



Review of Active Reserves and Community Facilities (2014)

Directorate: Corporate Services

Business Unit: Leisure and Cultural Services

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1. EXECUTIVE SUMMARY

The City of Joondalup is located approximately 30 kilometres north of the Perth CBD. The City comprises of 22 suburbs and encompasses a land mass of approximately 97 square kilometres. Currently, it is estimated 164,000 residents live within the City and in the coming years is expected to increase slightly as the majority of the City is built out.

In 2011, a review of active reserves and community facilities was conducted. The review identified priorities for future development, redevelopment and refurbishment projects. Since then refurbishment of some of the recommended facilities has already been undertaken, while detailed concept planning has occurred on other projects.

Given the original review of active reserves and community facilities was undertaken three years ago, it was determined that an updated report was required in addition to the investigation of new items not identified previously.

This report intends to:

- Understand and analyse the City's existing and future community profile.
- Evaluate the City's active reserve utilisation.
- Identify the sports infrastructure needs on active reserves to make better use of the City's parks and service the needs of the community.
- Outline estimated construction or installation costs to undertake works as recommended.
- Review the priority order for redevelopment and refurbishment projects from the previous review where construction has not started and/or where detailed planning has not commenced.
- Identify a hierarchy for community facilities and standard level of provision in these facilities.
- Outline future redevelopment and refurbishment projects for consideration in the City's *Five Year Capital Works Program* and *20 Year Strategic Financial Plan*.

Understanding of the City's current and future community profile and participation trends is important in determining the needs of community facilities, active reserves and sporting infrastructure. Community profile information can also be used as the base against which community needs and the assessment of services can be measured. Key highlights of the City's current and future community profile can be found in section 4 of this report.

Active Reserves

The City has 62 active reserves with varying demand based on the level of infrastructure provided on them. As the popularity for individual sports and club membership numbers increase, so does the demand for active reserves with adequate infrastructure. As the City has no ability to create additional reserves on new land, it is important to implement a strategic approach to the ongoing management of reserves and provision of infrastructure.

This report has made recommendations to improve the infrastructure provision at reserves which aims to meet the increasing demand for active reserves with adequate infrastructure and improve the distribution of sporting club usage. Each recommendation has been given a priority based on the trends in growth of individual sports, facilities within the catchment area of the different sporting clubs, distribution and allocation of grounds, surrounding reserve infrastructure and current utilisation rates.

Understanding the level of usage of an active reserve is important for the overall management and maintenance. This review has identified that there are 13 reserves that are heavily utilised during winter and should be monitored to ensure they are not overused and to mitigate detrimental impacts to the playing surface.

Sports Floodlighting

The City aims to provide adequate floodlighting suitable for 'large ball sports training' on active reserves as the minimum level of provision consistent with Australian standards. Having adequate floodlighting that meets Australian standards is important as it allows clubs to utilise more of the playing surface of the reserve which helps reduce wear and tear issues. It also reduces safety issues arising from lack of visibility and can allow night competition games to be played when lighting is provided to that level required.

Currently the City's floodlighting projects do not include the use of LED lighting as this technology for use in sports floodlighting is still in its infancy and as yet the lighting units are not comparable in terms of cost, weight and reliability. The City is however, keeping up to date with LED technology and when suitable will consider using for floodlighting projects.

The height of the floodlighting poles and number of luminaries is site specific, but is designed to meet the relevant Australian Standard for the sport.

Based on the review, the following reserves have been identified in priority order for new or an upgrade in floodlighting. It is proposed that for future years of the *Five Year Capital Works Program* (CWP), one floodlighting project be listed for consideration each year based on the priority order developed.

Priority	Active reserve	Estimated total cost	Estimated annual operating cost	Year currently listed in budget
1	Bramston Park, Burns Beach – 4 poles [^]	\$395,000*	\$11,500	2014-15
2	Seacrest Park (west), Sorrento – 4 poles	\$347,000*	\$11,500	2014-15
3	Chichester Park (south), Woodvale – 8 poles	\$800,000	\$23,000	2015-16
4	Hawker Park, Warwick – 4 poles [^]	\$435,000*	\$11,500	2016-17
5	Warrandyte Park, Craigie – 7 poles	\$700,000	\$20,125	2016-17
6	Admiral Park, Heathridge – 6 poles	\$600,000	\$17,250	2016-17
7	Kingsley Park, Kingsley – 6 poles	\$600,000	\$17,250	N/A
8	Beldon Park, Beldon – 4 poles	\$400,000	\$11,500	2018-19
9	Timberlane Park, Woodvale – 4 poles	\$400,000	\$11,500	N/A
10	Emerald Park, Edgewater – 4 poles	\$400,000	\$11,500	N/A
11	Christchurch Park, Currambine – 4 poles	\$400,000	\$11,500	N/A
12	Lexcen Park, Ocean Reef – 4 poles	\$400,000	\$11,500	N/A
13	Moolanda Park, Kingsley – 4 poles	\$400,000	\$11,500	2017-18
14	Santiago Park, Ocean Reef – 4 poles	\$400,000	\$11,500	N/A
15	MacNaughton Park, Kinross – 4 poles	\$400,000	\$11,500	N/A
16	Mawson Park, Hillarys – 4 poles	\$400,000	\$11,500	N/A
17	Ocean Reef Park, Ocean Reef – 4 poles [#]	\$400,000	\$11,500	N/A

18	Forrest Park, Padbury – 2 poles	\$200,000	\$5,750	N/A
19	Charonia Park, Mullaloo – 4 poles	\$400,000	\$11,500	N/A
20	Korella Park, Mullaloo – 4 poles	\$400,000	\$11,500	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

^ floodlighting is part of the redevelopment project.

possible joint CSRFF project with the club in 2014.

Sports infrastructure

Most sports that utilise active reserves require standard supporting infrastructure that the City provides for example; goal posts, cricket nets/wickets. Some sports require more unique infrastructure and the priorities for replacement or new infrastructure for those sports have been identified in the following table. It is proposed that for future years of the *Five Year Capital Works Program* (CWP), one project be listed for consideration each year based on the priority order developed.

Priority	Active reserve	Infrastructure type	Estimated total cost	Estimated annual operating costs
1	Hawker Park, Warwick [^]	Cricket practice nets (four)	\$75,000*	\$6,000
2	MacDonald Park (north), Padbury	Replace long jump pit	\$10,000	\$100
3	Robin Park, Sorrento	Replace long jump pit	\$10,000	\$100
4	Korella Park, Mullaloo	Athletics throwing circles (two)	\$10,000	\$100
5	Santiago Park, Ocean Reef	Replace long jump pit	\$10,000	\$100

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

[^] cricket nets are part of the redevelopment project currently listed for consideration in 2016-17.

Toilets / changerooms

Across the City there are a number of toilets/changerooms that support both active and passive park users. The following are the priorities for refurbishment or development of new toilet/changerooms based on the review. The majority of recommended works are at reserves that are currently secondary training/game venues for sporting clubs and are therefore not considered a high priority. It is proposed that for future years of the *Five Year Capital Works Program* (CWP), one project be listed for consideration every second year based on the priority order developed commencing in the next year to be added to the program (2019-20).

Priority	Active reserve	Works required	Estimated capital cost	Estimated total cost	Estimated annual operating costs
1	Christchurch Park, Currumbine	Refurbishment of toilet/changeroom and new storage area (25 m ²)	\$97,500	\$133,575	\$2,000
2	Falkland Park, Kinross	Refurbishment and extension of toilet/changeroom (75m ²) and new kiosk (10 m ²) and storage area (25 m ²) – 105m ²	\$335,500	\$459,635	\$23,100
3	Chichester Park (north), Woodvale	New toilets (35m ²) and storage area (25m ²)	\$135,500	\$185,635	\$12,550

4	Carlton Park, Currambine	New toilets (35m ²) and storage area (25m ²)	\$135,500	\$185,635	\$12,550
5	Littorina Park, Heathridge	New toilets (35m ²) and changerooms (90m ²) – 125m ²	\$350,000	\$479,500	\$21,100
6	Warrigal Park, Greenwood	New toilets (35m ²) and storage area (25m ²)	\$135,500	\$185,635	\$12,550
7	Callandar Park, Kinross	New toilets (35m ²) and changerooms (90m ²) – 125m ²	\$350,000	\$479,500	\$21,100
8	Mirror Park, Ocean Reef	Storage area (25 m ²)	\$37,500	\$51,375	\$2,000
9	Lexcen Park, Ocean Reef	Storage area (25 m ²)	\$37,500	\$51,375	\$2,000
10	Santiago Park, Ocean Reef	Refurbishment of existing toilet/ changeroom	\$60,000	\$82,200	N/A

Community Facilities

The City of Joondalup currently has 41 community facilities available for hire or that are leased to community groups, sporting groups and the general community. These facilities are located across the City and vary in size and function. In order to plan for future facilities, the standard of provision needs to be determined based on required needs, capital outlay and operational / management costs. As there is no industry consistent standard, a community facility hierarchy has been developed which aligns with the City's existing strategies, plans and frameworks. This hierarchy can be found in section 7.2 of this report.

