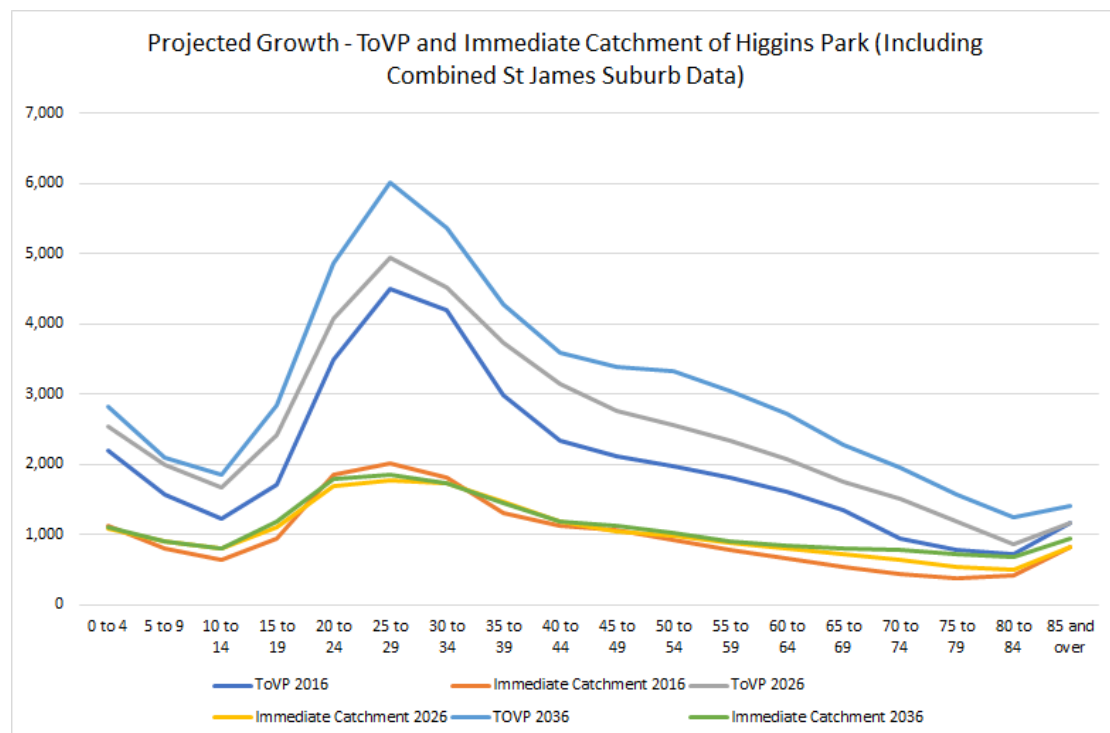
- 25 to 29 (+1,339 persons)
- 30 to 34 (+1,270 persons)
- 35 to 39 (+705 persons)
- 0 to 4 (+613 persons)

This further emphasises the attraction of the Town for young upwardly mobile couples, some of which are starting families. Overall, as young families age, there will be a propensity for the family units to move out into outer lying and more cost effective suburbs. This will impact on children’s sports participation which will experience a slight decline in comparison to Greater Perth.

Higgins Park lies centrally within the suburbs of Bentley, East Victoria Park – Kensington and St James (Town of Victoria Park and City of Canning). For the purpose of this analysis the population data from all four suburbs has been used to draw conclusions in relation to the potential impacts and opportunities for the development of the site.

The projected growth for the catchment in comparison to the Town of Victoria Park in five year increments is identified in Figure 7 below:

Figure 7: Projected Population Growth within the Immediate Catchment of Higgins Park and Town wide (Source: Forecastid)



It can be seen from the population profile that the general population profile is a relatively flat structure from 2016 through to 2036 across the immediate catchment and age ranges with the most significant population growth being within the ageing demographic (aged 65 and above). This is in direct contrast to the Town metrics which further highlight the strong growth in young working adults. The key issue is the established residential development within the immediate catchment of Higgins Park and the limited infill development contributing to a relatively slow growth in comparison to the rest of the Town. This obviously offers limited opportunity for growth in existing sporting use as a result of population growth and a need to potentially be more innovative in the expansion of clubs and provision of sports developmental opportunities.

With regard to each suburb within the immediate catchment there are significantly different challenges faced by each area.

St James within the City of Canning and within the Town of Victoria Park highlights a relatively low population base which is predominantly occupied by young family units. Figures 8, 9, 10 and 11 refer. The components of population change confirm that within the combined suburbs, population will grow slowly over the five year periods to 2036. This growth is largely attributable to births with a negative net-migration. The negative net migration can be attributed to middle age family units vacating the combined suburbs resulting in an overall growth of less than 20 residents a year over the 20 year period.

Figure 8: Projected Population Growth in St James (Town of Victoria Park) (Source: Forecastid)

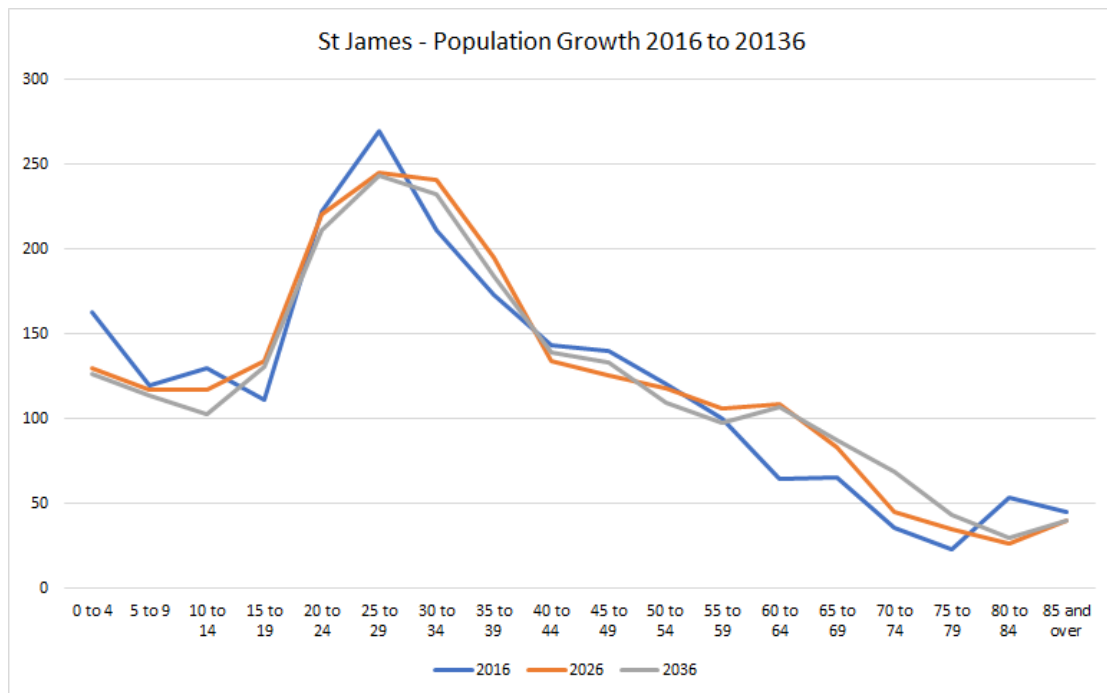


Figure 9: Projected Population Growth in St James (City of Canning) (Source: Forecastid)

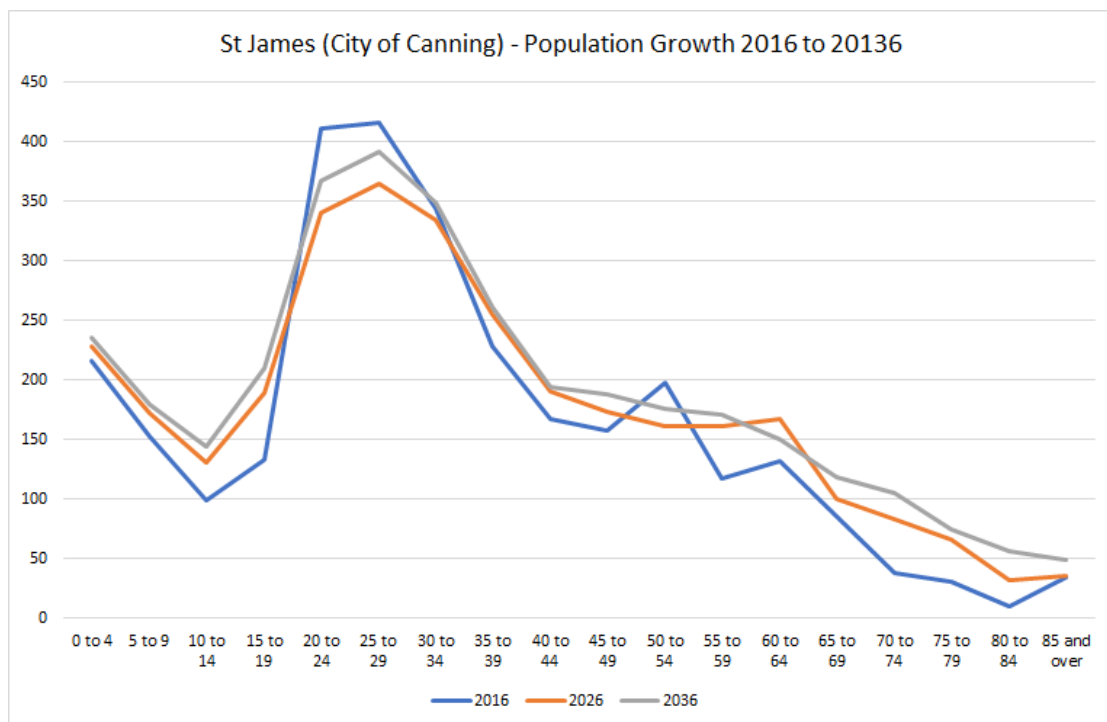


Figure 10: Components of Population Change: St James (Victoria Park) (Source: Forecastid)

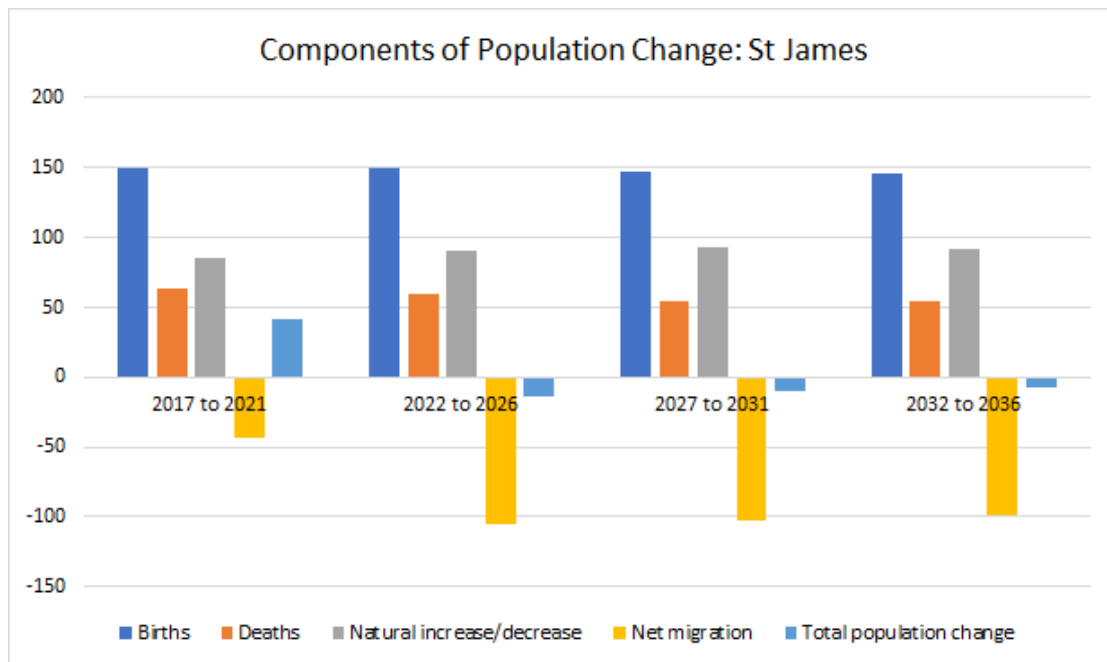
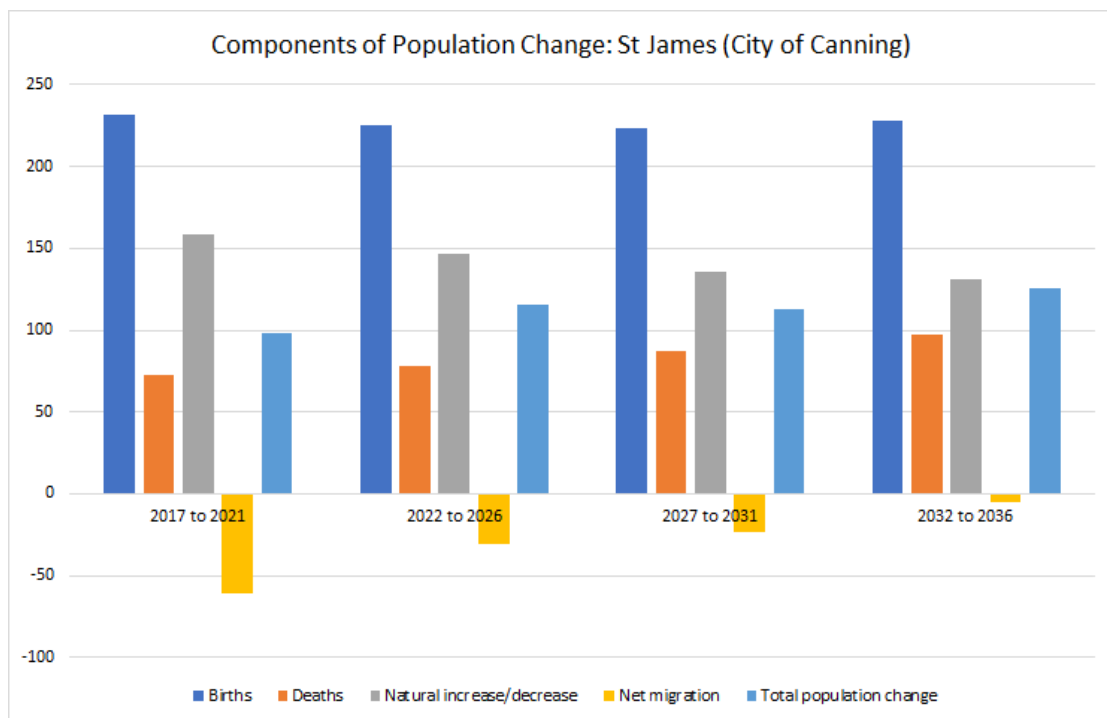


Figure 11: Components of Population Change: St James (City of Canning) (Source: Forecastid)



The circumstances within the other two suburbs is different with a higher population across all age ranges. East Victoria Park- Kensington projected population growth is more significant with the birth rate being consistently high and a profile which is consistent with the Town Generally although the net migration is negative overall. Young single person, couples and families with young children are the predominant household type.

Figure 12: Population Projections for East Victoria Park-Kensington (Source Forecast ID, 2018)

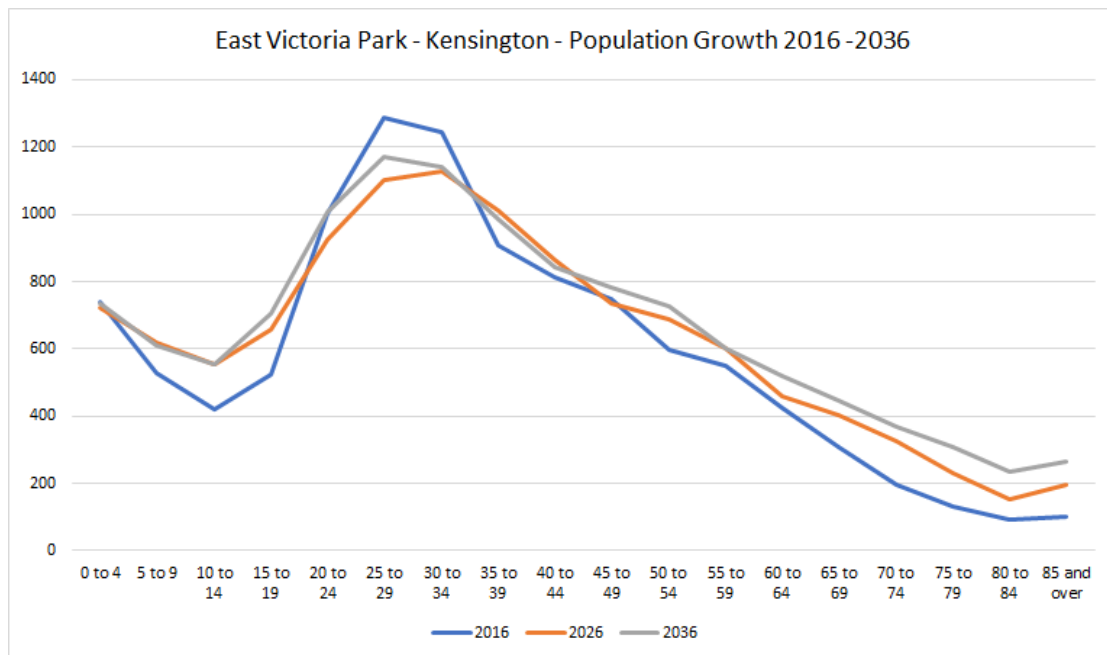
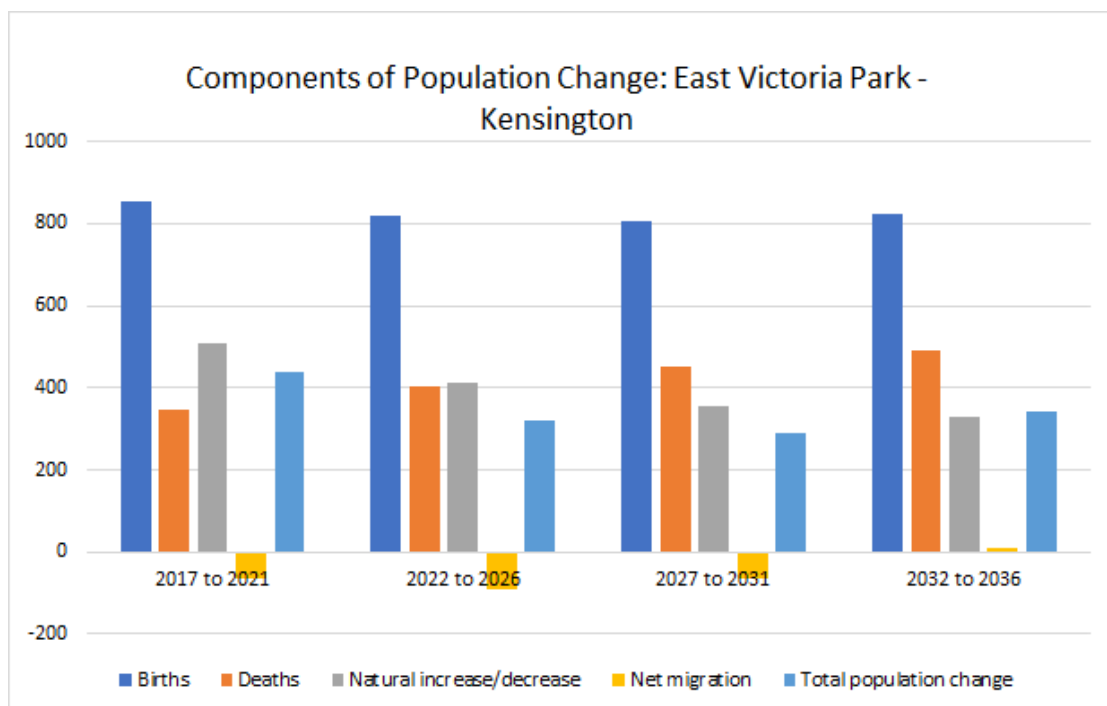


Figure 13: Components of Population Change for East Victoria Park-Kensington (Source: Forecastid)



Bentley is typified by a student and ageing population with almost no growth attributed to births and a high net inward migration across the suburb. The population profile reflects the transient nature of students at Curtin University and the limited permanent accommodation for family households. The high levels of an ageing population highlights a focus on seniors and aged care accommodation within the suburb. This indicates that the demand for sport and recreation infrastructure is likely to be low for the suburb within the immediate Bentley catchment.