Facility refurbishment and redevelopment projects aim to improve the functionality and aesthetics of a building for current user groups and attract new users to the facility. The City's future refurbishment and redevelopment projects have been identified based on:

- Knowledge of the existing facilities.
- Existing usage and potential future usage.
- Outcomes of the functionality audit.
- Level of provision as determined in the community facility hierarchy.
- Previous works undertaken at a facility.

Facility refurbishments

The following is a summary of the recommended future refurbishment projects based on the review. A number of refurbishment projects which have had concept designs and cost estimates completed have been listed in the City's *Capital Works Program* for 2014-15 to 2016-17 (priorities one to six). These projects have been considered by the Capital Works Committee and Council and planning and stakeholder consultation has occurred for these projects. It is therefore considered that these projects are "locked in" for these financial years.

It is proposed that for future years of the *Five Year Capital Works Program (CWP)* and *20 Year Strategic Financial Plan*, one refurbishment project be listed for consideration each year based on the priority order developed. The priority order can be reviewed annually to ensure factors have not changed that would impact the priority of the projects.

Priority	Facility	Estimated total cost	Estimated annual operating costs	Year listed in budget
1	Heathridge Park Clubroom, Heathridge#	\$78,000*	N/A	2014-15

2	Iluka Sports Complex, Iluka#	\$460,000*	N/A	2014-15
3	Beaumaris Community Centre, Ocean Reef#	\$135,000*	N/A	2014-15
4	Timberlane Park Clubrooms, Woodvale^	\$845,643*	\$23,100	2015-16
5	Kingsley Memorial Clubrooms, Kingsley^	\$650,000	\$14,550	2015-16
6	Flinders Park Community Hall, Hillarys^	\$450,000	\$14,550	2016-17
7	Connolly Community Centre, Connolly	\$250,000	N/A	2017-18
8	Woodvale Community Care Centre, Woodvale	\$300,000	N/A	2017-18
9	Ellersdale Park Clubroom, Warwick	\$850,000	\$14,550	N/A
10	MacNaughton Park Clubroom, Kinross	\$850,000	\$12,550	N/A
11	Warrandyte Park Clubroom, Craigie	\$250,000	\$2,000	N/A
12	Windermere Park Clubroom, Joondalup	\$250,000	\$2,000	N/A
13	Padbury Hall, Padbury	\$500,000	\$3,200	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

projects have been endorsed by Council as part of the 2014-15 budget.

^ planning, consultation and concept design for these projects has been undertaken.

Facility redevelopments

The following is a summary of the recommended future redevelopment projects based on the review. It is proposed that for future years of the *Five Year Capital Works Program (CWP)* and *20 Year Strategic Financial Plan*, one redevelopment project be listed for consideration every three years based on the priority order developed. The priority order can be reviewed annually to ensure factors have not changed that would impact the priority of the projects.

Priority	Facility / project	Estimated capital cost	Year listed in budget
1	Bramston Park development, Burns Beach	\$2,931,500*	2014-15
2	Synthetic hockey pitch project, Warwick (includes relocation of cricket and softball)	\$7,025,500*	2015-16
3	Penistone Park redevelopment, Greenwood	\$3,820,000*	2015-16
4	Chichester Park redevelopment, Woodvale	\$4,000,000* *	N/A
5	Hawker Park redevelopment, Warwick	\$2,741,500*	2016-17
6	Mullaloo Surf Life Saving Club redevelopment, Mullaloo	Unknown	N/A
7	Sorrento Surf Life Saving Club redevelopment, Sorrento	Unknown	N/A
8	Heathridge Park master plan, Heathridge (Guy Daniel Clubroom, Heathridge Park Clubroom, Heathridge Leisure Centre)	Unknown	N/A
9	Prince Regent Park development, Heathridge	Unknown	N/A
10	Warwick Community Facility master plan, Warwick (Warwick Hall, Dorchester Community Centre, Greenwood Warwick Community Care Centre)	\$4,270,000* *	2016-17 and 2017-18
11	Greenwood Community Facility master plan, Greenwood (Calectasia Hall and Greenwood Scout and Guide Hall)	\$5,000,000* *	2018-19 and 2019-20
12	Emerald Park Clubrooms redevelopment	Unknown	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

** indicative figure included in the 20 Year Strategic Financial Plan – estimated capital costs are unknown at this stage.

Comment

The City has a limited number of active reserves and an inability to create additional reserves on new land. It is becoming increasingly difficult to satisfy both summer and winter sporting club requirements with the limited number of active reserves with adequate infrastructure. Therefore it is important for the City to have a strategic approach to the provision of reserves and infrastructure to benefit the community and sporting clubs. There is currently a high demand for reserves with adequate infrastructure and a low demand for reserves with little infrastructure. This has resulted in an uneven distribution of the City's sporting clubs and difficulty maintaining good quality playing surfaces on reserves with high demand. Currently there are 13 ovals that are above the industry guideline for usage of 25 hours per week in winter which is known to lead to overuse and have a detrimental impact to the playing surface.

If infrastructure improvements are not undertaken over the coming years, demand for those reserves with adequate infrastructure will continue to rise making them increasingly difficult to maintain to a safe level suitable for sport. This report has made recommendations to improve the infrastructure provision at reserves to better support the needs of the sporting community.

Over the last six years, the City has completed 14 facility refurbishment projects. Projects identified in this report are for the remaining facilities that have not recently been refurbished or for those that adequate funds were not available at the time of the previous refurbishment for the works required.

A number of the City's community facilities, particularly those in the southern suburbs are reaching their 'end of life' and in the coming years will require redevelopment. Therefore it is important for the City to have a strategic approach to the provision of community facilities to ensure that the user groups and the wider community are provided with facilities that are multipurpose, accessible, sustainable and of a good quality. This report has made recommendations for future facility redevelopment projects and also some larger scale redevelopments of multiple facilities or those that include other sporting/community infrastructure which are considered master planning projects.

2. BACKGROUND

2.1 The City of Joondalup

The City of Joondalup is located approximately 30 kilometres north of the Perth CBD. It is bounded by the City of Wanneroo to the north and east, the City of Stirling in the south and the Indian Ocean in the west. The City comprises of 22 suburbs including Marmion, Duncraig, Warwick, Greenwood, Kingsley, Sorrento, Padbury, Hillarys, Kallaroo, Craigie, Woodvale, Beldon, Mullaloo, Ocean Reef, Heathridge, Edgewater, Connolly, Currambine, Joondalup, Iluka, Kinross and Burns Beach.

The City encompasses a total land area of about 97 square kilometres of which the majority is built out. Only small areas of Burns Beach remain to be developed, however the majority is sub-divided. Currently, it is estimated 164,000 residents live within the City and in the coming years is expected to increase only slightly. Longer term however, given the City's Local Housing Strategy and the Western Australian Department of Planning's Directions 2031 and Beyond, it is expected that there will be an increase in density in some areas which may increase the demand on existing public open space and community facilities.

2.2 Intent of this review

In 2011, a review of active reserves and community facilities was conducted. Each review was undertaken separately and the active reserve review identified and/or achieved the following outcomes:

- An appreciation of the existing active reserve bookings and utilisation.
- Recommendations to improve the level of infrastructure on active reserves to meet the requirements of sporting groups.
- Opportunities to reallocate existing bookings to make reserves available for other potential user groups.
- Identify challenges with the existing bookings process.
- Priorities for future projects for the City's *Five Year Capital Works Program*.

The 2011 review of community facilities identified priorities for the future development, redevelopment and refurbishment projects. Since then, refurbishment of some of the recommended facilities has already been undertaken, while detailed concept planning has occurred on other projects.

Given the original review of active reserves and community facilities was undertaken three years ago, it was determined that an updated report was required in addition to the investigation of new items not identified previously.

This report is separated into two sections; active reserve review and community facilities review. The report intends to:

- Understand and analyse the City's existing and future community profile.
- Evaluate the City's active reserve utilisation.
- Identify the sports infrastructure needs on active reserves to make better use of the City's parks and service the needs of the community.
- Outline estimated construction or installation costs to undertake works as recommended.
- Review the priority order for redevelopment and refurbishment projects from the previous review where construction has not started and/or where detailed planning has not commenced.

- Identify a hierarchy for community facilities and standard level of provision in these facilities.
- Outline future redevelopment and refurbishment projects for consideration in the City's *Five Year Capital Works Program* and *20 Year Strategic Financial Plan*.

2.3 Active reserves

Active reserves are classified as public open space predominately used for structured sporting and recreational activities. Activities conducted are generally organised and high levels of maintenance are required to sustain a quality surface for training and competition.

The City has 62 active reserves across the City and given that it is fully developed, has limited ability to create new reserves. Increases in the demand from organised sport leads to an increase in the utilisation; therefore the management of these reserves becomes more significant as the City has a limited number available.

A recent study conducted by Curtin University's Centre for Sport and Recreation (CSRR) sought to confirm if the perception of insufficient active reserves being provided for organised sport was a result of state planning policy constraints such as Liveable Neighbourhoods, Bush Forever and Water Sensitive Urban Design. The study included the majority of local governments in the Perth metropolitan area and determined the following guidelines as a baseline for an adequate supply of active public open space (active reserve) provision:

- Setting aside 1.4% of a suburbs subdividable area as active open space; and
- Having an allocation of 6.5m² of active open space per resident will likely meet demand.

The City of Joondalup participated in the study and a separate analysis of the City's suburbs was conducted by CSRR based on the 1.4% guideline (attachment 1 refers).

The research suggested that the City of Joondalup average is just meeting the 1.4% guideline (1.54%), however some suburbs are lacking adequate active open space (Beldon, Connolly, Edgewater, Greenwood, Joondalup, Kallaroo, Kingsley and Mullaloo). As the City's population is expected to increase over the next 20 years, the future management of the active reserves remains a priority.

2.4 Community facilities

Community facilities are buildings that enable the community to deliver programs, social activities and meetings. The adequate provision of high quality community facilities is important for the creation of vibrant and meaningful community hubs, and to connect people to experiences that will enhance their overall health and well-being. In addition, well planned and maintained community facilities play a vital role in developing a sense of place for the community.

The City has 41 community facilities that are either leased to organised groups or that can be hired on a regular or casual basis. Some of these facilities, especially those in the southern suburbs are reaching their end-of-life or are no longer adequately servicing the community's needs. It is important that the City identify and prioritise facilities that can either be redeveloped or refurbished in the future.

2.5 Master planning framework and principles

In 2009, the City's *Master Planning Framework* was endorsed by Council (attachment 2 refers). The framework provides guidance on the process and principles when undertaking a refurbishment or redevelopment project. A seven stage project management process was developed including the following stages:

- Stage 1 – Project initiation and planning.
- Stage 2 – Site and needs analysis.
- Stage 3 – Concept design.
- Stage 4 – Feasibility analysis.
- Stage 5 – Funding and approvals.
- Stage 6 – Construction.
- Stage 7 – Operations and review.

In addition, the following principles guide the master planning process:

- Community engagement (communication and ownership)
- Multi-purpose & shared use
- Community access & participation
- Sustainability (environmental, economic)
- Quality facility provision.

2.5 Potential grant funding contribution

The Department of Sport and Recreation currently manages an annual Community Sport Recreation Facilities Fund (CSRFF) program. The CSRFF program considers a contribution of up to one third for projects that demonstrate an increase in sport participation as a result of the development. The City has submitted a number of grant funding applications in recent times to assist in undertaking some of the capital projects that meet the guidelines of the program.

3. RELEVANT PLANS AND STRATEGIES

3.1 Joondalup 2022

Joondalup 2022 is the City's long-term strategic planning document that outlines the vision and aspirations of the City. There are six main focus areas that intend to guide the City to achieve the vision. They are:

- Governance and leadership.
- Financial sustainability.
- Quality urban environment.
- Economic prosperity, vibrancy and growth.
- The natural environment.
- Community well-being.

This review aligns with three of the focus areas as follows:

Key theme: Financial sustainability

Objective: Financial diversity

- Position the City to align with State and Federal Government priorities to increase eligibility for funding.

Objective: Effective management

- Balance service levels for assets against long-term funding capacity.

Objective: Major project delivery

- Effectively prioritise major capital project to facilitate long-term financial sustainability.
- Support new projects that balance identified financial risks against effective management approaches.

Key theme: Quality urban environment

Objective: Quality urban spaces

- Apply a strategic approach to the planning and development of public open spaces.
- Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.
- Adopt consistent principles in the management and provision of urban community infrastructure.

Key theme: Community well-being

Objective: Quality facilities

- Support a long-term approach to significant facility upgrades and improvements.
- Understand the demographic context of local communities to support effective facility planning.
- Employ facility design principles that will provide longevity, diversity and inclusiveness and where appropriate, support decentralising the delivery of City services.

3.2 20 year strategic financial plan

The *20 Year Strategic Financial Plan* (20 year SFP) is a high-level informing strategy that outlines the City's approach to delivering infrastructure and services to the community in a financially sustainable and affordable manner. The plan forecasts the City's financial position over a 20 year period based on a range of reliable and conservative assumptions.

As the *20 Year Strategic Financial Plan* remains live, this report intends to assist future forecasting by providing priorities and capital cost estimates for community and sporting facilities and infrastructure.

3.3 Corporate business plan and capital works program

The *Corporate Business Plan* (2012-2017) and *Five Year Capital Works Program* (CWP) are responsible for translating the strategic direction of the City articulated in Joondalup 2022. Each plan identifies the specific priorities and actions at the operational level. This report intends to inform both documents for the community facility and sporting infrastructure future priorities for the City.

3.4 Draft parks and public open spaces classification framework

The draft *Parks and Public Open Spaces Classification Framework* (PPOSCF) is proposed to be used in the planning and provision of park asset infrastructure. The purpose is to achieve transparent decision-making in regards to provision of infrastructure at parks that is based on strategic and sustainable planning principles. The PPOSCF is scheduled to be considered by Council in late 2014.

The draft PPOSCF classifies parks and public open spaces in order for the City to determine where assets should be allocated according to the function, size, geography and catchment of an area. Active reserves are classified as 'sports parks' and are split into three sub-categories – regional, district and local.

All future provision of community facilities and sports infrastructure will need to align with the PPOSCF once endorsed.

3.5 Asset management plan

The City is currently revising and drafting a new *Asset Management Plan* that will revise organisational roles and responsibilities, audit and review existing processes on managing physical assets and review asset hierarchies and data collection/storage. One of the main objectives of this project is to provide a consistent and corporate approach to asset classifications and terminology. It is important that the information in this report aligns with the asset classifications and terminology in the new *Asset Management Plan*.

3.6 Local housing strategy

The *Local Housing Strategy* provides the City with firm rationale for determining future housing needs and recommends appropriate policy measures for the provision of different housing types and densities. The strategy identifies ten 'housing opportunity areas' which are considered the most suitable for increases in residential densities. These areas account for approximately 20% of properties in the City.

The recommendations outlined by the *Local Housing Strategy* provide the basis for potential population and demographic changes into the future.