Figure 14: Population Projections for Bentley (Source: Forecastid)

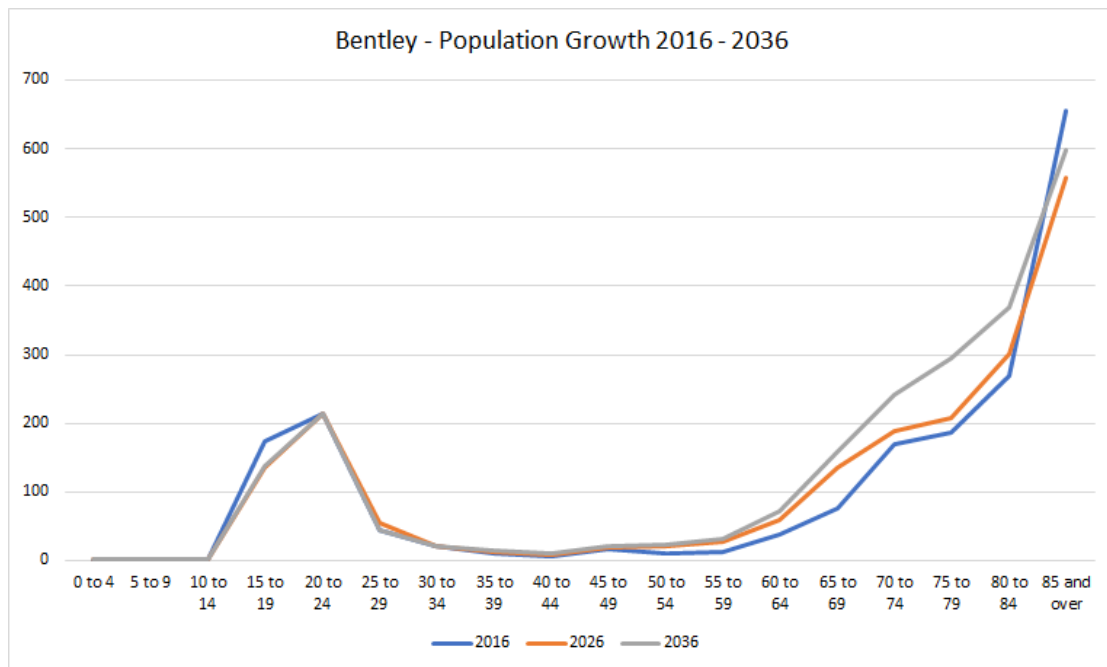
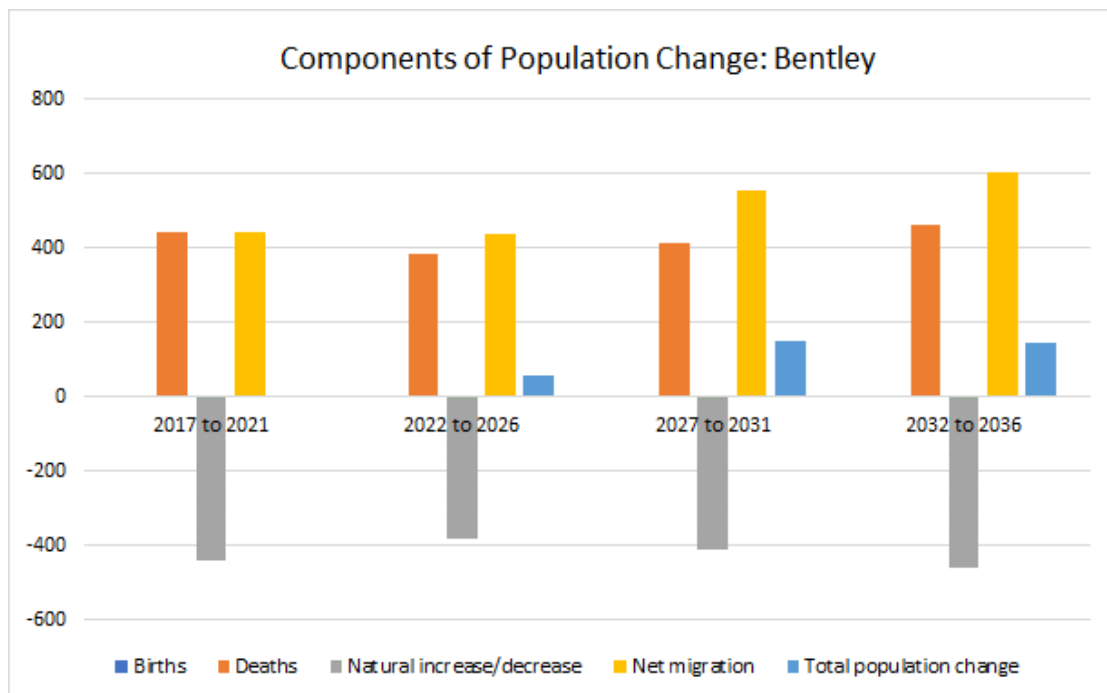


Figure 15: Components of Population Change for Bentley (Source: Forecastid)



As a district level facility it is also important to consider the broader Town of Victoria Park Profiling. This is referenced at Figure 16 and 17 below. The most important aspects to consider are while there is projected growth across all ages, the net migration across all suburbs is higher than the birth rate throughout every five year interval. This highlights a high transient community which is likely to impact on the volunteer network, stability of clubs and participation rates as residents move on. This however does indicate strong population growth and higher densities within an inner urban area, which tends to result in higher demand for access to POS and sporting infrastructure.

Figure 16: Population Projections for the Town of Victoria Park (Source: Forecastid)

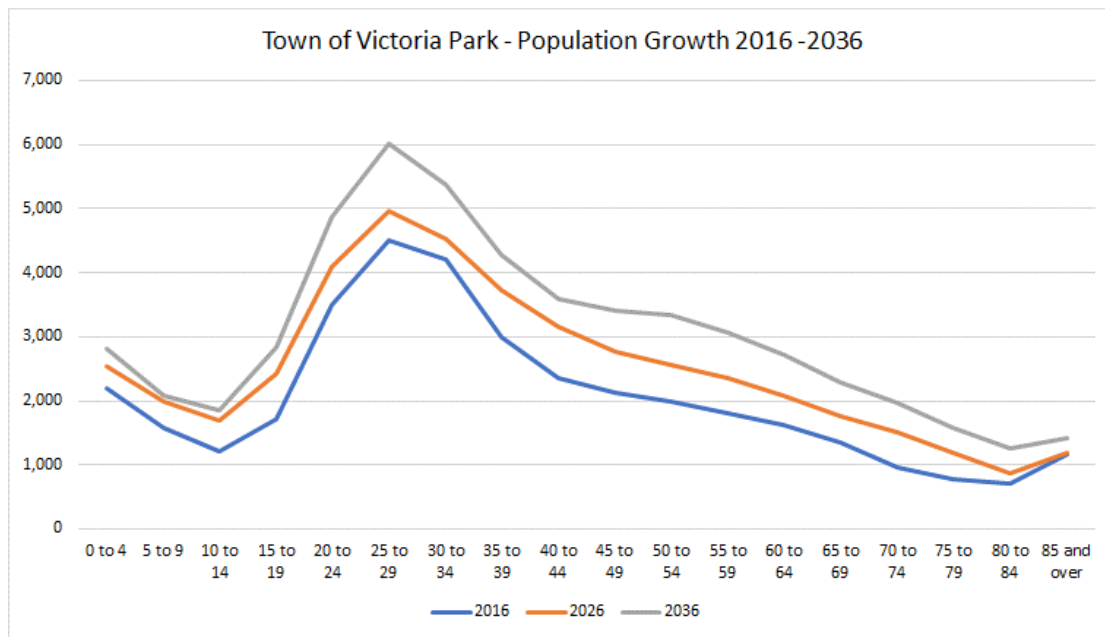
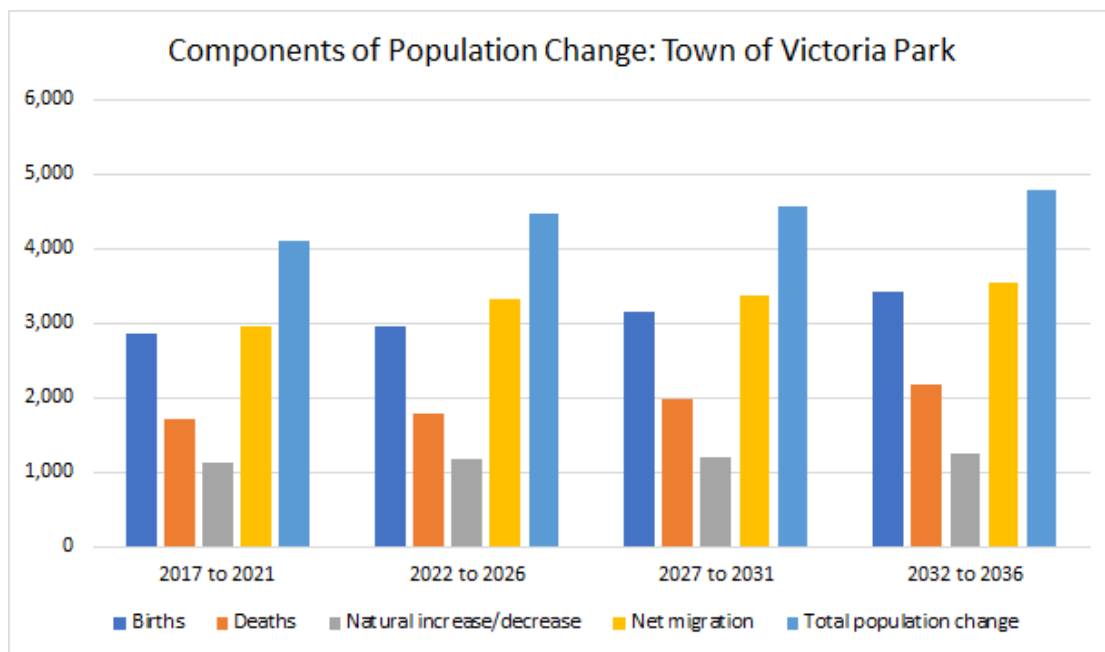


Figure 17: Components of Population Change for the Town of Victoria Park (Source: Forecastid)



Profileid identifies 2016 individual income levels in the Town of Victoria Park compared to Greater Perth and it indicates there was a higher proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income people (those earning less than \$500 per week) within the Town. Overall, 15.7% of the population earned a high income, and 33.0% earned a low income, compared with 15.1% and 35.7% respectively for Greater Perth.