3.7 State sporting association facility plans

A number of state sporting associations have strategic facility plans that outline the sports needs, aspirations of future sporting facilities and the level of provision they require. The following state sporting associations have state strategic facility plans:

- Western Australian Football Commission (WAFC).
- Hockey WA.
- Bowls WA.
- Football West (soccer).
- Tennis West.
- Aquatics – Swimming WA, Masters Swimming WA, WA Diving and Water Polo WA.

These strategic facility plans should be considered in conjunction with the community facility hierarchy when developing a scope of work and concepts plan(s) for facility refurbishment and redevelopment projects to determine the need and level of infrastructure provision required.

3.8 HBF Arena redevelopment plan

Located within the City's boundaries is a regional multipurpose sports and recreation facility managed by the State Government (Venue's West) - HBF Arena (previously Arena Joondalup). As part of the original development, the City contributed approximately \$7 million to the project to assist with the construction of the aquatic facilities.

A number of years ago, the City also contributed approximately \$750,000 to the Arena Community Sport and Recreation Association (ACSRA) clubroom development at the site that is used by the Joondalup Brothers Rugby Union Club, Joondalup Little Athletics Club, Joondalup Giants Rugby League Club and Joondalup Netball Association.

Recently, the City has committed \$4 million to redevelopment plans at HBF Arena to assist in the construction of the following:

- Additional playing surface to the west of the site for the Joondalup Brothers Rugby Union Club and Joondalup Little Athletics Club.
- Additional indoor basketball courts to relocate the Wanneroo Basketball Association (WBA) from their existing facility on Collier Pass, Joondalup.
- New clubroom facilities for the West Perth Football Club.
- Additional five outdoor netball courts and administration offices for the Joondalup Netball Association.

4. COMMUNITY PROFILE

Understanding the City's community profile both current and future is important to determining the current and future needs of community facilities, active reserves and sporting infrastructure. Community profile information can also be used as the base against which community needs and the assessment of services can be measured. For the purposes of this report, key highlights have been taken from community profile data (profile.id and forecast.id) and membership numbers from the City's sporting clubs.

4.1 Population demographics

The 2011 census conducted by the Australian Bureau of Statistics had the City's population at 152,401 people. However, the estimated resident population (Profile.id) has the City of Joondalup at 164,737 residents as of 2012.

From a local perspective (attachment 3 refers), the five largest suburbs by population are Duncraig (14,998), Kingsley (13,219), Hillarys (10,666), Greenwood (9,608) and Joondalup (9,506).

Understanding the City's future community profile (attachment 4 refers) is important to appreciate the potential requirements of active reserves and the future needs and design of community facilities.

There is expected to be minimal increases in the City's population by 2021 however, the forecast population in 2036 is expected to rise to 174,741. The majority of the increase in population by 2021 is due to the growth within the suburb of Burns Beach (1,686 to 5,175 residents).

In 2036, the majority of suburbs are expected to increase proportionately with the exception of Joondalup which is set to rise from 9,804 (2011) to 12,652 (2036) and Ocean Reef 8,574 (2011) to 10,881 (2036). Urban in-fill is expected from these suburbs given potential changes to residential codes as a result of the Local Housing Strategy.

4.1.1 Age

The City's age structure provides insight to the type of demand for services and facilities. The latest available information is from Profile.id and is based on the 2011 census.

In summary, the City has a higher proportion of people aged 12 to 17 and 50 to 59 in comparison to the greater Perth region. The single largest group is aged 35 to 49 with 34,379 people (22.6%) which demonstrates that there are many established families in the City. In addition, 24.1% of the population is under the age of 17.

The availability of active open space and community facilities for sport and recreation purposes in suburbs with a higher proportion of people under 17 years of age is of high importance as older age groups tend to travel further and/or outside the City's boundaries for organised sport and recreation.

The City also has a significant proportion of pre-retirees and retirees. Access to community facilities in suburbs with a higher proportion of this age group is important as many of these residents currently participate in community programs.

Between 2011 and 2021, the City's population is forecast to increase slightly, however there is expected to be a higher proportion of 70 to 84 years olds (8,742 in 2011 to 14,868 in 2021). In addition, those aged 25 to 34 are expected to rise from 16,230 to 18,882 and 60 to 69, 15,785 to 19,631. However, the City forecasts a lower proportion 18 to 24 year olds 15,893 to 13,529.

Future facility refurbishments and redevelopments in the suburbs that will have a higher proportion of older adults should take into account changes in population and demographics. Facility designs should look to accommodate these changes and the various programs and activities that may take place in community facilities.

4.1.2 Ethnicity

Ancestry of the City's population is important when determining the provision of current and future sporting infrastructure. Combining existing club membership data, future trends and ancestry may provide reliable information to justify changing demand for active reserves.

Ancestry defines the ethnic background of an individual going back three generations. Based on the 2011 data, the City has a high proportion of English migrants, with 67,630 (44.4%) of the population, while the significant remainder come from Australian (47,275 – 31%), Irish (15,213 – 10%), Scottish (14,679 – 9.6%) and Italian (6,297 – 4.1%) backgrounds.

4.1.3 Family/household structure

The City's household structure and family types provide an indication of the type of demand for facilities and infrastructure. Currently, the City has higher proportion of couples with dependants and an average amount of one parent families in comparison with the greater Perth region. However, by 2036, the household structure is set to change with a larger proportion of couples without children and lone person households set to increase significantly.

Given the amount of families with dependants is not forecast to decrease; this re-affirms the importance to the City to ensure community facilities, active reserves and sporting infrastructure are available. The increase in lone person households may increase the demand for activities such as yoga, tai-chi, personal training, and running as this portion of the population are more likely to participate in these activities.

4.1.4 Social disadvantage

The *Index of Relative Socio-Economic Disadvantage* is derived from many attributes within the City of Joondalup profile, including income, educational attainment, level of unemployment, job type and other variables that reflect advantage or disadvantage. The Socio-Economic Indexes for Areas (SEIFA) provides an index score against various communities.

Across the City specifically, the more advantaged suburbs with higher SEIFA scores are; Burns Beach (1,130.4), Iluka (1,126.3) and Sorrento (1,112.7). Suburbs with lower SEIFA scores include; Heathridge (1028.2), Craigie (1,030) and Beldon (1,033.8).

Generally, suburbs with higher level SEIFA scores tend to access community facilities and active reserves for social and sporting activities more often, while those in suburbs with lower SEIFA scores are more likely to access the services within community facilities.

4.1.5 Sporting clubs

Currently, there are approximately 125 active sporting clubs known to the City of Joondalup. Clubs membership data for the last three years (2011, 2012 and 2013) has been collected. While this information may not be 100% accurate, it does provide an indication of the current sporting landscape across the City. The following is a summary of the analysis of the membership data:

- There were approximately 27,750 active participants in organised sport and recreation clubs in 2013.

- In 2013, the top six participating sports were:
 - Australian rules football (AFL) - approximately 5,270 (19%).
 - Surf life saving – approximately 3,400 (12.3%).
 - Basketball - approximately 3,300 (11.9%).
 - Soccer - approximately 2,920 (10.5%).
 - Netball – approximately 2,780 (10%).
 - Cricket – approximately 2,300 (8.3%).
- Over the last three years:
 - Australian rules football (AFL) participation has increased by approximately 1,200 participants.
 - Surf life saving participation has remained steady.
 - Basketball participation has increased by approximately 450 participants.
 - Soccer participation has increased by approximately 150 participants.
 - Netball participation has increased by approximately 120 participants.
 - Cricket participation has remained steady.

Sporting club membership data is an important factor in determining current and future infrastructure requirements. It is recommended that the City investigate opportunities to collect more reliable participation data prior to the next review.

5. SOCIAL PARTICIPATION TRENDS

Given that club membership data is indicative, the use of social trends can assist in understanding the potential usage of community facilities and active reserves. These trends may also predict future usage given the historical participation patterns of activities. In relation to active reserves and community facilities, trends have been identified in organised sport and recreation and arts and culture.

5.1 Sport and Recreation

The *Participation in Sport and Physical Recreation* survey from the Australian Bureau of Statistics collects information on the frequency, duration, nature and type of activities that are participated in by people aged 15 years and over for a period of 12 months. Participation means active 'playing' participation, and does not include coaching, refereeing and being a spectator or activities relating to work. This survey has replaced the existing Exercise Recreation and Sport Survey (ERASS) previously collected by the Australian Sports Commission in conjunction with states/territories.