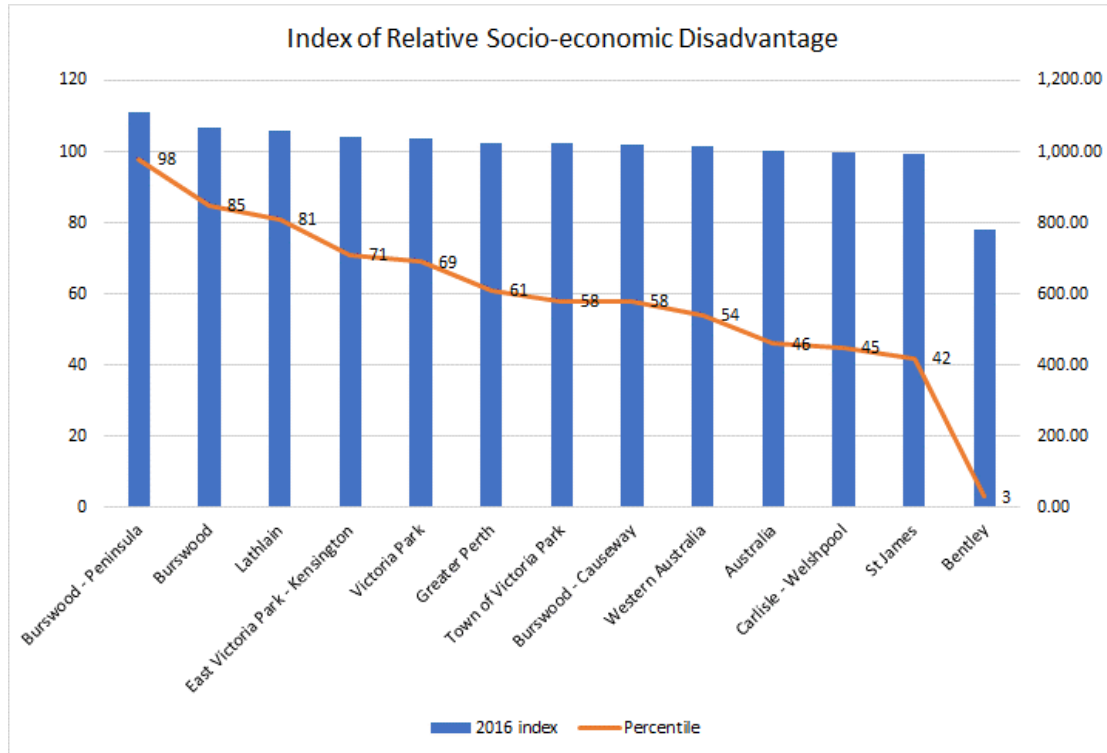
The major differences between the Town of Victoria Park's individual incomes and Greater Perth's individual incomes were:

- A smaller percentage of persons who earned \$1 - \$149 (3.4% compared to 4.4%)
- A smaller percentage of persons who earned \$300 - \$399 (6.4% compared to 7.2%)

The Index of Relative Socio Economic Disadvantage is presented at Figure 18. This indicates the relative affluence (above 1,000) or deprivation (below 800) within a given suburb and is measured













against the average for Western Australia and Australia. It can be seen that all suburbs within the Town rank as reasonably highly advantaged with Bentley being the only suburb indicating a high level of disadvantage. St James is also below the Australian and West Australian average index but relatively comparable. This would generally be indicative of the ability of individuals and family units to pay for sport and recreational pursuits and where attention potentially needs to be paid for families and individuals to be provided with ready access to POS and active reserve space for mental and physical health benefits at a low / no cost.

Figure 18: Index of Relative Socio Economic Disadvantage (Source: Profileid)



APPENDIX C: Visual Site Audits

A visual site audit of existing infrastructure and the potential land to the north has been undertaken. In order to support this process a series of drone photographs were undertaken to provide an overview of the land limitations and contouring to assist with the development of the Master Plan.

Visual assessment	Images	
Football and Cricket Club Clubhouse and Oval		
<ul style="list-style-type: none"> • Appearance externally of the building is good and structurally sound. • Internally the building, while clean and in reasonable condition lacks storage and sufficient flexibility to meet the modern needs of football and cricket. The lack of unisex changing provision will harm potential women's game development and is not consistent with contemporary pavilion / clubhouse designs. • Car parking immediately to the north and shared with adjacent tennis club with direct access off Playfield Street • Playground to the southwest adjacent to clubhouse, unfenced with play equipment suitable for young children and toddlers. Adjacent to the play area is a sheltered seating / picnic / social gathering area within BBQ. • Shade provided around the clubhouse for viewing the oval, built into the main structure. • The football oval benefits from 3 high floodlighting towers. (north, west and east). The oval is narrow 		
		
		
		
		
		

senior provision with a small junior oval to the southeast

- A synthetic cricket wicket is located in the southern part of the oval which is an inhibitor when laying out the oval configuration for winter football (historic records indicate the senior oval to the north is intentionally marked out with a narrow boundary and junior oval adjacent is marked to avoid the synthetic wicket). Length of the senior oval is 165m and width of 101m. Junior oval is 84m x 56m. The senior oval lies in a southwest-northeast orientation and southern oval similar although capacity exists to slightly modify to align closer to a north south orientation.
- The playing surface was showing signs of wear and tear when visited with worn patches in the goal area.
- Cricket nets (2No.) were in reasonable condition although the synthetic surface was showing signs of wear and tear and fencing was damaged in some areas, although generally sound.



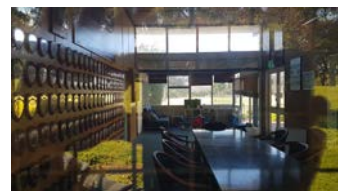
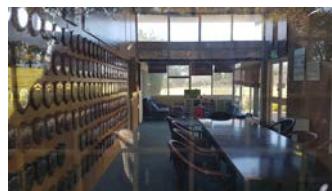
Higgins Park Tennis Club – Clubhouse and Courts

- The tennis clubhouse (JJ Higgins Pavilion) is old and has been developed in an ad hoc manner with extensions and infilling of the original structure. The internal space is limited functionally due to its age





and does not meet contemporary design standards for sporting pavilions.

- There is a good shaded garden area overlooking the courts for social gatherings and an elongated grassed area with defunct netball/basketball board and shade structure with seating located within it. It appears to serve a limited current function although well maintained.
- Netting around all of the court areas was showing significant signs of disrepair with areas where post have been damaged and tilting. Some chain link fencing is damaged and in need of replacement.
- The grass court provision was reasonable (12No.). Hard court provision (4No.) was in reasonable order with halogen floodlighting. The fencing around the hard courts is in need of replacement due to damage to the gated area on its northeastern side.
- There is a small children's playground to the northeast of the tennis clubhouse for young children and toddlers. It benefits from an old shade sail and limestone wall. There is also a tennis hit up wall adjacent.
- Car parking services the facility to its west with direct access off Playford Street and shared with the adjacent cricket / football pavilion.
- The land surrounding the tennis courts falls away to the south east and is to provide space for an additional two tennis courts as supported by the Town





<p>of Victoria Park to enable croquet to be relocated to the site. This however has yet to commence.</p> <ul style="list-style-type: none"> Four of the existing grass tennis courts are to be developed into four hard courts with floodlighting. 		
		

Playfield Reserve

<ul style="list-style-type: none"> Playfield Reserve consists of a small grassed open space lined by mature trees to its northwest and southeast. The grassed area provides for informal recreation with a small children’s playground (for young children and toddlers) and seating area located immediately to the north of the RSL club. There is no opportunity to create a formalized playing pitch structure on the reserve due to size constraints. 		
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RSL Club

<ul style="list-style-type: none"> The RSL Club lies on raised ground to the north of the Tennis Club and to the south of Playfield Reserve. It is a large built structure with sizeable function room, kitchen, toilets and offices. Immediately to the south of the building is a large car park and war memorial. A large tree lined bank lies between the tennis 		
		

infrastructure and RSL car park.

- The building is surrounded by mature trees
- Signage adjacent to the war memorial highlights the current user groups – GTR Torana XU1 Car Club of WA, Combined Torana Car Club of WA, AMMPT Western Region, Holden Car Club of WA, Bentley Weight Watchers, The Gurney Club Inc & Community Centre and National Servicemen's Association of Australia WA Branch.



APPENDIX D: Consultation Outputs

The following table incorporates all consultation outputs derived from the one to one consultations undertaken with current and prospective user groups together with the adjacent primary school. They are provided in full below and main responses incorporated within the main body of the report.

Table 11: Detailed Consultation Response and Feedback from Stakeholders

Consultee	Response
Higgins Park Tennis Club	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • When responding to this question, it was suggested that active users of the tennis courts was a more important statistic than actual members of the tennis club • The Club has 130 members who are primarily Pennant players • There is also a non-member playing base attributed to coaching totalling approximately 90 persons (30 adults/60 children) • Casual users (social) make use of the 4 hard courts under lights on a Monday night which is fully booked (new online booking system has added to the use) and often oversubscribed in the summer months (up to 60 regular users) • Refer Utilisation statistics attached <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Pennants tennis • Coaching • Social tennis • Bar facility • Hire of hall to Perth Swing Dance 2 times per week • Hire of courts to Ursula Frame Primary School one morning per week <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Venue was built in 1965 • 4 hard courts under lights • 12 grass courts (row of 5 and row of 7) • Clubhouse (55 years old) including bar facility, kitchen (recently updated by ToVP), meeting room, hall, toilets and storage/utility rooms <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p> <ul style="list-style-type: none"> • Deal has been done with Victoria Park Croquet to utilise 4 tennis courts at croquet courts. In essence: <ul style="list-style-type: none"> ○ The first two tennis courts in the current row of 5 grass courts will become an exclusive croquet court ○ The other 3 grass courts in this row will be added to by one court at the eastern end and become hard courts under lights (as will the croquet court) ○ Total hard courts under lights will then be eight ○ An additional grass court will be added to the current row of 7 courts at the western end and the resulting first 2 tennis courts will become a croquet court for exclusive use by Croquet 2 days per week (no lights). Otherwise these courts will be shared by Tennis and Croquet. The other 6 grass courts will remain in use

- The result is that Tennis will have 8 hard courts under lights, 6 exclusive grass courts and 2 shared grass courts (5 days per week). Croquet will have 1 exclusive use court and 1 court that is exclusive 2 days per week and shared 5 days per week.
- Croquet will also be provided with office and storage space for their exclusive use and will share the amenities of the Tennis club
- Tennis is satisfied with this and believes it will meet the demand of hard court use including that of social tennis under lights (revenue raising)
- Refer attached outline of the future court facilities
- The proposal is fully approved and funded (\$750k). Work should be completed mid-2020.
- In a court sense, the Club believes it has met its objectives in its 2016-20 Business Plan

The inhibitors your organisation faces:

- The major inhibitor is now the age and quality of the clubhouse
- Convenience, accessibility, safety and security are all issues that need addressing
- Visibility of parking versus location of the hard courts causes security issues for cars
- Lack of general lighting also causes security issues
- The clubhouse is now a very ordinary amenity and is in need of a rebuild
- If the clubhouse was relocated, this could create space for up to 4 new hard or grass courts resulting in space being freed up on the current row of 7 grass courts for a community facility/multi-sport clubhouse (as proposed by several other sports) and possible 2 full size ovals
- Some members believe the courts should be angled 45 degrees to solve an afternoon sun issue, but this is not a priority
- Attracting players is not an issue for the Club but retaining them can be. This is primarily because of the transient nature of the residents as many are Curtin University students who move on following completion of study or they are 1st homeowners who move on as their families and income grow.