The participation rates provided by the survey can be applied to City of Joondalup current and future population statistics to provide an indicative participation number at a localised level (attachment 5 refers). In addition, the following are the key trends in relation to sport and recreation overall share of participation (percentage) in Western Australia from the period of 2005-06 to 2011-12:

- Australian Rules football (AFL) participation has declined from 3.2% to 2.5%.
- Basketball participation has declined from 2.9% to 2.0%.
- Cricket participation has declined from 2.6% to 1.8%.
- Lawn Bowls participation has grown from 1.3% to 1.85%.
- Netball participation has declined from 3.4% to 2.4%.
- Soccer participation has grown from 1.7% to 2.8%.
- Tennis participation has declined from 3.9% to 3.6%.

There is some disparity between City of Joondalup club membership numbers collected and the overall WA trends. However, the club membership data collected included participants under the age of 15 years, while the WA trends do not. The recent inception of the KidSport program in 2012, which provides eligible children a \$200 voucher to participate in organised sport and recreation, has increased the number of participants involved in sport and recreational clubs. Other recreational activities such as yoga, running, fitness training and the gym are becoming more popular and taking up a larger share of participation. In addition, emerging activities such as cycling/BMX and skateboarding are becoming more popular.

5.2 Arts and Culture

In addition to supporting the sport and recreation community, the City's community facilities support and assist to facilitate a range of arts and cultural activities. Localised participation data is difficult to attain, however the Department of Culture and Arts *Vital Statistics Fact Sheet (2012)* identifies the following key trends relevant to the usage and planning of the City's community facilities:

- Approximately 353,900 people or 22% of the population participated in arts and cultural activities in Western Australia. This equates to just over 36,000 people in the City of Joondalup.
- Many people in WA participate in cultural activities as a hobby, with 214,00 in art and craft, 28,900 in writing and 27,300 in music (in the 12 months prior to April 2007).

6. ACTIVE RESERVES

6.1 Active reserve profile

The City has 62 active reserves with varying demand based on the level of infrastructure provided on them. As the popularity for individual sports and club membership numbers increase, so does the demand for active reserves with adequate infrastructure. As the City has no ability to create additional reserves on new land, it is important to implement a strategic approach to the ongoing management of reserves and provision of infrastructure.

Active reserves, or 'active parks' as they are identified as by the City's draft *Parks and Public Open Spaces Classification Framework*, are classified into three levels – regional, district and local. A summary of the active reserves and their classification is provided in the table below. For a more comprehensive profile of the City's active reserves see attachment 6.

Classification	Active Reserve
Regional	Percy Doyle Reserve.
District	Chichester Park, Iluka District Open Space (East and West), MacDonald Park (North and South), Seacrest Park, Penistone Park and Warwick Open Space.
Local	Falkland Park, MacNaughton Park, Callandar Park, Bramston Park, Windermere Park, Caledonia Park, Carlton Park, Christchurch Park, Santiago Park, Lexcen Park, Prince Regent Park, Mirror Park, Ocean Reef Park, Admiral Park, Littorina Park, Heathridge Park, Beldon Park, Charonia Park, Korella Park, Emerald Park, Warrandyte Park, Otago Park, Bridgewater Park, Belrose Park, Timberlane Park, Parkside Park, Moolanda Park, Kingsley Park, Barridale Park, Forrest Park, Newcombe Park, James Cook Park (North and South), Mawson Park, Flinders Park, Hillarys Park, Robin Park, Melene Park, Marri Park, Juniper Park, Glengarry Park, Warrigal Park, Blackall Park, Hawker Park and Eilersdale Park.

6.2 Active reserve usage

Usage of an active reserve is determined by a number of factors including size, location and the level of infrastructure provided. Reserves that are well-utilised are generally large in size (1.8 hectares or more), are suitably located within residential areas and have a high level of infrastructure provided (changerooms, floodlighting etc).

In 2011, a review of the active reserve utilisation rates was conducted during the following peak periods - Monday to Friday: 3.00 – 9.00pm and Saturday/Sunday: 8.00am – 6.00pm.

The percentage of usage was calculated for each reserve, based on the hours available in the peak times versus the number of hours booked. Previously it was understood that many sporting clubs and groups 'block' booked active reserves - where a reserve is booked out on most or all days of the week although is not actually utilised. As a result, one of the key recommendations from the previous review was to investigate an approach where user group's bookings reflected actual usage.

In November 2012, the City revised the *Facility Hire Policy* which has resulted in a higher level of accuracy between the City's booking information and training and competition schedules. As such, the usage assessment recently undertaken indicates lower levels of active reserve usage across the City, although the number of participants in sporting clubs has grown in general. In addition to the

implementation of the *Facility Hire Policy*, other reasons why active reserve usage has shown a decrease include:

- The City working closely with clubs and groups regarding their venue requirements. In some cases clubs and groups have been relocated to other reserves to better suit their requirements.
- Over time, some clubs may decrease in size and / or merge with other clubs.
- Recent installation or upgrades of floodlighting at some active reserves has resulted in better utilisation of the space or the need to use fewer reserves.

Active reserve utilisation maps for the 2013 winter season and 2013-14 summer season can be found in attachment 7. Peak period times were reviewed and changed to the following times in order to reflect a more accurate sporting club peak usage time – Monday to Friday: 4.00 – 9.00pm and Saturday/Sunday: 8.00am – 6.00pm.

Based on the calculated percentage of usage in peak times, this review has identified that 13 reserves are above the industry guideline for usage of 25 hours per week in winter, which is known to lead to overuse and have a detrimental impact to the playing surface. Therefore, the following active reserves should be monitored during winter given the current utilisation rates.

Active reserve	Sports undertaken in winter	Utilisation rate (%)	Hours per week
Iluka District Open Space (east), Iluka	Soccer and Hockey	98	44
Windermere Park, Joondalup	AFL	89	40
Falkland Park, Kinross	AFL	84	38
Percy Doyle soccer oval (upper), Duncraig	Soccer	79	35.5
Chichester Park (south), Woodvale	Soccer	78	35
MacDonald Park (north), Padbury	AFL	78	35
Kingsley Park, Kingsley	AFL	76	34.25
Santiago Park, Ocean Reef	Soccer	76	34
MacNaughton Park, Kinross	Soccer	71	32
Prince Regent Park, Heathridge	Soccer	67	30
Heathridge Park, Heathridge	AFL	66	29.5
Iluka District Open Space (west), Iluka	Soccer and Hockey	64	29
Percy Doyle football/teeball oval, Duncraig	AFL	64	29

6.3 Sports infrastructure recommendations and priority lists of works

A review on sporting infrastructure was conducted which included club requests received informally and formally through the City's Annual Club Survey. This report has made recommendations to improve the infrastructure provision at reserves which aims to meet the increasing demand for active reserves with adequate infrastructure and improve the distribution of sporting club usage. Each recommendation has been given a priority based on the trends in growth of individual sports, facilities within the catchment area of the different sporting clubs, distribution and allocation of grounds, surrounding reserve infrastructure and current utilisation rates.

The sports infrastructure recommendations and priorities have been classified into three areas; sports floodlighting; sports infrastructure and toilets/changerooms. The following sections are the recommendations and priority list of works for the three areas. The estimates provided are based on

capital costs at 2014 value. No allowance for escalation has been made, so when allocating budget funds, an appropriate amount should be added depending on the year of listing. For where works are anticipated to increase operating expenses, an estimate has also been included.

6.4.1 Sports floodlighting

The City aims to provide adequate floodlighting suitable for 'large ball sports training' on active reserves as the minimum level of provision consistent with Australian standard 2560.2.3-2007. Having adequate floodlighting that meets Australian standards is important as it allows clubs to utilise more of the playing surface of the reserve which helps reduce wear and tear issues. It also reduces safety issues arising from lack of visibility and can allow night competition games to be played when lighting is provided to that level required.