The financial sustainability of your organisation:

- Club is currently operating profitably but has not built up cash reserves
- It is no longer relying on a ToVP subsidy (between \$5-\$10k per year for the past decade)
- Additional hard courts will generate additional hire revenue. Demand is driven by hard courts.
- Maintenance cost of hard courts is 50% of grass courts (includes replacement cost every 5 years)
- Additional lighting will come with an increased maintenance cost
- Overall, the Club is expecting to grow financially with the new deal that has been struck but is in dire need of new off court multi-purpose facilities it is happy to share with other sports, but that facility must have a bar and function room

Any additional activities and services you would wish to undertake at the Higgins Park site:

- The Club would like to see a community hub/multi-sport facility developed at Higgins Park

	<ul style="list-style-type: none"> • Tennis can potentially co-exist with croquet and bowls. Was interested in the Area 5 Football concept until they were directed to Victoria Park Bowling Club <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • The Club is satisfied with the court space under the new Croquet deal • Believe the footprint is about right, particularly with the new hard courts replacing the grass courts • Would not like to see the footprint decreased but open to a new configuration taking into account the clubhouse space
Victoria Park Junior Football Club	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Players range from Pre School to Year 10 (boys – 17 teams) and Year 5 to Year 11 (girls – 4 teams) • There are 455 registered male players and 62 registered female players • Female teams comprise Years 5/6 (2 teams – one primarily Indigenous and one primarily Muslim), Years 7/8 (1 team) and Years 9/10/11 (1 team). The numbers are rising steadily. • 90%+ of the players are drawn from ToVP • 1,700+ members/volunteers/supporters over a weekend • VPJFC is the largest club in the Perth District (represents 5% of community) and one of the larger clubs in the metro area <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Team and Club environment (sense of belonging) • Football fields for training and playing • Coaching accreditation from pre-primary to youth for boys and girls • Significant Indigenous and Muslim representation for young girls • Incentive for Schooling amongst young Indigenous players including potential for pathway to Curtin University Aboriginal School • Social activities <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Higgins Park Oval is in St James and comprises a full size football oval (165m in length) and a smaller space that can be used for Auskick. Junior football is played in the winter and junior and amateur senior cricket is played in the summer on an artificial turf wicket. A clubhouse exists for both sports but is only used by the football club. • The turf is maintained by Council and is in reasonable condition. • The club house is 30 years old and suffers from capacity and aging issues in relation to its canteen, change rooms, storage and toilets. Refer items listed on attached grant submission. • The Club now has male and female teams, but the change rooms do not cater for female players. • The umpires change room is a very small room that is not suitable for a combination of male and female umpires. • Lights exist for training but do not cover entire oval and lux levels have deteriorated over the years. The lights are not suitable for playing games. As female football is played on Friday nights, this means home games are not played at Higgins Park (they are, in fact, played at Ellenbrook). • Security is a challenge with break-ins and smashed windows. There are no alarms and although the Club has asked for window meshing, nothing has

been forthcoming. Most of what the Club installs is from internal generation.

- There is drug use at night-time in areas that are hidden from site with volunteers often cleaning up the mess left behind prior to training or game day.

Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:

- The Club is heavily reliant on a small number of volunteers (primarily off-field) and is currently going through a transition to new committee members. This has been quite challenging.
- The Club believes growth will come from female football and Auskick. AFL is very popular and there is a regeneration of families in the ToVP. The Club is well run, successful and has a good reputation but is in need of modern and larger facilities (refer above).
- The Club would like to create a community hub at Higgins Park by creating a facility that caters for both football and tennis along the line of the grass tennis courts. The Club already attracts 500+ participants and could cater for 750+ participants with the right facilities. The oval space is good, but the lights and rooms need updating. Many other local Councils have invested in facilities and have gained improved participation levels.
- A community hub would go beyond sport and become a controlled base for recreational activities for the youth of the area.

The inhibitors your organisation faces:

- The primary inhibitor is the off-field facility. It is 30 years old and, whilst the Club adapts to what it has, it is in need of a modern and larger facility to create a community hub. The oval space is adequate and the oval at the primary school can be used if requires.
- Female football is growing rapidly but don't have the facilities to cater for female participants. Games are played on a Friday night, but lights are not adequate. Must travel to Ellenbrook. The Club misses out on a potential income source and the players have to travel a long distance.
- The relationships with co-tenants such as the tennis club and primary school are cordial but not active. Each keep to their own but will help out where required. There is no relationship with the RSL or junior/amateur cricket.
- The relationship with Perth and WCE is not proactive. Perth used Higgins Park to train on when the upgrades at Lathlain Park were on going but more need to be done in this area.
- There has been no contact by either Perth or WCE concerning the use of Higgins Park considering the overload of training at Lathlain Park (given WCE have a team in the AFL, team in the WAFL and team in the WAFL and Perth has a League, Reserves and Colts team).
- There is a belief the ToVP needs to assist in building a Community Hub at Higgins Park (refer attached Grant application). There are now many examples of this happening in other localities with positive results.
- Random users of the public space can be problematic from time to time. This includes informal soccer matches by sections of the public.

The financial sustainability of your organisation:

- Club is in a reasonable financial position making annual profits and building small cash reserves. Generate net \$3 per child from registration fees. Reliant on canteen income, donations and in-kind contributions.
- Able to contribute \$20k-\$30k towards new facilities.

	<ul style="list-style-type: none"> • Missing out on income because female football home games are not played at Higgins Park.. <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> • The Club would like to see a Community Hub formed football and tennis being the cornerstone tenants but also involving the primary school and the youth of the area. The Tennis Club clubhouse and the Football clubhouse would be demolished with a new clubhouse built for both tennis and football along the East/West line of the current grass tennis courts so that one side of the clubhouse faces the tennis courts and the other side of the clubhouse faces the ovals. (similar to Hockey requirements). • Any such clubhouse would form the basis of a community hub and include change rooms, storage, office space, social rooms (also for hire), bar and canteen/café. • Refer attached email from Club re a wish list on facilities. <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • Football is a primary source of community activity and Higgins Park provides adequate space (particularly when the primary school is taken into account. What is missing is a modern and larger facility to act as a Community Hub to attract more of the community to the space. • Football is the incumbent and already caters for 500+ participants from 6yo to 17yo, both male and female and with representation from the Indigenous and Muslim communities. Participation will continue to grow due to the popularity of the game generally and specifically at the female level (however facilities are required to cater for this growth). • With Curtin University to the south and WCE/Pert to the north (providing an educational and sporting pathway), Higgins Park is ideally placed for a Community Hub with football as a cornerstone tenant.
Victoria Park Croquet Club	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Players are in the 60+ age group • Majority are female and ex tennis and/or golf players • Members can play to 90+ as the game is not a strength sport. As such, there is no real advantage re gender. • 23 current members of which 15 are regular players. The majority of members are from outside the ToVP. • Membership fees are \$220 per year of which \$80 goes to the State association and \$140 to the Club. Green fees are \$4 for members and \$8 for visitors • Club hires the greens and clubhouse for workplace and team building activities or for social clubs. <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Social environment for playing Croquet. Play is generally between members and not between clubs. • Meeting place for seniors and keeping older people active • 2 Croquet greens for playing and a social clubhouse for morning/afternoon tea • Play 2 days per week all year round <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Rushton Street facility has been in existence since circa 1916 • Previously had 3 greens but now operates 2 greens

- Private turf maintenance with turf in good condition. ToVP contributes \$15k towards turf maintenance which covers 80%+ of the total cost
- Small social hall with toilets but no kitchen. Lack of separate office and storage. Facility is neat and tidy but clearly aging.
- Four light towers of which only 3 work. Cost to fix lights is prohibitive
- ToVP/State Government/Tennis West have helped fund the Club to move to Higgins Park Tennis Club

Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:

- Club and Tennis Club have been funded to the tune of \$750k to move Croquet to Higgins Park Tennis Club
- One Croquet green equals two tennis courts
- Club will occupy 4 grass tennis courts (3 existing and one new for exclusive use) equalling two exclusive use croquet greens plus space in the clubhouse that overlooks the greens. Tennis club will have two new grass tennis courts developed. Refer attached map.
- Common rule is that you can have 27 members per green and club believes it can at least double its current membership base
- The State Association, Croquet West, is also going to relocate to Higgins Park
- Croquet and tennis are seen to be the perfect sport mix with the sports able to feed off each other. During winter, the Club could convert further grass tennis courts to Croquet greens on a temporary basis if required.

The inhibitors your organisation faces:

- The current facilities are the primary inhibitor to growth hence the move to Higgins Park
- Two courts are the absolute minimum requirement (available at Higgins Park plus use of temporary greens in winter)
- Lack of good quality lights (available at Higgins Park)
- Lack of a kitchen in the clubhouse (available at Higgins Park)
- Lack of function room
- Currently only operate two days per week all year round

The financial sustainability of your organisation:

- Club lives year to year but has done so for many years
- Turnover is approximately \$22k of which turf maintenance is the major expense at approximately \$17.5k (ToVP funds \$15k of this)
- Club basically monitors its income and spends what it has
- Very little room for contingencies (broken lights, bore etc) and no ability to build cash reserves
- Move to Higgins Park and creation of a Tennis/Croquet Club is expected to assist financial sustainability

Any additional activities and services you would wish to undertake at the Higgins Park site:

- The Club would like to see a community hub developed at Higgins Park
- Tennis is the only real sport Croquet can co-exist with. Bowls does not work. It is easy to reduce two tennis courts to a Croquet green but not so easy to reduce a Croquet green to a Bowling green. Also seems to be a personality conflict between the two sports.

The importance of the existing location to your organisation:

- Agreed and funded move to Higgins Park Tennis Club

	<ul style="list-style-type: none"> • Memo of understand signed with Management Committee of persons from each sport • Degree of uncertainty as to how things will operate practically but all is happening in good faith • Believe the two sport will be good for each other • Move is likely to happen mid 2020
Millen Primary School	<p>Your current class numbers / families:</p> <ul style="list-style-type: none"> • Millen Primary has 494 students involving 300 families <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Primary School ranging from Kindergarten to Year 6 <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Millen was built in the late 1950's and has been modified on several occasions over the decades including the addition of a Kindergarten • It is one of several primary schools within the ToVP. Others include Victoria Park, East Victoria Park and Ursula Frame (private Catholic). • The school is adjacent to Higgins Park and has 2 basketball/netball courts in its centre and a small oval, 2 cricket nets and a playground to its side (which is directly opposite the Higgins Park ovals. The school oval is in reasonable condition and is ok for young children. • The schools is an important overflow facility for the incumbents at Higgins Park, particularly the junior football club (many students play for the team). It also allows various community use of its facility at no charge as long as those activities do not interfere with school activities. Community use includes: <ul style="list-style-type: none"> ○ Vic Park Raiders Auskick on Tuesday and Thursday afternoons ○ Grasshopper Soccer (private organisation) on Friday afternoons ○ Step into Life Fitness Group (normally in the mornings at Higgins Park but use school facilities if undercover is required) ○ Tiny Tots Tennis Not associated with Higgins Park)non Friday mornings ○ Overflow parking when Higgins Park in full use on weekends (this is informal without any agreement, but the school is tolerant understanding the limited parking around Higgins Park) and as long as there is no damage • RSL (based on Higgins Park site) also come to the school to undertake Anzac and Remembrance Day services • The school does not use Higgins Park very much. Few instances are recalled other than <ul style="list-style-type: none"> ○ Grade 1 Tennis occasionally at the Tennis Club ○ Use of Vic Park Raiders Clubhouse for School disco • The school has a major summer and winter sports carnival but has an agreement with Curtin University to use their facilities for those events. Interschool carnivals are traditionally held at East Victoria Park Primary School • Line markings on Higgins Park can be problematic for the football club and, historically, the school has been pushed to the eastern side of the oval which is furthest from the school <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p>

	<ul style="list-style-type: none"> The school is operating at or very close to capacity. This is the same for all public primary schools within the ToVP. <p>The inhibitors your organisation faces:</p> <ul style="list-style-type: none"> The school does not use the oval other than informal walks because the public toilets are locked during the day. There is a belief that the facilities on the oval, including the Clubhouse and playground are pretty substandard Parking is a huge issue during the day due to Curtin University students getting free parking around the streets of the school and the oval and then walking to the campus (10-15 minutes). During football season, parking is also an issue on weekends, hence the use of the school as an overflow scenario. <p>The financial sustainability of your organisation:</p> <ul style="list-style-type: none"> N/A <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> Not in current state Access to public toilets is a major barrier <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> The school's facilities seem to be more important for the incumbents on Higgins Park than Higgins Park facilities are to the school
<p>Victoria Park RSL Branch</p>	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> Member numbers approximate 60. These comprise Full Members (majority) and Social, Affiliate and Associate Members. Full Members are \$0pa, Associate Members are \$30pa and Affiliate Members are \$30pa. Members are scattered across the metro area and are aged 65+ Membership has declined 50% over the past decade, primarily due to age The Victoria Park sub-branch almost closed in 2017 but for Leroy and Ron stepping up as President and Vice President. The sub-branch is now going ok but is heavily reliant on a few volunteers. This is symptomatic of the RSL generally and a new generation of members is needed from outside the current membership base including services like the Police, Fire and Teachers There are approximately 90 RSL sub-branches in the metro area with the closest being Cannington, South Perth and Belmont <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> Facility is leased by RSL and sub-leased by Vic Park sub-branch (peppercorn rates) Primarily used as an open facility once a week (Wednesday morning) as a Members' chat day Weekly committee Meetings on a Monday morning Also has a Museum for the public (primarily Schools) to visit Undertakes Anzac and Remembrance Day services and other RSL events Facility has a large Hall (170 people seated) which can be divided one third/two thirds, audio and projector equipment, commercial kitchen, bar, 2 meeting rooms (20 people/8 people), office space, outside courtyard and barbeque, museum and toilets. It is a very good facility that is in good condition and is 20 years old.

- There are 9 regular hirers of various space (generally monthly) and the facility is hired out ad hoc for events such as Birthdays (not 18-21st)
- Income from hire of facility goes to RSL Vic Park. This represents the majority of RSL Vic Park's income.
- Refer attached hire charges (cheap) and map of facility

The venue you currently operate from, the facilities you use and your satisfaction with those facilities:

- Refer above. Facility is very good but under-utilised.
- Not promoted well enough due primarily to a lack of volunteers
- Has the potential to become a busy community centre with good income potential to RSL Vic Park. Needs to be more than just RSL.
- Hall is a very good size and can be divided up. Could be used for activities such as indoor bowls. Need to think outside the box but limited by volunteers and age.
- Wonderful memorial was built outside the facility in 2015 and is maintained by ToVP. Should be an attraction to the community but cannot be seen from main road (Hill View Terrace).
- Security is good with alarms and security gates/windows. Minor vandalism occurs and some drug use in the bushes below.

Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:

- Growth aspirations exist but without more volunteers there is very little action
- Lack of know how when it comes to promoting the facility
- Desire to bring in other services such as Police, Fire and Teachers but this requires head office to change Constitution.

The inhibitors your organisation faces:

- Need to change of membership base by RSL to expand into other service providers
- Lack of support from head office who are also facing a decline in membership
- Small membership base
- Lack of volunteers
- Promotional know how
- Other than Millen Primary School, no relationship with Tennis Club, Football Club or general neighbouring local community

The financial sustainability of your organisation:

- Sub-branch lives year to year but has done so for many years
- Basically, monitors its income and spends what it has
- No real ability to build cash reserves
- Hire of facilities is main driver of income but this could be significantly more with the proper promotion

Any additional activities and services you would wish to undertake at the Higgins Park site:

- Vision is for a busy community centre, but this requires promotion and know how
- Facility is adaptable for many activities
- At present, it is a very good facility that is under-utilised which is a rarity

The importance of the existing location to your organisation:

	<ul style="list-style-type: none"> • Sub-branch is sitting on a facility that should be a drawcard for the local community and have significant greater utilisation. It has good rooms, adequate services, large outdoor area that is fenced off, a wonderful outside memorial and sits next to a quiet reserve (Playfield) with a children's playground. • The main issue appears to be it is out of sight from the main road and there is a lack of capacity to promote the use of the facility.
<p>South Perth Junior Cricket Club</p>	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • SPJCC is a large junior cricket club with between 450-500 members at any one time and currently field 52 teams. The Club makes up 60% of the WACA's zone in which it participates. • The age demographic is 5yo through to 16yo with an approximate 90%/10% male/female composition. It is noted that female cricket is on the rise and numbers are expected to increase significantly over the next 5-10 years which will put additional strain on oval use. • Membership fees range from \$125 to \$195 depending on age • Because of the size of the Club, its training and playing fields are spread over many community ovals and schools primarily in the CoSP and ToVP localities • At the lower grades (up to 13yo), the Club plays intra club competitions to ensure all children are playing the game <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Team and Club environment for children to youth during the summer season • Accredited coaching • Varying forms of the game depending on age group • Pathway through to senior cricket <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Home clubhouse is at Raphael Park within ToVP. This facility is shared with Soccer as the winter sport. The Clubhouse is reasonably small and lacks storage. • Training and games are held at various community ovals and schools within CoSP and ToVP localities, of which Higgins Park is one oval that is used for training in the afternoons up to 3 days per week and for games on a Saturday morning from 8.00am to 1.00pm. • The use of Higgins Park is solely the nets (two) adjacent to the tennis Club and the cricket pitch (synthetic turf)/oval (grass). All gear is transported in and taken away. The Football clubhouse is not used and there is no relationship with Football, Tennis, the RSL or Millen Primary School. • The WACA is trialling roll out pitches (the Club has one of these pitches) which is quite heavy (requires more than one person) and cumbersome to store and transport. The pitch is currently stored at Wesley/Curtin's cricket clubhouse at Harold Rossiter Park. <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p> <ul style="list-style-type: none"> • The growth within the Club is likely to come via female cricket. Further growth will put a strain on oval availability (hence the roll out pitches) and quality of facilities (change rooms and toilets) particularly catering for the needs of females. Higgins Park, as with many community oval, have toilets a significant distance from the cricket training and playing facilities. The oval and clubhouse is a football facility first and primarily caters for males.

	<ul style="list-style-type: none"> The Club is in need of a larger clubhouse with office, social and storage space. This is the situation currently and will be compounded with future growth. <p>The inhibitors your organisation faces:</p> <ul style="list-style-type: none"> Home clubhouse with Social office and storage space Access to grounds Facilities and storage Constricted to playing junior cricket on a Saturday morning Competition from emerging markets Lack of volunteers <p>The financial sustainability of your organisation:</p> <ul style="list-style-type: none"> Club is large and financially sustainable and has built cash reserves (plan is to keep the equivalent of one year in registration fees in reserves) Able to contribute towards new facilities if required and is appropriate <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> Would be interested in a community hub concept with cricket as a core tenant. Could be a possible location for a new clubhouse to be shared with other sports. <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> Whist the Club is based at Raphael Park, the fact is its training and playing grounds are spread over many fields and schools. Nothing wrong with Raphael Park but would prefer to be based at a modern and larger facility with social, office and storage space
<p>Carlisle Cricket Club</p>	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> Currently in regards to utilising Higgins Park we require the cricket ground to service 24 people (12 club/12 opposition) every second (on average) Saturday from Oct through March seasonally from 12pm through 6pm. <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> We are a cricket club and this is our Secondary ground, main Ground being Carlisle Reserve. <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> Our main ground being Carlisle Reserve we service from this oval. Our players transport chairs, table, scoreboard, drinks, lunch and other general gear from Carlisle Reserve on the Saturdays which we play at Higgins Park. Players and opposition generally park along Creaton Street towards the Hill View Terrace end for close access to oval. We have a key to the toilet facilities at Higgins Park so players can utilise if required. We have previously requested a form of lean-to/bus shelter type structure at the Creaton Street end of Higgins Park to facilitate as a better shade structure for players not on the ground and scorers. <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p> <ul style="list-style-type: none"> Currently in the process of collating our growth aspirations including increasing senior men's and junior participants as well as female participants and forming this into a plan document. <p>The inhibitors your organisation faces:</p> <ul style="list-style-type: none"> Participation numbers, volunteer resources, financial viability, on field success