Across the City there are some reserves with older infrastructure that does not meet this Australian standard, however it may not be necessary to improve the level of provision given the usage at that location. In some cases, where an active reserve is a primary home ground for a sporting club and there is sufficient other supporting infrastructure for example clubroom, then consideration will be given to increasing the provision of floodlighting to that required for 'large ball sports club competition'.

The following table has taken into consideration those active reserves with older infrastructure that does not meet the Australian standard and higher priorities have been allocated based on the usage by organised sporting clubs, current participation numbers, the number of reserves available for a sporting club and the quality of the existing playing surface during the winter sporting season. Some projects are already listed in the City's *Five Year Capital Works Program* (CWP) and have had a floodlighting design and detailed cost estimates completed. The remainder of the estimated costs are indicative only (based on \$100,000 per tower) and a detailed floodlighting design and cost estimate would be undertaken prior to budget confirmation.

It is also important to note that when upgrading sports floodlighting, in some cases a power upgrade is required to the site. During the planning stages of a project, the existing power capacity of the site and estimated demand of the floodlighting is determined. If required, a power upgrade quote is then obtained and this would need to be added to the total budget required for the project.

Currently the City's floodlighting projects do not include the use of LED lighting as this technology for use in sports floodlighting is still in its infancy and as yet the lighting units are not comparable in terms of cost, weight and reliability. The City is however, keeping up to date with LED technology and when suitable will consider using for floodlighting projects.

The height of the floodlighting poles and number of luminaries is site specific, but is designed to meet the relevant Australian Standard for the sport.

Floodlighting projects are considered eligible for a CSRFF contribution of up to one third of the project cost from the Department of Sport and Recreation. Submissions for consideration for a CSRFF grant need to be made in the year prior to the proposed works.

It is proposed that for future years of the *Five Year Capital Works Program* (CWP), one floodlighting project be listed for consideration each year based on the priority order developed. The priority order can be reviewed annually to ensure factors have not changed that would impact the priority of the projects. Also important to note is that the City could receive a submission from a sporting club for a floodlighting project to be submitted for CSRFF consideration with the club to make a financial contribution. In these cases, this may impact the priority order of the projects.

As part of the review undertaken in 2011, Moolanda Park, Kingsley and Beldon Park, Beldon were listed in the *Five Year Capital Works Program* in 2017-18 and 2018-19 for new floodlighting. Based

on the latest review, other projects have been deemed a higher priority so it is therefore recommended that these two projects are relisted as per the priority order.

Priority	Active reserve	Estimated total cost	Estimated annual operating cost	Year currently listed in budget
1	Bramston Park, Burns Beach – 4 poles [^]	\$395,000*	\$11,500	2014-15
2	Seacrest Park (west), Sorrento – 4 poles	\$315,825*	\$11,500	2014-15
3	Chichester Park (south), Woodvale – 8 poles	\$800,000	\$23,000	2015-16
4	Hawker Park, Warwick – 4 poles [^]	\$435,000*	\$11,500	2016-17
5	Warrandyte Park, Craigie – 7 poles	\$700,000	\$20,125	2016-17
6	Admiral Park, Heathridge – 6 poles	\$600,000	\$17,250	2016-17
7	Kingsley Park, Kingsley – 6 poles	\$600,000	\$17,250	N/A
8	Beldon Park, Beldon – 4 poles	\$400,000	\$11,500	2018-19
9	Timberlane Park, Woodvale – 4 poles	\$400,000	\$11,500	N/A
10	Emerald Park, Edgewater – 4 poles	\$400,000	\$11,500	N/A
11	Christchurch Park, Currambine – 4 poles	\$400,000	\$11,500	N/A
12	Lexcen Park, Ocean Reef – 4 poles	\$400,000	\$11,500	N/A
13	Moolanda Park, Kingsley – 4 poles	\$400,000	\$11,500	2017-18
14	Santiago Park, Ocean Reef – 4 poles	\$400,000	\$11,500	N/A
15	MacNaughton Park, Kinross – 4 poles	\$400,000	\$11,500	N/A
16	Mawson Park, Hillarys – 4 poles	\$400,000	\$11,500	N/A
17	Ocean Reef Park, Ocean Reef – 4 poles [#]	\$400,000	\$11,500	N/A
18	Forrest Park, Padbury – 2 poles	\$200,000	\$5,750	N/A
19	Charonia Park, Mullaloo – 4 poles	\$400,000	\$11,500	N/A
20	Korella Park, Mullaloo – 4 poles	\$400,000	\$11,500	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

[^] floodlighting is part of the redevelopment project.

[#] possible joint CSRFF project with the club in 2014.

6.4.2 Sports infrastructure

Most sports that utilise active reserves require standard supporting infrastructure that the City provides for example; goal posts, cricket nets/wickets. Some sports require more unique infrastructure and the priorities for replacement or new infrastructure for those sports have been identified in the following table.

Admiral Park has also been identified as a potential site for a new turf centre wicket. The City is currently undertaking a feasibility study prior to final consideration of this project.

Priority	Active reserve	Infrastructure type	Estimated total cost	Estimated annual operating costs
1	Hawker Park, Warwick [^]	Cricket practice nets (four)	\$75,000*	\$6,000

2	MacDonald Park (north), Padbury	Replace long jump pit	\$10,000	\$100
3	Robin Park, Sorrento	Replace long jump pit	\$10,000	\$100
4	Korella Park, Mullaloo	Athletics throwing circles (two)	\$10,000	\$100
5	Santiago Park, Ocean Reef	Replace long jump pit	\$10,000	\$100

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

^ cricket nets are part of the redevelopment project currently listed for consideration in 2016-17.

It is proposed that for future years of the *Five Year Capital Works Program (CWP)*, one project be listed for consideration each year based on the priority order developed.

6.4.4 Toilets/changerooms

Across the City there a number of toilets/changerooms that support both active and passive park users. Toilets/changerooms typically include a small space for changing, showers, toilets and may also incorporate a kiosk and/or storage. The following are the City's priorities for refurbishment or development of new toilet/changerooms based on the review.

Building extension works are based on the following base construction rates:

- \$1,500 per square metre for storage areas.
- \$2,800 per square metre for toilet/changeroom/kiosks.

The estimates provided are based on capital costs at 2014 value (estimated capital costs) then added to this is professional fees 12%, preliminaries/small works margin 15% and design and construction contingency 10% (estimated total cost). No allowance for escalation has been made so when allocating budget funds, an appropriate amount should be added depending on the year of listing. For where works are anticipated to increase operating expenses, an estimate has also been included. A list of the assumptions in relation to the estimated costs can be found in Attachment 12.

Priority	Active reserve	Works required	Estimated capital cost	Estimated total cost	Estimated annual operating costs
1	Christchurch Park, Currambine	Refurbishment of toilet/changeroom and new storage area (25 m ²)	\$97,500	\$133,575	\$2,000
2	Falkland Park, Kinross	Refurbishment and extension of toilet/changeroom (75m ²) and new kiosk (10 m ²) and storage area (25 m ²) – 105m ²	\$335,500	\$459,635	\$23,100
3	Chichester Park (north), Woodvale	New toilets (35m ²) and storage area (25m ²) – 60m ²	\$135,500	\$185,635	\$12,550
4	Carlton Park, Currambine	New toilets (35m ²) and storage area (25m ²) – 60m ²	\$135,500	\$185,635	\$12,550
5	Littorina Park, Heathridge	New toilets (35m ²) and changerrooms (90m ²) – 125m ²	\$350,000	\$479,500	\$21,100
6	Warrigal Park, Greenwood	New toilets (35m ²) and storage area (25m ²) – 60m ²	\$135,500	\$185,635	\$12,550
7	Callandar Park, Kinross	New toilets (35m ²) and changerrooms (90m ²) – 125m ²	\$350,000	\$479,500	\$21,100
8	Mirror Park, Ocean Reef	Storage area (25 m ²)	\$37,500	\$51,375	\$2,000

9	Lexcen Park, Ocean Reef	Storage area (25 m ²)	\$37,500	\$51,375	\$2,000
10	Santiago Park, Ocean Reef	Refurbishment of existing toilet/ changeroom	\$60,000	\$82,200	N/A

The majority of recommended works are at reserves that are currently secondary training/game venues for sporting clubs and are therefore not considered a high priority. It is proposed that for future years of the *Five Year Capital Works Program (CWP)*, one project be listed for consideration every second year based on the priority order developed commencing in the next year to be added to the program (2019-20).