	<p>The financial sustainability of your organisation:</p> <ul style="list-style-type: none"> • After a couple of lean years, last season was promising in doubling our bank account. This has come about through change of committee, ownership of roles, streamlining purchasing and improvement of purchasing approvals process. This coming season is already trending as slightly in front of the previous season again. <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> • Planning for improved junior and female participation would hopefully lead to being able to utilise the cricket oval from morning to evening both Saturday and Sunday within the Oct to March season if possible. <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • Currently important as we require a second local ground to host matches with the volume of participants in Seniors.
<p>Victoria Park Bowls Club</p>	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Membership is 150 persons plus social members <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Interclub and competition bowls • Barefoot bowls on a Wednesday evening (120 to 200 people) • Corporate bowls • Area 5 Soccer (refer Area 5 paper) <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Clubhouse is based next to John MacMillan Reserve and has a 150 person function centre, bar facilities, 4 bowling rinks (one of which has been transformed into 2 artificial turf Area 5 Soccer pitches) and car park. • The Club has been based at its current premises for 99 years • The Club merged with Carlisle Bowling Club (previously based at Lathlain Park) upon construction of the WCE facilities several years ago. • There is only one bowling club in ToVP • Facilities are aging and the Club believes it was promised upgrades following the merger, but nothing has happened • The Club is wary of future developments at John MacMillan Reserve but are not aware of the agenda • Preference is to stay at current facility with upgrades. Secondary preferences are new facilities at McCallum Park or Burswood Peninsular with space for a function centre and cafe. Bowls WA could also reside at a new or upgraded space. Higgins Park is not a preference as St James is seen as on the outer boundary of ToVP and the only bowling club in the ToVP should be more central. <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p> <ul style="list-style-type: none"> • Growth will come from corporate and social activities at the Club via use of the rinks and the clubhouse • The function centre is very popular as is the concept of barefoot bowls (potential to lead to membership) • The recent addition of the Area 5 soccer pitches draws a different crowd and age demographic (20yo to 30yo). Games are played 2 times per week after 6.30pm. Generates alternative streams of revenue although this could be enhanced with the opening of bar and food facilities. <p>The inhibitors your organisation faces:</p>

	<ul style="list-style-type: none"> • Clubhouse in need of upgrades (the Club believes this was promised but not delivered) • Age of membership • Capacity of volunteers • Degree of history and mistrust in dealings with ToVP. It was stressed that the current President and Paul Rosaire have changed this relationship and are meeting regularly with CEO and Officers of ToVP to get the best outcome. <p>The financial sustainability of your organisation:</p> <ul style="list-style-type: none"> • Club is financially sustainable year on year but has not built cash reserves and, whilst looking at alternative income streams (barefoot bowls and Area 5 Soccer) it has an opportunity at its current location to do more. However, the inhibitors listed above have kept further progress being made. <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> • Club is interested in other activities commensurate with the use of its rinks and/or clubhouse. Bowling clubs in WA are decreasing in traditional membership and operating from aging facilities and must reinvent themselves. Attracting younger participants is an imperative, however upgraded facilities would help this endeavour as would the capacity of volunteers. <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • The existing location is crucial but needs upgrades • Members believe the ToVP has agreed that the Club will remain at its current location via implication of its statements. • Club does not want to move to Higgins Park and will resist such a move • Current committee is working constructively with ToVP on future requirements
Victoria Park Xavier Hockey Club	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Players range from Minkey (5+) to Masters (40/50/60+) • 31 Sides (down from 42 in 2011) plus 60 Minkey players) • Has both a male and female side in Hockey WA's Premier One Division • 600+ members (45% drawn from ToVP with balance from Belmont, Canning and South Perth) • 2,000+ members/volunteers/supporters over a weekend <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Team and Club environment • Hockey fields for training and playing • Coaching from 5yo to 60+yo. • Social activities <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • Fletcher Park in Carlisle (shared with Perth Cricket Club). Hockey is winter sport and Cricket is summer sport) • 4 grass hockey fields (no Astroturf pitch) • Private turf maintenance with turf in very good condition • Clubrooms including social hall shared with Cricket (6 months each). Last renovations were approximately 6 years ago) • Lights for training (paid for by Club)

Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:

- Refer attached Business Plan and Turf Development Plan
- Astro turf pitch is number one priority. Fletcher Park cannot cater for this.
- Peak of 750 members in 2011. Now down to 600 members. Primary reason is lack of Astro turf pitch.
- Believe an Astro turf pitch will attract new members with a club operating with up to 1,000 members. With no Astro turf pitch, member numbers will continue to decrease, and Club could no longer exist within a decade.
- Only 3 Clubs operating in Premier One Division don't have Astro turf pitches.
- WA is only State where Premier Clubs don't all have Astro turf pitches

The inhibitors your organisation faces:

- The primary inhibitor is the lack of an Astro turf pitch
- Fletcher Park, with Cricket as the other tenant, simply cannot incorporate an Astro turf pitch.
- An Astro turf pitch will cost in the range of \$1.2m to \$1.5m and must be fenced off to maintain security.
- Club believes it could get away with one Astro turf pitch and 2 grass fields (as opposed to the current 4 grass fields). One Astro turf pitch and one grass field would not be sufficient.
- Clear preference to have all fields and clubhouse in the one location.
- Currently unable to have home games at Fletcher Park as 1st to 5th grades play on Astro turf. Difficult to then get players and families back to clubhouse.
- Cricket and hockey are probably the best mix but would need space for Astro turf pitch.
- Clubhouse would need to be close to Astro turf pitch.

The financial sustainability of your organisation:

- Club is in a strong financial position making annual profits of \$20-\$30k and building cash reserves.
- Able to contribute several hundreds of thousands of dollars towards a new Astro turf pitch.
- Able to contribute significantly to a sinking fund for maintenance/replacement of the surface (\$350k after 10 years) and the rubber (\$500k after 20 years).
- Concern that profits may decrease if membership continues to fall which is anticipated if an Astro turf pitch is not forthcoming.

Any additional activities and services you would wish to undertake at the Higgins Park site:

- The Club would like to take over Higgins Park ovals to include an Astro turf pitch and up to 3 grass fields. One of the grass fields could be located at Millen Primary School oval.
- The current Tennis Club clubhouse and the Football clubhouse would be demolished with a new clubhouse built for both tennis and hockey along the East/West line of the current grass tennis courts so that one side of the clubhouse faces the tennis courts and the other side of the clubhouse faces the ovals.
- Any such clubhouse would form the basis of a community hub and include change rooms, storage, office space, social rooms (also for hire), bar and canteen/café.

	<ul style="list-style-type: none"> The Astroturf could also cater for pre-season training for other local hockey clubs and potentially be used by other sports including bowls, baseball and tennis. The grass field can be used by other sports in the summer (such as cricket) as long as the turf remains in very good condition (like Fletcher Park). <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> Fletcher Park works well for the Club but does not have capacity for an Astroturf pitch. The need for such a pitch has become all-encompassing for the Club as it sees its member numbers declining with players transferring to other clubs (primarily Aquinas) that have an Astroturf pitch. Also believe an Astroturf pitch will attract new players in the same vein as Melville whose member numbers have grown from a low of 500 to 1,200 since putting in an Astroturf pitch. Club believes any decision on location needs to consider all sports and reserves and the needs of the sports need to be considered. As the needs change (such as Astroturf pitches), the location of the sports may also need to change.
<p>West Coast Eagles Football Club</p>	<p>To be read in conjunction with Perth Football Club.</p> <p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> WCE are a large AFL Club with over 60,000 members. The club has approximately 120 staff. <p>The nature of services that you provide</p> <ul style="list-style-type: none"> WCE have an AFL team, a WAFL team, an AFLW team and several Academy training squads <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> WCE are based at a new \$62m facility at Lathlain Park, also home of the Perth Football Club PFC also has a League team, Reserves team, Colts team, WAFW team (does not train at Lathlain Park) and Futures squads (14/15/16 age groups who train in the off-season) The venue has 2 full size football ovals and a large indoor training facility The issue is that with all of the above teams and squads, there is already a need for an overflow oval (now), and it is anticipated that this will move to an exclusive third oval (medium term): <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document</p> <ul style="list-style-type: none"> It is expected the need for further oval space will continue to grow over the coming years for both WCE and PFC, particularly with the growth of female football <p>The inhibitors your organisation faces:</p> <ul style="list-style-type: none"> Lathlain Park is fully utilised and there is an urgent need for overflow space. This will grow to a need for an exclusive third oval. Higgins Park (given football is already played on the ovals) is a potential overflow oval but it would likely need two full size ovals (one for WCE/Perth and one for the juniors) with quality turf, lights and new club houses to cater for a professional club. Two full size ovals would likely impinge on the tennis club space and some trees which could be problematic. <p>The financial sustainability of your organisation:</p>

	<ul style="list-style-type: none"> • WCE is a successful and commercially viable club that has moved into the ToVP as a business and football club • Its demands (with PFC) have already outgrown the training space available at Lathlain Park <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> • Primary use would be the secondary training requirements such as Academies, Futures and possibly female football <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • Lathlain Park is of critical importance but is already short on space for the needs of the football clubs
Perth Football Club	<p>To be read in conjunction with West Coast Eagles.</p> <p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Perth is a WAFL Club with approximately 2,000 members. • The club has approximately 10 staff but has a number of volunteers also. <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • PFC has a WAFL League team, Reserves team, Colts team, WAFW team (does not train at Lathlain Park) and Futures squads (14/15/16 age groups who train in the off-season) <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • PFC is based in an aging facility at Lathlain Park within the grandstand which faces onto the main training and playing oval. WCE are now also based at a new \$62m facility at Lathlain Park. • WCE also have an AFL team, a WAFL team, an AFLW team and several Academy training squads • The overall venue has 2 full size football ovals and a large indoor training facility (WCE) • PFC is working to attract approximately \$12m in funding to update its facilities at Lathlain Park. It currently has \$5m (\$4m from Federal Government and \$1m from WCE) with further funds expected to come from the State Government and ToVP. • The issue is that with all of the above teams and squads, there is already a need for an overflow oval (now) and it is anticipated that this will move to an exclusive third oval (medium term) <p>Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:</p> <ul style="list-style-type: none"> • It is expected the need for further oval space will continue to grow over the coming years from both PFC and WCE, particularly with the growth of female football <p>The inhibitors your organisation faces:</p> <ul style="list-style-type: none"> • Lathlain Park is fully utilised between PFC and WCE and there is an urgent need for overflow space. This will grow to a need for an exclusive third oval. • Higgins Park (given football is already played on the ovals) is a potential overflow oval but it would likely need two full size ovals (one for WCE/Perth and one for the juniors) with quality turf, lights and new club houses to cater for a professional club. • Two full size ovals would likely impinge on the tennis club space and some trees which could be problematic. <p>The financial sustainability of your organisation:</p>

	<ul style="list-style-type: none"> • PFC is in a sustainable financial situation on a year by year basis but it has small cash reserves and cannot build a new and needed facility without a significant contribution by the State Government. At present the current facility is dwarfed by the new WCE facility. • Its demands (with WCE) have already outgrown the training space available at Lathlain Park <p>Any additional activities and services you would wish to undertake at the Higgins Park site:</p> <ul style="list-style-type: none"> • Primary use would be the secondary training requirements such as Academies, Futures and possibly female football <p>The importance of the existing location to your organisation:</p> <ul style="list-style-type: none"> • Lathlain Park is of critical importance but is already short on space for the needs of the football clubs
<p>Area 5 Football</p>	<p>Your current membership numbers/users:</p> <ul style="list-style-type: none"> • Area 5 Football (or Mini Football) is 5 a side soccer played outdoors, each field being approximately 40m*20m in dimension using artificial turf as the surface and surrounded by fencing/netting • An area of 43m*43m is required for the two fields • Area 5 is a private organisation that currently has two fields in 4 metro locations – Vic Park (Vic Park Carlisle Bowling Club), Wanneroo (Wanneroo Sports and Social Club), Cockburn (Visko Park) and Wembley (Lake Monger Reserve) • There are currently 64 adult teams and 30-50 youth teams depending on the season. Summer is more popular than winter. • The centre in Vic Park operates 2 nights per week with 10 Adult teams playing. Area 5 uses the redundant 4th bowling greens and has erected 2 artificial turf fields with fencing/netting and lighting (400w LED). • Each team pays a match fee of \$80 (Adults) and \$50 (Youth) • More than 90%of the teams are male but • Area 5 is working to get more female teams and believe this is a growth area • Area 5 has no real association with Football West or FFA, but this is expected to occur if the popularity of the sport continues to grow <p>The nature of services that you provide:</p> <ul style="list-style-type: none"> • Social and game environment for 5 a side soccer • Each match comprises 20 minute halves and each team can have up to 3 subs. There is an approximate 50 minute turnaround • Independent paid referees are used • Matches begin at 6.30pm <p>The venue you currently operate from, the facilities you use and your satisfaction with those facilities:</p> <ul style="list-style-type: none"> • The 4th green at the Vic Park Bowling Club is seen as an ideal location for the 2 fields • Area 5 would like to use more of the facilities of the bowling club, particularly the bar but, to date, this has proved problematic because of volunteers to operate the bar after 6.00pm (normal closing time). This results in teams going to bars on the Albany Hwy strip for social activities. • The courts are relatively new and in good condition. They are surrounded by fences and gates are locked when the fields are not in use. • The cost of constructing the 2 fields is approximately \$450k

Your future growth aspirations and whether those aspirations are supported by any strategic planning, operation plan or business planning document:

- Area 5 is committed to expanding the sport in WA and then into the Eastern States, with Brisbane being the first base
- The World Cup for the sport (attracting 32 nations) is being played on Langley Park in Perth in October where a 5,000 seat stand is being erected. It is expected this event will be the impetus for further growth. The event has attracted funds from the Federal Government (\$300k) and Tourism WA.
- The strategy has been to find underutilised bowling greens to erect the fields (one bowling green equals two fields) and negotiate low rent in return for bringing vitality to the Bowling Club. This strategy has been effective to date.
- Further capital investment is required to fund the expansion, and this is a priority for the sport

The inhibitors your organisation faces:

- New capital for new fields and locations
- Funds for additional marketing activities around existing centres. Capacity exists at all centres, including Vic Park, to increase from 2 nights to 3 or more nights.
- Ability to manage the venues better with the co-tenants such as the bowling clubs. For example, opening the bar at the Vic Park Bowling Club.

The financial sustainability of your organisation:

- Operationally, Area 5 is sustainable and is forecast to grow with no real capacity issues. Would like to have an increased marketing budget to promote the sport.
- Sustainability is aided by the fact that rental of sites is minimal
- However, new capital is required for expansion of new centres
- World Cup in October is seen as the perfect opportunity to promote the sport

Any additional activities and services you would wish to undertake at the Higgins Park site:

- In the unlikely event the Bowling Club was to relocate to Higgins Park, Area 5 would look to take over the current site and make it the State Centre for the sport.
- If there was redevelopment of the land at Vic Park, Area 5 would still seek to retain its facility. If this was not possible, it would look to relocate with the Bowling Club or erect a new facility within ToVP (who have been supportive of the sport). Area 5 does not believe it could retain the current facility and build a new facility (with or without the Bowling Club) and therefore have 2 facilities within ToVP.
- Area 5 did have constructive discussions with Higgins Park Tennis Club, but these discussions were then directed towards the Vic Park Bowling Club (think via ToVP)
- Best sports to co tenant with are Bowls and Tennis. Hurling could also be played on the fields.

The importance of the existing location to your organisation:

- Location just off the Albany Hwy strip is ideal
- Use of an underutilised bowling green fits the strategy
- Better outcomes are required for use of the Bowling Club's facilities, particularly the bar

APPENDIX E: Detailed Assessment Outcomes

The following table identifies the detailed combined officer and assessment outcomes as presented to the Elected Members Forum for review:

Table 12: Development Assessment in accordance with agreed Criteria

Option 1 - Do Nothing	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank	Status – Not Recommended
The proposal will increase active recreation opportunities for the ToVP community	1	1	1	1	1	1	1.0	10	While a business will require a 'do nothing' option to be tested, the option to do nothing is unrealistic given the current ageing infrastructure and poor functionality of Higgins Park.
Current user support	5	7	7	1	7	5	5.3	6	
Potential user support	3	4	3	1	4	3	3.0	8	
New Capital Expenditure	10	10	9	10	9	5	8.8	1	
Refurbishment Cost	3	3	4	5	4	3	3.7	8	
Total	22	25	24	18	25	17	21.8	8	
Option 2 - Significant play space, no building works	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank	Status – Not Recommended
The proposal will increase active recreation opportunities for the ToVP community	4	4	5	2	3	5	3.8	8	For the same reason as the 'do nothing' option this is unrealistic given the current ageing infrastructure and poor functionality of Higgins Park

Current user support	7	8	7	2	8	7	6.5	1		
Potential user support	5	4	7	1	4	7	4.7	6		
New Capital Expenditure	4	4	3	5	3	4	3.8	2		
Refurbishment Cost	3	2	2	5	5	2	3.2	10		
Total	23	22	24	15	23	25	22.0	7		
Option 3 - Add bowls green, RSL + bowls building upgrade	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status - Not recommended
The proposal will increase active recreation opportunities for the ToVP community	3	1	1	3	1	1	1.7	9		This will not be presented as a potential option due to its reduction in recreational opportunities and very low user group support
Current user support	4	7	6	4	7	6	5.7	4		
Potential user support	1	1	1	2	2	1	1.3	10		
New Capital Expenditure	3	3	3	2	4	3	3.0	5		
Refurbishment Cost	5	7	6	5	5	3	5.2	6		
Total	16	19	17	16	19	14	16.8	10		
Option 4 - Play space, RSL + additional tenant building redevelopment	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status - Recommended option

The proposal will increase active recreation opportunities for the ToVP community	5	5	4	5	3	4	4.3	6		The option will be presented as a recommended option as the highest scoring option for Playfield Reserve.
Current user support	6	6	8	5	7	7	6.5	1		
Potential user support	4	4	7	1	6	7	4.8	5		
New Capital Expenditure	3	3	3	1	5	3	3.0	5		
Refurbishment Cost	6	5	4	5	4	4	4.7	7		
Total	24	23	26	17	25	25	23.3	5		
Option 5 - Add Hockey Turf	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status - Potential option
The proposal will increase active recreation opportunities for the ToVP community	9	8	8	6	7	8	7.7	1		The option will be presented as a potential option given its relatively high scoring in the assessment matrix
Current user support	3	3	3	4	3	3	3.2	9		
Potential user support	10	9	9	2	8	9	7.8	2		
New Capital Expenditure	3	3	3	1	3	2	2.5	7		
Refurbishment Cost	5	5	4	1	4	3	3.7	8		
Total	30	28	27	14	25	25	24.8	3		

Option 6 - Add Hockey and New Multi-Sport Clubroom	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank	Status - Recommended option
The proposal will increase active recreation opportunities for the ToVP community	9	8	8	6	7	8	7.7	1	This will be presented as the recommended option given it achieved the highest score in the assessment matrix.
Current user support	5	5	6	5	5	7	5.5	5	
Potential user support	10	9	9	3	8	9	8.0	1	
New Capital Expenditure	2	2	2	1	2	2	1.8	9	
Refurbishment Cost	8	8	7	4	6	8	6.8	3	
Total	34	32	32	19	28	34	29.8	1	
Option 7a - Football focus (Add WCE/PFC)	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank	Status - Not recommended
The proposal will increase active recreation opportunities for the ToVP community	5	3	3	7	4	3	4.2	7	This will not be presented as a potential option due to its reduction in recreational opportunities and very low user group support
Current user support	4	5	5	5	5	3	4.5	7	
Potential user support	5	1	2	4	3	2	2.8	9	
New Capital Expenditure	7	5	4	1	4	2	3.8	2	
Refurbishment Cost	8	8	9	4	8	7	7.3	1	

Total	29	22	23	21	24	17	22.7	6		
Option 7b - Football focus (relocate Carlisle FC)	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status - Potential option
The proposal will increase active recreation opportunities for the ToVP community		5	5	7	5	5	5.4	4		The option will be presented as a potential option given its relatively high scoring in the assessment matrix
Current user support		5	5	8	6	8	6.4	3		
Potential user support		4	2	5	4	2	3.4	7		
New Capital Expenditure		6	4	1	5	2	3.6	4		
Refurbishment Cost		6	7	4	6	7	6.0	4		
Total		26	23	25	26	24	24.8	4		
Option 8 - Relocate Football and add hockey	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status - Not recommended
The proposal will increase active recreation opportunities for the ToVP community	5	5	4	7	4	4	4.8	5		The option will not be presented as a it achieves a low score in the assessment matrix. Furthermore, no practical location exists for the relocation of the football club
Current user support	1	1	1	3	2	1	1.5	10		
Potential user support	10	9	5	2	6	5	6.2	4		

New Capital Expenditure	1	2	3	1	3	3	2.2	8		
Refurbishment Cost	4	6	7	4	6	7	5.7	5		
Total	21	23	20	17	21	20	20.3	9		
Option 9 - Tennis reduction	Dave Lanfear - Consultant	Pierre Quesnel - Place Planning	David Doy - Place Planning	Tim Cronin - Community Development	Paul Williams - Parks	Jayde Robbins - Assets	Average	Rank		Status – Not recommended
The proposal will increase active recreation opportunities for the ToVP community	7	8	7	7	7	7	7.2	3		Despite its high score and ranking, given recent investment decisions this is a potential long term option. The option should only be considered if the Tennis Club fail to capitalise on their new facility expansion and are having difficulty managing and maintaining the extent of infrastructure.
Current user support	2	4	4	3	4	4	3.5	8		
Potential user support	9	9	8	6	7	8	7.8	2		
New Capital Expenditure	1	1	2	1	2	2	1.5	10		
Refurbishment Cost	8	8	7	4	8	7	7.0	2		
Total	27	30	28	21	28	28	27.0	2		

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