7. COMMUNITY FACILITIES

7.1 Existing community facilities

The City of Joondalup currently has 41 community facilities (refer to attachment 8) available for hire or that are leased to community groups, sporting clubs and the general community. These facilities are located across the City and vary in size and function. They support and assist to facilitate a wide range of uses including community and sporting group meetings, formal activities and social functions. Community facilities that are in close proximity to another are generally smaller in size and were originally built for only one or two user groups. These facilities tend to be located in the City's southern suburbs and are reaching their 'end of life' and in the coming years will require major refurbishment or redevelopment works.

Given land availability, whole of life costs and contemporary facility planning principles, newly developed and refurbished community facilities should be multipurpose and able to cater for a range of activities. In some cases, where community facilities are in close proximity, rationalisation may be considered. Many of the facilities in the City's southern suburbs are older and are in close proximity, therefore opportunities exist to rationalise when developing new facilities and use the remaining land for other purposes.

7.2 Community facility hierarchy and provision standards

In order to plan for future facilities, the standard of provision needs to be determined based on needs, capital outlay and operational/management costs. As there is no industry accepted standard, a community facility hierarchy which aligns with the City's existing strategies, plans and frameworks has been developed.

The City classifies its community facilities into five categories. These categories align with the City's draft *Asset Management Plan* which is currently under review. Also developed, is the standard of provision and fit-out specification for each classification. These can be found in attachment 9.

7.2.1 Toilets/changerooms

Toilets/changerooms are designed to support local sport and recreation activities related to the specific park. Changerooms are designed to accommodate space for changing to support sporting activities undertaken on the oval. Universal access park toilets are accessible by the general community and are on the City's automated timed door lock system. Toilets/changerooms may also include provision of a kiosk area and storage to support sporting activities where a need has been determined.

7.2.2 Small sporting facility

Small sporting facilities are designed to support sport, recreation and community activities within a local suburb and are located within a sports park or near other sporting infrastructure (for example tennis courts). The facility typically consists of toilets/changerooms and a single meeting space which can be used for various activities (for example meetings, minor functions, yoga, playgroup). Also included in the facility is a kitchen/kiosk area and supporting storage areas for furniture, sporting clubs and community groups.

7.2.3 Small community facility

Small community facilities are designed to support community activities within a local suburb. The facility typically consists of toilets and a single meeting space which can be used for various

activities (for example meetings, minor functions, yoga, playgroup). Also included in the facility is a kitchen and supporting storage areas for furniture and community groups.

7.2.4 Large sporting facility

Large sporting facilities are designed to support multiple activities at one time. These facilities will cater for community and sporting activities within a local suburb and surrounding suburbs and are located within a sports park or near other sporting infrastructure (for example tennis courts). The facility typically consists of toilets/changerooms and multiple or larger meeting spaces which can be used for various activities (for example meetings, minor functions, yoga, playgroup). Also included in the facility is a kitchen/kiosk area and supporting storage areas for furniture, sporting clubs and community groups.

7.2.5 Large community facility

Large community facilities are designed to support multiple activities at one time. These facilities will cater for community activities within a local suburb and surrounding suburbs. Large community facilities can cater for larger group functions and activities of a specialised nature. The facility typically consists of toilets and multiple or larger meeting spaces which can be used for various activities and large group functions. Also included in the facility is a kitchen and supporting storage areas for furniture and community groups.

7.3 Community facility usage

Understanding community facility usage is important when assessing the future need for a refurbishment or redevelopment project. High levels of usage suggest that a facility services the community well, however if a refurbishment or redevelopment is undertaken at a facility with lower utilisation levels, this may lead to an increase in usage.

A community facility with low usage suggests the infrastructure and level of provision are not adequate. However, other information such as location of other facilities in close proximity and the surrounding population assist in the decision making for future refurbishment and redevelopment projects.

The following table provides the utilisation rate of the City's community facilities for 2013 that are managed by the City during standard available booking times of 7.00am to midnight. Some facilities have multiple rooms and these have been indicated in the table. The City can not measure usage in facilities that are managed externally through a lease or licence arrangement.

Community Facility	Utilisation rate
Beaumaris Community Centre, Ocean Reef – main hall	32.12%
Calectasia Hall, Greenwood	16.69%
Chichester Park Clubroom, Woodvale	5.5%
Connolly Community Centre, Connolly – main hall	19.92%
Dorchester Community Centre, Warwick	9.82%
Duncraig Community Centre, Duncraig – north/south hall (average)	41.88%
Ellersdale Park Clubroom, Warwick	18.15%
Emerald Park Clubrooms, Edgewater – main hall	31.60%
Emerald Park Clubrooms, Edgewater – playgroup room	41.04%
Fleur Freame Pavilion, Padbury – function room/lesser hall (average)	33.49%

Flinders Park Community Hall, Hillarys	22.73%
Forrest Park Community Sporting Facility, Padbury	10.52%
Gibson Park Community Centre, Padbury	43.72%
Greenwood Scout and Guide Hall, Greenwood	22.30%
Guy Daniel Clubroom, Heathridge	18.93%
Heathridge Park Clubroom, Heathridge	21.14%
Jack Kikeros Community Hall, Burns Beach	14.39%
Kingsley Memorial Clubrooms, Kingsley – main hall /activity room 1	40.98%
Kingsley Memorial Clubrooms, Kingsley – activity room 2	12.03%
Kingsley Memorial Clubrooms, Kingsley – lesser hall	12.24%
MacNaughton Park Clubroom, Kinross	27.47%
Mildenhall, Duncraig – lesser hall/main hall (average)	30.69%
Padbury Hall, Padbury	18.78%
Penistone Park Clubroom, Greenwood	28.46%
Percy Doyle Football / Teeball Clubroom, Duncraig	9.01%
Rob Baddock Community Hall, Kallaroo – main hall	21.04%
Seacrest Park Community Sporting Facility, Sorrento	53.08%
Sorrento Community Hall, Sorrento*	2.44%
Timberlane Park Clubrooms, Woodvale	17.59%
Warrandyte Park Clubroom, Craigie	29.21%
Warwick Hall, Warwick	26.31%
Whitford Senior Citizens Centre, Hillarys – main hall	35.01%
Woodvale Community Care Centre, Woodvale	29.95%

*Refurbishment works were undertaken on Sorrento Community Hall between 1 January and 30 June 2013. The occupancy rate shown is for the period between 1 July to 31 December 2013.

7.4 Functionality audit

As part of this report, a functionality audit based on a number of factors determined important to the functionality and aesthetics of a community facility was developed. The objective of this audit was to rate the City's community facilities based on a scale.

Four main evaluation criteria were used to determine the functionality of a facility. Each evaluation criteria also included various sub-sections including:

- Spatial relationship –the scale and layout, location and flexibility of a facility.
- Environmental comfort –the heating and cooling system of a facility.
- Provision/amenity – the safety/security, kitchen, storage, changerooms and toilets, and meeting room/space of a facility.
- Aesthetics –the character and general aesthetics of a facility.

Based on the functionality audit, the following are the ten lowest rated community facilities across the City:

- Chichester Park Clubroom, Woodvale
- Jack Kikeros Community Hall, Burns Beach

- Heathridge Park Clubroom, Heathridge
- Calectasia Hall, Greenwood
- Dorchester Community Centre, Warwick
- MacNaughton Park Clubroom, Kinross
- Mullaloo Surf Life Saving Club, Mullaloo
- Emerald Park Clubrooms, Edgewater
- Windermere Park Clubroom, Joondalup
- Warrandyte Park Clubroom, Craigie.

7.5 Facility refurbishment and redevelopment projects

Facility refurbishment projects aim to improve the functionality and aesthetics of a facility. As a general guideline, community facilities have a life cycle of 40-50 years, and should have a major refurbishment after 20 years. Works typically include repainting, new floor coverings, small storeroom extensions, updating kitchen and/or toilet areas and improvements to heating and cooling systems.

Facility redevelopment projects are considered larger in nature than a refurbishment project and generally involve major structural changes to a facility or demolition and construction of a new facility. Generally, facility redevelopment projects are undertaken when a facility is poorly located, requires major extension work and has reached 40-50 years of age. Redevelopment projects require higher capital outlay initially however, can reduce the operating costs of an aging building.

The City's future refurbishment and redevelopment projects have been identified based on:

- Knowledge of the existing facility
- Existing and potential future usage
- Results of the functionality audit
- Levels of provision as determined in the community facility hierarchy
- Community service provision
- Previous works undertaken at a facility
- Age of the facility.

Not all facilities in the City are listed for refurbishment or redevelopment in this report as some are involved in larger site master plans. These facilities include:

- Jack Kikeros Community Hall, Burns Beach – part of the Burns Beach Master Plan project.
- All facilities at Percy Doyle Reserve, Duncraig – part of the Percy Doyle Reserve Master Plan project.

7.6 Priority list of works

Facility refurbishment projects

The City aims to undertake one or two facility refurbishments each year and the City's endorsed *Master Planning Process* is used to plan the detail of these projects. A number of refurbishment projects which have had concept designs and cost estimates completed have been listed in the City's *Capital Works Program* for 2014-15 to 2016-17 (priorities one to six). These projects have been considered by the Capital Works Committee and Council and planning and stakeholder consultation has been undertaken.

The remainder of the projects have yet to have concept designs and cost estimates undertaken. For these projects, a preliminary estimate has been determined based on similar recent developments that have been completed. It is important to note that the cost estimates are indicative

and are not based on any project scoping, concept plans or cost estimates. Planning for the projects commence two years prior to the proposed construction to allow for more accurate cost estimates to be obtained and budget amendments to be made.

No allowance for escalation has been made so when allocating budget funds, an appropriate amount should be added depending on the year of listing. For where works are anticipated to increase operating expenses, an estimate has also been included.

Further details of the recommended works for each project yet to be planned is included in Attachment 10.

Priority	Facility	Estimated total cost	Estimated annual operating costs	Year listed in budget
1	Heathridge Park Clubroom, Heathridge#	\$78,000*	N/A	2014-15
2	Iluka Sports Complex, Iluka#	\$460,000*	N/A	2014-15
3	Beaumaris Community Centre, Ocean Reef#	\$135,000*	N/A	2014-15
4	Timberlane Park Clubrooms, Woodvale^	\$845,643*	\$23,100	2015-16
5	Kingsley Memorial Clubrooms, Kingsley^	\$650,000	\$14,550	2015-16
6	Flinders Park Community Hall, Hillarys^	\$450,000	\$14,550	2016-17
7	Connolly Community Centre, Connolly	\$250,000	N/A	2017-18
8	Woodvale Community Care Centre, Woodvale	\$300,000	N/A	2017-18
9	Ellersdale Park Clubroom, Warwick	\$850,000	\$14,550	N/A
10	MacNaughton Park Clubroom, Kinross	\$850,000	\$12,550	N/A
11	Warrandyte Park Clubroom, Craigie	\$250,000	\$2,000	N/A
12	Windermere Park Clubroom, Joondalup	\$250,000	\$2,000	N/A
13	Padbury Hall, Padbury	\$500,000	\$3,200	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

projects have been endorsed by Council as part of the 2014-15 budget.

^ planning, consultation and concept design for these projects has been undertaken.

It is proposed that for future years of the *Five Year Capital Works Program (CWP)* and *20 Year Strategic Financial Plan*, one refurbishment project be listed for consideration each year based on the priority order developed. The priority order can be reviewed annually to ensure factors have not changed that would impact the priority of the projects.

Facility redevelopment projects

Given the scale and cost of facility redevelopments, careful consideration must be made when identifying future projects. Facility redevelopments may also take into consideration the surrounding landscaping and sporting infrastructure if located on an active reserve. Furthermore, facility redevelopment projects can include an upgrade of an existing toilet/changeroom to include a meeting area and other supporting infrastructure if the need has been identified.

A number of development and redevelopment projects which have had concept designs and cost estimates completed have been listed in the City's *Five Year Capital Works Program* (priorities one to three and five). All four of these projects are subject to a CSRFF contribution with the Bramston Park and Synthetic Hockey Pitch projects confirmed of a grant contribution and agreed to proceed

by Council at the May 2014 meeting (CJ072-05/14 refers). The Penistone Park and Hawker Park projects will be subject to future CSRFF applications.

The Hawker Park redevelopment project has been listed as the City's fifth priority. Chichester Park, given the current active reserve usage and limited infrastructure, has been rated a higher priority in comparison to Hawker Park. Further details of the recommended works for each project yet to be planned is included in Attachment 11.

Priority	Facility / project	Estimated capital cost	Year listed in budget
1	Bramston Park development, Burns Beach	\$2,931,500*	2014-15
2	Synthetic hockey pitch project, Warwick (includes relocation of cricket and softball)	\$7,025,500*	2015-16
3	Penistone Park redevelopment, Greenwood	\$3,820,000*	2015-16
4	Chichester Park redevelopment, Woodvale	\$4,000,000* *	N/A
5	Hawker Park redevelopment, Warwick	\$2,741,500*	2016-17
6	Mullaloo Surf Life Saving Club redevelopment, Mullaloo	Unknown	N/A
7	Sorrento Surf Life Saving Club redevelopment, Sorrento	Unknown	N/A
8	Heathridge Park master plan, Heathridge (Guy Daniel Clubroom, Heathridge Park Clubroom, Heathridge Leisure Centre)	Unknown	N/A
9	Prince Regent Park development, Heathridge	Unknown	N/A
10	Warwick Community Facility master plan, Warwick (Warwick Hall, Dorchester Community Centre, Greenwood Warwick Community Care Centre)	\$4,270,000* *	2016-17 and 2017-18
11	Greenwood Community Facility master plan, Greenwood (Calectasia Hall and Greenwood Scout and Guide Hall)	\$5,000,000* *	2018-19 and 2019-20
12	Emerald Park Clubrooms redevelopment	Unknown	N/A

*total cost based on the cost estimate obtained from a quantity surveyor (QS).

** indicative figure included in the 20 Year Strategic Financial Plan – estimated capital costs are unknown at this stage.

It is proposed that for future years of the *Five Year Capital Works Program (CWP)* and *20 Year Strategic Financial Plan*, one redevelopment project be listed for consideration every three years based on the priority order developed. The priority order can be reviewed annually to ensure factors have not changed that would impact the priority of the projects.

7. CONCLUSION

The City has a limited number of active reserves and an inability to create additional reserves on new land. It is becoming increasingly difficult to satisfy both summer and winter sporting club requirements with the limited number of active reserves with adequate infrastructure. Therefore, it is important for the City to have a strategic approach to the provision of reserves and infrastructure to benefit the community and sporting clubs. There is currently a high demand for reserves with adequate infrastructure and a low demand for reserves with little infrastructure. This has resulted in an uneven distribution of the City's sporting clubs and difficulty maintaining good quality playing surfaces on reserves with high demand. Currently there are 13 ovals that are above the industry guideline for usage of 25 hours per week in winter which is known to lead to overuse and have a detrimental impact to the playing surface.

If infrastructure improvements are not undertaken over the coming years, demand for those reserves with adequate infrastructure will continue to rise making them increasingly difficult to

maintain to a safe level suitable for sport. This report has made recommendations to improve the infrastructure provision at reserves to better support the needs of the sporting community.

Over the last six years, the City has completed 14 facility refurbishment projects. Projects identified in this report are for the remaining facilities that have not recently been refurbished or for those that adequate funds were not available at the time of the previous refurbishment for the works required.

A number of the City's community facilities, particularly those in the southern suburbs are reaching their 'end of life' and in the coming years will require redevelopment. Therefore it is important for the City to have a strategic approach to the provision of community facilities to ensure that the user groups and the wider community are provided with facilities that are multipurpose, accessible, sustainable and of a good quality. This report has made recommendations for future facility redevelopment projects and also some larger scale redevelopments of multiple facilities or those that include other sporting/community infrastructure which are considered master planning projects.